MDDC

TIVERTON

The action plan | Rachel Jenman

Overview

Towns and city centres are at a critical point, needing to reinforce and redefine their role and function in response to huge economic shifts and new national policy for retail development.

...the increasing domination of large chain stores left our communities and high streets vulnerable to economic shocks." The 2010 Clone Town Britain Report

High streets need to be mutli-centres now offering all types of recreation not just clone centres of brands.

There have been significant changes in the make-up of town centres, in footfall, the South West saw a 12.9% decline in 2014 and in consumer behaviour towards retail parks and online shopping, the UK are in the top 5 countries with nearly 14% of sales are online

The High street landscape has changed significantly with a rise in cafes, betting, charity shops and takeaways and a strong leap forward for lower quality brands. Some of the more well-known brands are opting for larger units in one location out of town such as concept stores of Next.

Despite these shocks there is still a strong commitment to the High street, and feelings are pretty high. Town centre occupancy in the South West is strong at over 90% and is on a par with the South East.

Business Resilience

The south West has low unemployment rates and a strong trend towards entrepreneurship although this may be focussed towards larger areas and cities.

Population change

The older population will grow rapidly in the South West and the working age population will grow slower than the UK average undermining spending.

Technology- Top 3 Experian digital segments

It is important to understand your consumers and how they behave.

- Bargain Hunters, Internet Entrepreneurs, Newshounds

The retail industry employs around three million people. One in ten of those in employment currently work in the retail sector – the highest proportion of UK private sector employment.

450,000 shops in the UK, owned by 300,000 enterprises

Businesses and place managers need to aware of consumer behaviours and how this will affect Tiverton

Top Table: affluent older couples and families

- Focus: leisure, culture, independent retail, tech savvy
- Where? London, South East

Urban Pulse: cosmopolitan city dwellers

- Focus: fun, variety, premium brands, choice, tech savvy
- Where? London, South West (Bristol), North East (Newcastle)

Juggling Parents: higher income families

- Focus: family, time-poor, convenience, early tech adopters
- Where? South East, East

Family Value: mid to lower income families

- Focus: value, constrained incomes, safe family oriented places, Internet shopping
- Where? South East, South West, East, West Midlands, East Midlands, North East, Yorkshire, North West

Daily Challenges: hard pressed singles and families

- Value, low incomes, poor opportunities. High users of tech for socialising.
- Where? London, West Midlands, East Midlands, Yorkshire, North West

Retiring in Style: affluent retired

- Focus: service, access, culture, local heritage. Increasing use of technology
- Where? South West, East, East Midlands

Tough Vintage: struggling retired

- Focus: value, survival on state pension, access. Little to no tech use.
- Where? West Midlands, North East, Yorkshire, North West

Key groups for South West are
- Mid to lower income families
- Retiring in Style
- Urban Pulse though for Tiverton this would probably relate to Exeter but this is a close destination for Tiverton

One of the key things the High Street 2020 report by Manchester Metropolitan and the Institute of place management data showed was that town and city centres were used in different ways and at different times. Analysis of the data has identified 4 basic town types with different attributes and which require different management solutions. Tiverton is a Market Town

