



## **Haverhill Area Working Party 22 April 2010**

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

#### **1. Purpose of the Report**

- 1.1 The purpose of the report is for the Working Party to consider the suggested Work Programme from April to December 2010 as set out in Table 1 overleaf, and to receive an update on the progress made with the previously approved Work Programme.

**Table 1: Suggested Town Centre Management Activities from April 2010 to December 2010**

	Item	Description	Timetable	Budgets/Costs
A	<p><b>To investigate the feasibility of the 'Purple Flag' accreditation scheme and report back on its applicability and the benefits of pursuing this for Haverhill</b></p>	<p><b>Background:</b> The Purple Flag scheme aims to raise the standard and broaden the appeal of town centres between the hours of 1700 and 0600, in a similar way to the Blue Flags awarded to beaches and the Green Flags for parks. The new 'gold standard' scheme recognises excellence in managing town and city centres that support a mix of evening activity and indicates where to go for a good night out. Those that have successfully been awarded a Purple Flag will increase positive publicity for town and city centres by recognising as offering a positive experience for night time visitors and users.</p> <p>The scheme is managed by the Association of Town Centre Management, working alongside the Purple Flag Advisory Board, which is a partnership of key stakeholder groups, including central and local government, police, business and consumers.</p> <p>The scheme has been introduced in these towns and cities: Bath, Birmingham, Covent Garden, Leicester Square, Manchester and Kingston upon Thames. Four other centres being assessed include a town in the East Midlands.</p> <p>Benefits of applying to the scheme include:-</p> <p>(a) a wider range of attractions and consumers leads to longer term economic viability;</p>	<p>Feasibility investigation April to June 2010</p> <p>Project timetable subject to agreement of the Working Party to proceed after consideration of the feasibility.</p>	<p>Estimates at this stage but would be confirmed through feasibility investigation:</p> <p>£1,500 for fees for population &lt; 50,000.</p> <p>£500 for Year Two for a 'light touch review'.</p> <p>£2,000 for marketing, promotion, flag pole, stickers and advertising.</p> <p>Opportunity for partner funding.</p> <p>There may be costs to be borne by other partners on any possible public realm adjustments and/or improvement works. These will be identified in partnership.</p>

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		<p>(b) a good mix of clientele can lessen intimidation and improve perceptions; and</p> <p>(c) more people would use centres at night if they were safer, more accessible and offered more choice.</p> <p>There would be an objective assessment across five key areas at night. Most significantly it is designed to recognise that the centre is managing its night time experience and thus helping to overcome any negative public perceptions that may exist. It is an opportunity for successful centres to present themselves in a positive light to town centre users and operators, residents, tourists and visitors.</p> <p>The following areas would be assessed, taking into account differences in towns:-</p> <p><b>Policy Framework:</b> Evidence of a clear aim and common purpose for the management of the area and how it offers a positive experience. The challenge is to bring clarity and focus to a complicated field as after-hours policy crosses many professional, budgetary and sectoral boundaries. A clear and appropriate local strategy is needed based on sound research, integrated public policy and a successful multi-sector partnership.</p> <p><b>Wellbeing:</b> Welcoming and clean. Some services may need to be upgraded or extended to cope with specific needs after dark. All sectors have a part to play in delivering high standards of customer care.</p>		

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		<p><b>Movement:</b> A secure pattern of arrival, circulation and departure. Improvements may be needed for all types of movement, if centres are to function properly and be appealing after hours.</p> <p><b>Appeal:</b> Successful destinations should offer a vibrant choice of leisure and entertainment for a diversity of ages, lifestyles and cultures, including families. They should contain a rich mix of public and private attractions.</p> <p><b>Place:</b> A stimulating destination and a vital place. Successful hospitality areas are alive during the day, as well as in the evening and night. They contain a blend of overlapping activities that encourage people to mingle and attractive places where spending and being are in balance.</p>		
B	<p><b>Promoting Haverhill at Every Opportunity with the Best Images.</b></p>	<p>It is more than six years since St Edmundsbury Borough Council adopted the planning, marketing and promotional recommendations contained in the survey which it commissioned. Part of that report has been implemented with over £20m public sector investment, plus at least half of that again levered in from the private sector. It is therefore, now an ideal opportunity to capture these improvements in powerfully impressive photographic images. Rather than take and reproduce six images in post cards, it is now recommended that a promotional campaign is devised with the aid of images which will be taken from April through to September 2010, recording the best the town has to offer. There would be themes including 'a fine place to work/live/visit/learn/enjoy leisure time; the history and heritage, the built environment and others. The images</p>	<p>Photography: April to September 2010</p> <p>Campaign to begin in December 2010.</p>	<p>£3,500</p> <p>Any cross charging opportunities would be explored.</p>

