



## **Haverhill Area Working Party 14 January 2010**

### **Town Centre Management: Update and Proposed Activities to March 2010**

1. **Purpose of the report**
- 1.1 The purpose of the report is for the Working Party to note the progress made with the previously approved Work Programme of promotional activities and initiatives (Report A134 refers).
- 1.2 The following table provides an update in relation to the previously agreed activities and the budget associated with Town Centre Management in Haverhill.

Table 1 – Previously agreed Town Centre Management Activities

	<b>Item</b>	<b>Progress</b>	<b>Timetable</b>	<b>Budget/Costs</b>
1.	Develop and maintain a retail directory, for town centre shops and services, of what's available in Haverhill, to be used as a promotional item to entice more shoppers into the town centre.	<p>The directory was successfully launched as agreed on 13 November 2009 at the Italian Market in Queen Street.</p> <p>Distribution continues and copies are available from libraries in Clare, Linton, Steeple Bumpstead, Kedington, Hundon, Haverhill Council offices and the Arts Centre, the Library, Leisure Centre, Cineworld, Tesco and some other shops and local schools.</p> <p>The directory included a competition which closes on 30 January 2010; entries continue to come in.</p>	13 November 2009	<p>The estimate for printing costs approved by the Working Party in July 2009 was 0.28p a copy.</p> <p>The final budget out-turn was 0.283p a copy.</p>
2.	Haverhill in Bloom: support and assist in promoting business engagement in the annual competition.	Two more businesses participated than had in the previous year. For the future, the Town Centre Manager (TCM) will attend not the monthly meetings of Haverhill in Bloom but is to receive the minutes and would help raise the profile of this initiative where possible.	Press release with a photo of the winner appeared in the local press in the summer.	<p>£36 for the Prezzo voucher to the winner; runners up received film tickets and chocolates, which were both externally sponsored.</p> <p>Cost of posters to date: £216.01</p>
3.	Empty Shop Displays and Window Dressing Initiatives	<p>Progress is very slow in obtaining consent from tenants, agents/landlords. However, there was an enquiry as a result of the poster in the former Lloyds building; the enquirer also sought details of the other empty shops. These were passed to the agents and permission sought for entry to dress the windows, but to no avail.</p> <p>(a) Working with the Marketing Manager of Haverhill Town Council, the poster in the</p>	Ongoing	This initiative, whilst worthy, is not delivering benefits for the time and effort involved and the Town Centre Manager has been asked to focus on other work.

	Item	Progress	Timetable	Budget/Costs
		<p>Lloyds building was of the Arts and Events. Since the appointment of a London agent, access is denied to remove the out of date poster, until a prospective occupier visit is fixed;</p> <p>(b) the former computer shop in Queen Street has posters of Arts and Events displayed; and</p> <p>(c) attempts can continue regarding the other shops, although this is proving to be very time consuming, and, as in the case of the computer shop, requires the TCM to first clean the windows as posters do not stick otherwise.</p>		
4.	Postcards of the Town	This project was deferred to 2010 and will to be re-visited in the spring. Because of extensive construction activity in the town, good photo opportunities have been limited. This initiative is to be reviewed as part of marketing activities for the town.	Spring to summer 2010	£600 (in house printing)
5.	Business to Business Exhibition	<p>Sourced and provided the organisers with a comprehensive contact list of Regional Agents who are acting for the major retailers, industrial and commercial firms, for invitations to be sent.</p> <p>Fully briefed the Director General of the Retail Federation in response to a request, prior to the event. With colleagues, staffed the stand on Friday and Saturday during the exhibition stand.</p>	<p>16 and 17 October 2009, at the Haverhill Leisure Centre.</p> <p>Attended the de-briefing meeting with the organisers and a colleague from Economic Development to establish outcomes and plan for a future exhibition.</p>	£3000 from Economic Development budget
6.	Fact Pack: commercial	The regional business support agencies are producing detailed data for businesses and it is	This work would duplicate Economic Development	Approximately £500 was budgeted.