Market Town

The data suggests there are two types of market town. The first no longer functions as one. There is not a strong market and other important services such as the cottage hospital or registry office have gone. Their footfall profile is like the Convenience/Community Town. In contrast, the functional market town has peaks in footfall around Easter, the start of the summer and in the pre-Christmas period. The modern market town offers a little bit of everything. Convenient shopping, local health services, leisure and recreation, as well as pubs, coffee shops and restaurants and perhaps some comparison retailing.
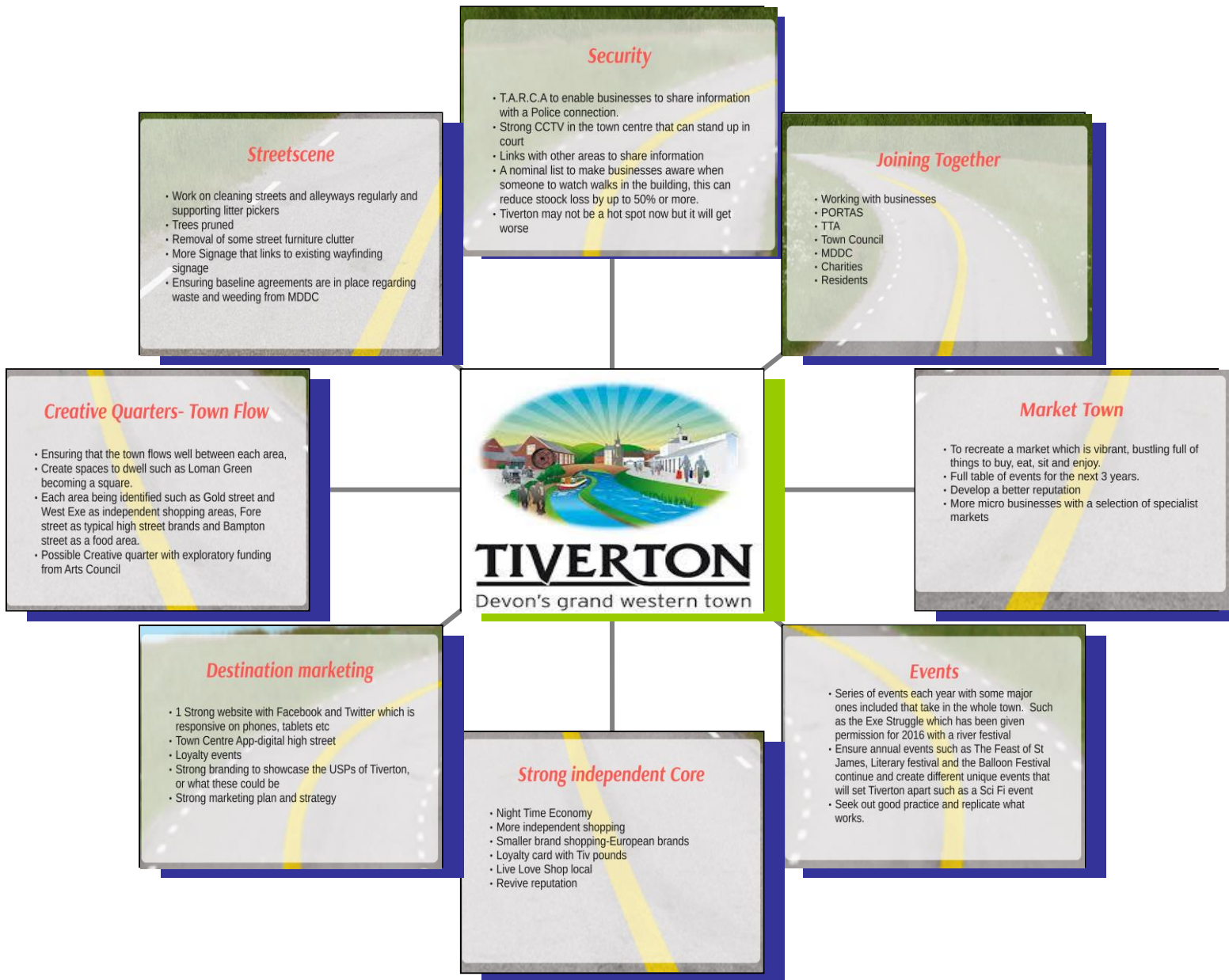

What is Tiverton to be classed as, maybe it's time it moved from a traditional market town offering to something different for the future generations with a growing population as the centre of Mid Devon!