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		<p>could be adapted across all promotional mediums including posters, displayed on buildings. They would especially be used for widest distribution via the new electronic medium and not just on the Borough/CB9 website but all others in Haverhill and partner sites including Choose Suffolk, Mid Anglian Enterprise Agency (MENTA), West Suffolk College (WSC), the two Haverhill upper schools and more. The images would be 'secured' so that any which are downloaded would still retain the 'CB9/St Edmundsbury' accreditation.</p>		
C	<p><b>Marketing Master Classes for Haverhill Businesses</b></p>	<p>This proposal has evolved out of Tesco Haverhill's desire to respond positively to the welcome which it received from the residents. To address concerns about Tesco that have been raised during business meetings, they wish to provide a vehicle for small, local businesses to benefit from their marketing and loyalty card campaign lessons.</p> <p>More thought has been given to this initiative and to the outcomes which it might bring to the town generally, and not just to the 'centre'.</p> <p>This initiative would be fundamentally different from any other seminars/marketing classes which have gone before in Haverhill. First, these would be tailored precisely for themselves, by the businesses, and would now include not just those in the 'town centre' but also those small businesses on the industrial estates. With Professor Andrew Fearne, the architect of Tesco's successful Clubcard loyalty programme, facilitating the development of a 'retailer based programme; the marketing ideas would be highly relevant to Haverhill retailers.</p> <p>Second, this programme would involve students from the two upper schools, with knowledge and appreciation of Haverhill and its community. Lastly, it would also engage</p>	<p>Begin in the new school year – September 2010 and ongoing for a year</p>	<p>£3,000 towards costs of training materials, hire of venues, expenses and</p>

	Item	Description	Timetable	Budgets/Costs
		<p>WSC, who would bring their experience and local knowledge to bear, on a positive Haverhill-based outcome.</p> <p>Haverhill's smaller businesses would benefit and this would contribute to the increasing prosperity of the town and, hopefully consolidate those businesses so that they may be in a better position to offer future employment. Involving all the businesses would help to 'unify' those in the centre, with those on the business estates.</p> <p>The students would benefit from conducting real, live interviews which would count towards course work. Using a questionnaire designed by the partners, students would conduct interviews with visitors; this data/information would be analysed and the businesses would draw on the results to help shape their own particular marketing strategies.</p> <p>All the partners have indicated their eagerness to work together on this initiative; nine targeted businesses, including such diverse shops as Tony Strowger Jewellers, Sonia's, Clarks, Déjà vu, M J Pipe have said they would be <i>'very interested in anything which would help their business and the town'</i>.</p>	with quarterly surveys and analyses of results.	refreshments.
D	<b>Queen Street Fashion Show: Launch of Queen Street Gates</b>	<p>Staff at Sonia's wanted to conduct a fashion show at the launch of the new look Queen Street and the Town Centre Manager (TCM) suggested that it be deferred to the better weather. This idea is being worked up and is intended to include as many of those shops in the street as wish to participate.</p> <p>Businesses would organise and deliver the Show and the TCM would support it with advertising, marketing and</p>	Promotion in the weeks before, and the Show	£300; and aim to utilise the communications