	Item	Progress	Timetable	Budget/Costs
		judged that this is satisfactory; Economic Development colleagues refine this with any very local data, according to a specific enquiry.	activities so has been removed from the Work Programme.	
7.	Haverhill Welcome Pack: residential	Feedback from the estate agents in town to the draft packs has been negative; they decline to use material with the Council logo.  Alternative distribution channels are being investigated.	First quarter of 2010.	Estimates will be obtained once the make up of the wallet is determined.
8.	Footfall Count	Since first suggesting this is carried out exploration of a more qualitative exercise has been undertaken – see item 22 below.	Not progressed because of works to Queen Street, Tesco construction and other disruption to normal trading behaviour in the Town Centre. Timescale moved back to 2010	
9.	Re-opening of Queen Street: Italian Market	Extensive advertising/promotion undertaken. Good rates negotiated with the press; printing of flyers done in house etc.  The rain reduced the visitor numbers, yet many shoppers dodged the showers and came from Linton, Clare, Steeple Bumpstead and points in between. The stalls were erected facing the shops as Members requested. The response cards/prize draw cards which were returned, showed that many had spent more than £20; one couple found it beyond their budget but most commented favourably on <i>'new/events in Haverhill'</i> and wished to <i>'see more'</i> . The prize winners for a box of chocolates and a packet of Cantucci were E Porter, Mill Hill and W Porter, Little Wratting respectively.  Feedback from the specialist market operators is that in future they wish to be located in the High Street.	Held on 13 and 14 November 2009.	Budgeted £3,500. Costs will be no more than £2,100 once all invoices are received.  £700 was negotiated as a fee from the market owners to defray some of the costs.  £9.99 will be spent on a box of chocolates. The Cantucci was free from the Market.  £500 contribution received from the Town Council.

	Item	Progress	Timetable	Budget/Costs
10.	Refurbished Bus Station Opening	This event is yet to take place.  Feedback during the works was focussed upon the replacement shelters and this was forwarded to Suffolk County Council officers for action.	Update also at this meeting.	Suffolk County Council project.
11.	Launch/progress of Queen Street Shop Front Grant Scheme	Supported colleagues by liaising with the businesses, arranging more than 36 one-to-one meetings with the Principal Planning Policy Officer, distributing the grant application packs, chasing up applications, and after the bids were made, chasing up two applicants for more information to complete their forms.	Through the summer and autumn of 2009. Grants agreed December 2009.	Grant scheme budget of £50,000.
12.	Referring businesses to Business Link and to Mid Anglian Enterprise Agency (MENTA)	Ongoing activities. With the launch of the entrepreneurial meetings, two potential new business start ups have been referred.	Ongoing.	From existing budget
13.	Other Initiatives explored in 'Partnership' (a) Film competition  (b) partnering with the Prince's Trust  (c) master classes for retailers	(a) Cineworld is running the CB9 Cineworld Youth Film Initiative 2010; TCM persuaded the Media Hub, the Design Office, and a freelance BBC film editor to support this, together with the Youth and Community Development Officer and the Communications Section. Prizes for the runners up are being sourced from businesses in town;  (b) this has been abandoned due to the continuing lack of interest by the Trust. Importantly, MENTA now has an 18 month programme for entrepreneurs operating in the town;  (c) a variation of this item will appear in the broader footfall count/intelligence gathering	TCM sponsored workshops at the Media Hub: 9 and 23 January 2010. Closing Date for film: 12 February 2010. Gala screening: Sunday 28 February 2010.	Costs will be in the region of £500 to include the two workshops at the Media Hub, expenses for the Film Editor, and for some of the 9 runner up prizes. Cineworld is sponsoring the winner's prize.

	Item	Progress	Timetable	Budget/Costs
		exercise later;		
	(d) Loyalty Scheme	(d) as in (c) above;		
	(e) Haverhill Star Excellent Customer Service competition	(e) as in (c) above;		
	(f) a 'community market'	(f) this item will be covered in proposed future activities further in the report; and		
	(g) Wellbeing Week 2010	(g) as in (f) above.		
14.	'Winter in West Suffolk' magazine with Haverhill content.	Second annual issue distributed. More advertising revenue obtained by the TCM in year 2 than in year 1.	Annual production, distributed: October	TCM contribution: £465.00
15.	Regular meetings that the TCM attends and reports to as required: -		Frequency of attendance	From existing budget: Officer time
	(a) Haverhill Partnership;		Four per year	
	(b) Haverhill Executive;		Four per year	
	(c) Safer Neighbourhood Team (SNT);		Monthly	
	(d) Leisure Quarter SNT sub Group;		As and when needed	
	(e) Homelessness;		As and when	
	(f) Chamber of Commerce meetings, events;		As and when	
	(g) Business Networking Events;		As and when	

	<b>Item</b>	<b>Progress</b>	<b>Timetable</b>	<b>Budget/Costs</b>
	(h) MENTA events;		As and when	
	(i) meetings with the Clerk to Haverhill Town Council(HTC), Arts and Leisure Manager; and	attend, discuss issues, explore partnership opportunities.	More regular meetings have now been set up with HTC Town Clerk	
	(j) Shop Watch Members and SNT.	personally visited more than 50 Members; organised two meetings, 16 and 17 November 2009; more planned.	Every month or two. Shaping up to be every 6 to 8 weeks. At least 2 to 3 per year.	Budget - Room hire, refreshments, £100 p.a. Cost £10 to date.