Security

- T.A.R.C.A to enable businesses to share information with a Police connection.
- Strong CCTV in the town centre that can stand up in court
- Links with other areas to share information
- A nominal list to make businesses aware when someone to watch walks in the building, this can reduce stoock loss by up to 50% or more.
- Tiverton may not be a hot spot now but it will get worse

Streetscene

- Work on cleaning streets and alleyways regularly and supporting litter pickers
- Trees pruned
- Removal of some street furniture clutter
- More Signage that links to existing wayfinding signage
- Ensuring baseline agreements are in place regarding waste and weeding from MDDC

Joining Together

- Working with businesses
- PORTAS
- TTA
- Town Council
- MDDC
- Charities
- Residents

Creative Quarters- Town Flow

- Ensuring that the town flows well between each area,
- Create spaces to dwell such as Loman Green becoming a square.
- Each area being identified such as Gold street and West Exe as independent shopping areas, Fore street as typical high street brands and Bampton street as a food area.
- Possible Creative quarter with exploratory funding from Arts Council

Market Town

- To recreate a market which is vibrant, bustling full of things to buy, eat, sit and enjoy.
- Full table of events for the next 3 years.
- Develop a better reputation
- More micro businesses with a selection of specialist markets

TIVERTON
Devon's grand western town

Destination marketing

- 1 Strong website with Facebook and Twitter which is responsive on phones, tablets etc
- Town Centre App-digital high street
- Loyalty events
- Strong branding to showcase the USPs of Tiverton, or what these could be
- Strong marketing plan and strategy

Strong independent Core

- Night Time Economy
- More independent shopping
- Smaller brand shopping-European brands
- Loyalty card with Tiv pounds
- Live Love Shop local
- Revive reputation

Events

- Series of events each year with some major ones included that take in the whole town. Such as the Exe Struggle which has been given permission for 2016 with a river festival
- Ensure annual events such as The Feast of St James, Literary festival and the Balloon Festival continue and create different unique events that will set Tiverton apart such as a Sci Fi event
- Seek out good practice and replicate what works.

	PLACE	
Activity	**Detail/Action**	**Timescale**
Street cleanliness • Weeding • Pruning	• Community groups & Cllrs organise street cleans and graffiti removal on a quarterly basis • Street cleanse audit organised for 19th July with MDDC waste Management	July 2016 Ongoing
Facilities Converting Phone boxes	Issue: There is a need for toilets & baby changing as the only other facility will be in the shops or cafes, essentially driving most to Costa. The issue is that these facilities are normally hard to keep clean and pleasant for visitors with a lack lo funding. • Work with businesses in the town and the Town Council to examine the options for toilets & baby changing facilities within the town centre • Investigate the phone box adoption scheme with BT to see if there is a possibility of turning it into a small business area such as café as in Birmingham town centre or to a community use like Bolham.	Ongoing 2016
Street Furniture	Issue: Phoenix Lane area is cluttered with lots of seating and trees that need to be pruned to give a clearer view of the start of the Fore Street. This is currently a barrier to the start of the High Street • Undertake an audit of street furniture in the town and consider whether additional street furniture is needed or if existing street furniture can be placed in alternative areas such as Market Walk and market areas such as Decorum borough council http://www.dacorum.gov.uk/home/regeneration/hemel-evolution/marlowes-shopping-zone/marlowes-pedestrianised-shopping-area-and-bank-court	
Signage	Issue: Signage is out of date and needs attention • Signage for coach parking to be added at William Street car park • Finger post to be recoloured (town branding) • Wayfinding signs to be re skinned and additional signage placed at top of Fore street/Bampton street and West Exe	July 2016 Ongoing