	<b>Item</b>	<b>Description</b>	<b>Timetable</b>	<b>Budgets/Costs</b>
		promotion, and, with colleagues, ensure that appropriate licences, consents plus health and safety regulations are met and risk assessments are carried out.	on the day of the launch of the Queen Street Gates: May 2010	element in the project budget.
<b>E</b>	<b>Haverhill's Wedding Fayre</b>	This is another shop owner initiative. It is being co-ordinated by C & B Beautiful and will be held at the Arts Centre in May 2010. The TCM was approached for advice and suggestions which have been provided, some of which are being taken up. More than eight businesses are taking part in the Fayre and the TCM would support the event with promotion and some modest advertising. It is being suggested that it would be helpful to the event/them if they would brand it 'CB9' Wedding Fayre.	23 May 2010	£200
<b>F</b>	<b>Seek to deliver more events in Queen Street.</b>	<p>The possibility of themed markets continues to be explored and in the meantime, it is suggested that once a month, a street performer would entertain with stilt walking, music and dance. On months when the children are on school holidays, workshops will be held. These would include anything from face painting, drama, drumming, murals, painting techniques, pottery, puppets, scrap art from anything and more.</p> <p>The performers/leaders would be engaged for three hours on each Friday and since Queen Street is closed to traffic, road closure orders are not required. It is hoped to partner with the Town Council. It is also planned to explore inviting any local youth musical/performing groups, subject to the usual regulations and risk assessments, to add to the colour and movement.</p>	<p>Friday 30 July and 27 August 2010, to include a medley of workshops.</p> <p>Friday 28 May, 25 June and 24 September 2010: street entertainers.</p>	£2,700
<b>G</b>	<b>Meetings with businesses</b>	The first for 2010 was held on 23 March at Samuel Ward Arts and Technology College. 30 attendees received an update on the investments, the planned new housing developments, planned investment for the High Street, an update on the Shop Front Grant Scheme and a reminder of	Spring and autumn 2010	£200 Cost: £50

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		the Procurement Event being held in Bury St Edmunds.		
H	Town Centre Footfall Count	This item is referred to in Table 1 (C) above.		

**Table 2:  
Update on Previously Agreed Town Centre Management Activities  
(completed or revised activities shown shaded)**

	Item	Description	Timetable	Budget/Costs
1.	Town Centre Directory	All who responded stated that the directory was helpful. There was a suggestion it should be available online and pictures of shops should be placed alongside the entries.  Four prize winners from Haverhill received the following:- 6 x months trial Membership at the Haverhill Leisure Centre; 4 x tickets to Cineworld, £15 Tesco Voucher and 50% off voucher for any bill from Magic Touch Dry Cleaners.		£4,000 for 2010/2011 issue; subject to positive feedback from the businesses; also, if reprinting, advertising will be sought.
2.	Haverhill in Bloom	Businesses are again being invited to participate in the 2010 competition; two have already confirmed their entry. Simple guidance notes for the businesses are being prepared by the Parks Manager.	Judging is expected in July 2010	£75 Once again, private sector prizes will be sought.
3.	Empty Shop Displays/ Window Dressing	This item was removed from the programme and will be withdrawn from the report.		
4.	Postcards of the Town	The Working Party had agreed that the TCM would bring examples of images for selection at a meeting in the autumn 2010.  This item is now deleted and is incorporated in Table 1(B) above.		



	<b>Item</b>	<b>Description</b>	<b>Timetable</b>	<b>Budgets/Costs</b>
5.	Business to Business Exhibition	Nothing further to report at this time.		
6.	Fact Pack: commercial	This item has been removed from the Work Programme and will not appear in future.		
7.	Haverhill Welcome Pack: residential	The Working Party which was set up following agreement by the Working Party, is examining materials, contents, costs and distribution channels and report back.		Estimates will be obtained once the make up of the wallet is determined
8.	Footfall Count	This item is incorporated in Table 1 (C) above.	This item is subsumed in Table 1 (C) above.	
9.	Re-opening of Queen Street: Italian Market	The event has taken place, reported and minuted and will not appear in a future report.		
10.	Refurbished Bus Station Opening	This item will be removed from the report as it is now a Suffolk County Council (SCC) project. If the TCM is to be involved in any future activity/event in this connection, the item will be added to a future report.		
11.	Queen Street Shop Front Grant Scheme	Traders are working on their proposals. Some require planning permission which is being sought.	The Borough Council's Economic Development Officer (Strategy) will be contacting successful applicants over the next few weeks to see if any further support or assistance is needed.	£50,000 approved budget.
12.	Referring businesses to Business Link and to MENTA	Ongoing.	Ongoing.	From existing budget