### 1.3 Other initiatives undertaken since July 2009.

	<b>Item</b>	<b>Progress</b>	<b>Timetable</b>	<b>Budget/Costs</b>
16.	TCM Monthly local newspaper column	Submitted to Haverhill Weekly News, since October. Post publication enquiries from businesses and some residents either handled or forwarded to appropriate agencies.	Last Thursday of each month.	Free of charge
17.	Town Centre Audit: participated in a four hour walk around the town: 30 October 2009.	With Suffolk County Council (SCC) Highways, Haverhill Town Council and the Police.	Partners considering scope, relevance and costs of works and budgets.	
18	Ice Skating: an opportunity arose to partner the Town Council Big Christmas Weekend event.	TCM supported by contributing to the costs of the 'ice rink'.	11 and 12 December 2009	£500
19.	Proposed Friday market move.	Attended meetings with Market traders, Portfolio Holder and Member, and Markets and Car Parks Manager.	Summer 2009	

1.4 Proposed Town Centre Management activities to end March 2010 and beyond

	<b>Item</b>	<b>Progress</b>	<b>Timetable</b>	<b>Budget/Costs</b>
20.	Seek to deliver more events in Queen Street. Consideration is being given to activities to animate Queen Street. These could include Farmers' Markets, community markets (with local produce, crafts etc), a fashion show etc.	Given the current review of the market service the TCM is liaising with colleagues in the review team. In the meantime, a one off "love and romance" or "hearts and flowers" market in February 2010 is being considered.	Wednesday 10 February 2010	£1,000
21.	Meetings with businesses.	Two meetings are planned for the year for all the town centre businesses. (sponsorship will again be sought where possible for venue/refreshments).	Spring and autumn 2010	£200
22.	Town Centre Footfall count	<p>The original plan was to simply count the numbers of visitors into town, over different times in a year. After further consideration this information is unlikely to provide the level of detail that will be helpful in understanding how the town centre is operating and what needs to be undertaken to support further town centre investment.</p> <p>The cost of footfall counts range from between £700 for a one off footfall count through to more detailed investigation by firms such as Experian who would charge around £2,000 for four counts in one year.</p> <p>After investigating the real value of this measurement, an opportunity has arisen to develop this exercise from a simple measure of numbers, into a more valuable intelligence gathering exercise that will deliver greater benefits for the town.</p>	Beginning in spring 2010	<p>Partners are providing in-kind support as their contribution</p> <p>TCM is budgeting £3,000 for 12 months from February 2010; to cover marketing, promotion, venues hire, refreshments, expenses, training materials</p>



The Kent Business School and Professor Andrew Fearne at the Centre for Value Chain Research have proposed a new research programme based on Haverhill. This research project could be delivered in partnership with the Association of Town Centre Managers (ATCM), Town Centre Management (TCM), West Suffolk College (WSC), Samuel Ward and Castle Manor Colleges and is proposed to involve:-

- (a) a project for sixth form students studying 'A' level business studies involving interrogation of the Tesco Clubcard data for this town/region and execution of a high street retail audit;
- (b) a suite of training activities and supporting material for use by owners/managers of independent retail outlets and town centre managers based on using examples from the research findings to date, in order to demonstrate the benefits of customer segmentation, targeted communication and responsive retail management;
- (c) 'a train the trainer' programme for town centre managers to help support businesses;
- (d) The ATCM, WSC, Samuel Ward and Castle Manor Colleges have been approached and have indicated their eagerness and willingness to work together on this new programme and have agreed their contribution in-kind, through providing the time to help deliver the programme. Specifically this project will:-
  - (i) demonstrate how small businesses can

apply the lessons learned from research with large multi-national corporations to improve their marketing performance;

(ii) provide a mechanism for local authorities to work collaboratively with local businesses, secondary schools, further education providers and the general public to understand how the town centre is operating, to create new opportunities for personal, business and community development in the process; and

(iii) identify any weaknesses in the Town Centre offer and to identify ways in which these can be addressed.

## 2. Recommendations

2.1 It is **RECOMMENDED** that:-

- (1) the progress made to date on the 2009/2010 Town Centre Management agreed activities be noted; and
- (2) the new proposals be considered and feedback be provided to the Town Centre Manager in order that these can be worked up into a programme for the next four to six months.

For further information, please contact:-

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