Lighting	Issue: lighting needs to be improved to make the town more accessible and for people to feel safer, particularly at night • Speak with DCC to investigate the feasibility of making changes to LED lighting in town centre to reduce costs • Investigate and cost alternative lighting sources in dark areas to improve night time uses and highlight lovely buildings and make alleyways more interesting • Investigate and put together a business case regarding the possibility of introducing digital signage.	Dep on funding opps
Planting	• To support Town Council with Tiverton in Bloom • Work with community groups to investigate whether they are interested in taking over car park areas of land to improve attractiveness of town • Market areas to be planted and use of veg areas for living well connections with market manager	Ongoing 2016/17
Paving	• Work with DCC highways to investigate sources of funding to improve and replace paving • Look at alternative options for tarmacking of area around market, undertaking a feasibility study and make a bid to the capital programme	2016 Dep on funding options 2017
Living above the Shops	• Work with the Empty Homes officer at MDDC towards enabling landlords with empty town centre residential units to convert and let, in a secure environment to bring more professional and families with disposable income into Tiverton Town centre to drive spend and retail mix.	August 2017

BUSINESS & OFFER

Activity	Detail/Action	Timescale
Town Centre Forum /Engagement with Stakeholders	Support the newly formed Tiverton Business Forum by helping them to: • Form a constitution as a voluntary org with a constitution • Obtain a bank account • Vote on key group roles • Develop projects plans for town • Network • Set up an Events Committee formed of business, Cllrs and residents	Now & ongoing long term
Data Collection Retail consultants	• Examine the feasibility of using a provider such as LDC/Springboard or Experian for footfall and town centre data.	
Planning	• Continue to build a relationship with planning team to aid new & existing businesses to obtain the information that they need and also ensuring that the town is represented in any discussions relating to key sites. • Work with colleagues in Planning to pull together relevant information into a streetscape manual which can be handed out to businesses to ensure they know about planning and conservation areas and advertising	August 2016 ongoing
Dementia Friendly Town	• As part of the HSIF work with the Town Council to grow the Dementia Action Alliance in Tiverton and develop a card system for retail to help people remain as an active part of the community for longer.	2016 to 2017 funding stops
Market	• Work with and support the Market Manager and team to deliver the market strategy	Dates in Strategy
Independent Core Retail	• Work with the Tiverton Business Forum to develop the key USPs for Tiverton and incorporate these into branding, marketing and promotion. • Data to be collected on shopping habits (via a survey), demographic, footfall and potential for Tiverton • Examine the feasibility of a Click and collect store in town centre. I have contacted Doodle and am looking at speaking to collect plus for a small Pop up shop for the town to cut down the need of out of town travelling. • Develop existing talent and help them stay in Tiverton with the support of the Economic Development team (i.e. business support, training, business planning, advice and guidance).	July to August 2016

Night time Economy	• Look at options that are available to the town centre to develop the night time economy in light of the opportunities arising from the Premier Inn development. Options could include development of family mid-range restaurants to a higher quality wine bars and a better leisure options. • Develop the Market as a key venue for a pop up restaurant with Petroc • Explore opportunities of working with the Tivoli to bring an outdoor cinema to town with one option being Tiverton Market	2017
Loyalty	• Work with the Tiverton Business Forum to investigate the feasibility of a Tiverton pound, similar to schemes being run in Brixton & Totnes • Work with the Tiverton Business Forum on potential options for a gift card or loyalty system	2017
Business mentoring	Creation of a series of Business workshops for the town looking at: • Visual Merchandising • Customer Service • Finance • Marketing and Social media • Business planning Work with BIP and Petroc to put these together, to ensure that current businesses can be as resilient as possible	July 2016
Developing start-up businesses	• Investigate areas, options and the feasibility of creating areas for start-up businesses with smaller rents and a break on business rates to get started in quieter ends of town and the market. Investigate introducing a Dragons Den style competition to bring new businesses into the town centre	2017
Funding	• Finding alternative sources of funding and fundraising for the town centre and business partnership, also working with community groups to access this.	Ongoing
Town centre new Business pack/ Business Portal	• Create a new business pack which contains information such as planning contacts/ Town Centre Manager contact/Forum contacts and link to the Business pages on the MDDC website	2017
South West Networking Group	• Work with the recently established networking group made up of BIDs and Town Centres including North Devon, Weston Super Mare, Plymouth and others to share best practice	2016/2017