	Item	Description	Timetable	Budgets/Costs
13.	Other Initiatives explored in 'partnership'  (a) Film competition	<p>There were seven entries in total, six from the two upper schools and one independent entry.</p> <p>The winning entry <i>'Red Handed'</i> was from students of Castle Manor.</p> <p>Judges considered the standard to be high and the gala event at Cineworld was enjoyed by the entrants, their families and friends and some dignitaries. Good local press coverage resulted; many students wished to participate next year and many guests enquired if it would be run again.</p> <p>This CB9 initiative run on tiny budgets but with a great deal of staff time involved was judged a success by the participants, sponsors and the two industry professionals involved; i.e. a BBC freelance film editor and a TV film producer/editor.</p> <p>At the debriefing meetings after the event, Cineworld announced that although they would sponsor the free use of the largest capacity screen in future (valued more than £1,500), they would not be able to lead a future initiative. It was also felt that the prizes needed to be significant in order to prove a powerful incentive for entrants.</p> <p>The age range was considered to need revising, possibly with two categories, i.e. from 11 to 15 years and from 16 to 21 years.</p>		<p>Prize donors also included the Media Hub, Access Control Solutions, Ipswich Building Society, Déjà vu, Subway, Saffron Building Society and TCM.</p> <p>The TCM spend on this event came in at just under the budgeted £500.</p> <p>As before, private sector contributions would be sought towards the prizes.</p> <p>However, if this CB9 event is to continue and increase in attraction, a £500 TCM budget may not be sufficient.</p>

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		The Media Hub felt it would consider taking a bigger role than it did previously.		
	(b) partnering with the Prince's Trust	This item will be removed from future reports.		
	(c) master classes for retailers	This item is subsumed in Table 1 (C) above.		
	(d) Loyalty Scheme	As in (c) above		
	(e) Haverhill Star Excellent Customer Service competition	As in (c) above		
	(f) a 'community market'	As referred to in Table 1 (F) above.		
	(g) Wellbeing Week 2010	As in c above		
14.	'Winter in West Suffolk' magazine with Haverhill content.	It is proposed to partner the Tourist Information Centre Manager in the Year 3 issue.	Production/distribution: October 2010	TCM contribution will be budgeted at £465, advertisement revenue will be sought.
15.	Regular meetings that the TCM attends and reports to as required:-  (a) Haverhill Partnership;	Currently responding to a survey on the aims, objectives, structure, processes and make up of the Partnership and Executive.	Four a year	From existing budget: Officer time

	<b>Item</b>	<b>Description</b>	<b>Timetable</b>	<b>Budgets/Costs</b>
	(b) Haverhill Executive;	Voted at last Executive meeting on SCC Locality Budget applications	Four a year	
	(c) Safer Neighbourhood Team (SNT);		Monthly	
	(d) Leisure Quarter SNT sub Group;	The owner of Subway has emailed to confirm that he has received the notices, posters etc which the Police agreed to provide, following a meeting to deal with issues at the shop.	As and when needed	
	(e) Homelessness;	This item will be removed from future reports.	As and when	
	(f) Chamber of Commerce meetings, events;		As and when	
	(g) Business Networking Events;	ongoing	As and when	
	(h) MENTA events;	ongoing	As and when	
	(i) meetings with the Clerk to Haverhill Town Council(HTC), Arts and Leisure Manager; and	The TCM is assisting the Town Clerk by visiting all the shops in Queen Street in order to persuade them to grant consent for the Town Council to fix Catenary Wires to the Front elevations of the buildings in preparation for icicle lights to be strung as part of the Christmas decorations. Six obtained to date.	18 March 2010, included meeting with the Borough Council's Chief Executive. These meetings will be bi-monthly.	
	(j) Shop Watch Members and SNT.	Clearance from Suffolk Constabulary is awaited regarding their approved new Shop Watch operating protocol following which a meeting with members will be organised.		Budget: Room hire, refreshments, £100 per annum. Cost £10 to date.

<b>Other TCM activities undertaken/supported since July 2009</b>				
16.	TCM Monthly local newspaper column	As many businesses as possible are mentioned as are events being organised by businesses or for them.	Last Thursday of each month.	Nil
17.	Town Centre Audit: participated in a four hour walk around the town: 30 October 2009.	Nothing to report.	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.			£500
19.	Markets Review	Business consultation being undertaken.	Business consultation: 16 April 2010 15:00 to 17:00	

## 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 on as a programme up to December 2010.

For further information, please contact:-

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