SECURITY

Activity	Detail/Action	Timescale
Strong relationship Police	• Continue to build and develop our relationship with the Police and the new inspector Stephen Bradford. • Facilitate building relationships between the Police and the Tiverton Business Forum	Sept 2016
Tiverton Against Retail Crime Association (TARCA) & Communication	• Social Media has been used to tackle shoplifting and crime within the town centre and this has been a success and is working well. Next steps are to develop this into a website where more information can be placed and to link with Exeter Businesses Against Crime (EBAC) group. • TARCA chair has joined the Forum recently to develop social media and work with Pub watch • Work with the Community Safety Team to look at options for funding to enable more hours for CCTV operator	Start 2016 on going into 2017

MARKETING, BRANDING & EVENTS

Activity	Detail/Action	Timescale
Website	• Work with the Tiverton Business Forum to either review and update the Explore Tiverton Website or to work with a local business to develop a new website.	Summer 2017
Social Media	• Work with the Tiverton Business Forum to help them develop a communication strategy • Work with the Tiverton Business Forum to help them develop a package of social media to market and promote the town centre	End of 2016
Digital /Loyalty	Investigate the feasibility of the projects such as Wi-Fi throughout the town centre, Town centre App connected to the website, Digital marketing and Online click and collect via website for town centre	2017/18
Branding and retail map	• We have a 'This is Tiverton 'branding which will go across all of Tiverton, this will expand to say, this is Tiverton Life, attractions, family, retail etc. • The streets have been colour coded and turned into quarters and this is shown on the retail map and will also be expressed on signage across the town. • The idea is to give the areas an identity. Banners are currently up and there is a possibility they can be permanent, I am working with enforcement team to look at a long term advertising consent for the high street areas.	2016
Events	• Work with the sub group of the Tiverton Business Forum which has been set up as an Events Committee on projects and events such as: • Christmas carnival for 2016. • Creation of a series of events for the market and town centre with Events officer separate to Forum events • Looking at series of Street markets on Fore Street such as larger farmers markets or fashion related options. • Petroc have a link with Beauty Unseen project and Vivienne Westwood • Dr Bike event with police • Developing Town trails with Civic society	2016/2017
Awards	• Actively apply for awards such as the Great British High Street Award, ATCM awards or any other relevant award	2017
Marketing Plan	• Working with the Tiverton Business Forum to create an independent campaign for Tiverton which will link to the Tiverton pound/Loyalty card and the Town brand.	2016

ACCESSIBILITY		
Activity	Detail/Action	Timescale
Masterplan & Town Centre Flow	• Work with colleagues on the Masterplan for the Town Centre	Later 2016
Car Parking	• Report back to the Economy PDG regarding the effect of the changes to the cost of car parking on the town centre, including footfall, dwell time and spend	2016/early 2017
Public Transport	• Work with GWR and Stagecoach to examine ways of bringing more people into Tiverton. For example Stagecoach are happy to look at possible joint advertising with Tiverton and GWR have agreed to look into a promotional ticket into Tiverton, details to be discussed. • Look at possible options for linking Tiverton parkway with the town centre.	End 2016/2017

Key Data

Data from Devon County Council ED team shows that vacancy rates in Tiverton are very low compared to UK average.

Local Data Company – Tiverton town centre (summer 2015)			
	All Vacancy Rate	Retail Vacancy Rate	Leisure Vacancy Rate
GB	11.2%	12.4%	8.0%
Tiverton town centre	5.4%	6.2%	2.6%
Comparator area - Cullompton town centre	13.2%	15.6%	0.0%

This data from 2015 shows that Tiverton has a healthy vacancy rate

A suggestion of comparison towns from DCC are:

1. East Dereham (Norfolk) – very similar in many ways to Tiverton. Not sure what they're doing.
2. Frome (Soms) – similar again to Tiverton. Not sure what they're doing.
3. Ludlow (Shropshire) – slightly smaller and quite pretty and very strong focus on quality local food
4. Stroud (Glos) – lots of local food and events
5. Bridport (Dorset) – lots of events and local food and now buzzing. Slightly smaller than Tiverton. Very nice place.
6. Totnes - very low vacancy rate and focus on alternative offer. However the difference here is the local demographic is fairly different to Tiverton. Smaller population than Tiverton.
7. Morpeth and Hexham in Northumberland. Don't know much about these towns but I think they are doing ok and are quite distinctive.

I will be looking into these areas, I will also be putting Mid Devon forward for any research from the Institute of Place management who have recently completed High Street 2020 research looking into the top 100 factors of influence for people visiting a town, the top 25 are in Appendix A.

Political Arena

On 30th June 2016 Market Town regeneration was raised in the House of Commons by Chippenham MP Michelle Donelan and Brandon Lewis agreed that a regeneration plan had to be put in place. Town centres need to be a priority moving forward. http://www.parliamentlive.tv/Event/Index/de382e81-d76d-47bf-86b3-829bcdd3e573

Bibliography

1. Experian & ATCM, "Town Centre Futures," ATCM June 2014

2. Historic England, "The Changing Face of the High Street: Decline and Revival," 8th July 2013

Appendices

Appendix 1   IPM report High Street 2020 Executive Summary listing top 25 priorities for town centres.

PRIORITY	FACTORS
1. ACTIVITY HOURS	Opening hours; shopping hours; evening economy
2. APPEARANCE	Visual appearance; cleanliness
3. RETAILERS	Retailer offer; retailer representation
4. VISION&STRATEGY	Leadership; collaboration; area development strategies
5. EXPERIENCE	Service quality; visitor satisfaction; centre image; familiarity
6. MANAGEMENT	Centre management; TCM; place management
7. MERCHANDISE	Range/quality of goods; assortments
8. NECESSITIES	Car-parking; amenities; general facilities
9. **ANCHOR STORES**	Presence of anchor stores - which give locations their basic character and signify importance
10. NETWORKS & PARTNERSHIPS WITH COUNCIL	Networking; partnerships; community leadership
11. DIVERSITY	Attractions; range/quality of shops; nonretail offer; tenant mix; tenant variety; retail diversity; availability of alternative formats
12. WALKING	Walkability; pedestrianisation/flow; crossshopping; linked trips
13. ENTERTAINMENT AND LEISURE	Entertainment; leisure offer
14. ATTRACTIVENESS	Place attractiveness; attractiveness
15. PLACE ASSURANCE	Atmosphere; BIDs; retail/tenant trust; store characteristics.
16. ACCESSIBLE	Convenience; accessibility; public transport
17. PLACE MARKETING	Centre marketing; marketing; tenant/manager relations; orientation/flow merchandising; special offers
18. **COMPARISON/CONVENIENCE**	The amount of comparison shopping opportunities compared to convenience (usually in percentage terms)
19. RECREATIONAL SPACE	Recreational areas; public space; open space
20. **BARRIERS TO ENTRY**	Refers to obstacles that make it difficult for interested retailers to enter the centre's/High Street's market
21. **CHAIN VS INDEPENDENT**	Number of multiples stores and independent stores in the retail mix of a centre/High Street
22. **SAFETY/CRIME**	A centre KPI measuring perceptions or actual crime including shoplifting
23. LIVEABLE	Multi/mono-functional; connectivity; liveability

24. ADAPTABILITY   Retail flexibility; retail fragmentation; flexibility; mixed-use; engagement; functionality; store/centre design; retail unit size

25. **STORE DEVELOPMENT**   The process of building, upgrading, remodelling or renovating retail stores

Link to the report http://www.placemanagement.org/media/57742/HSUK2020-End-of-Project-Reportcompressed.pdf

Appendix 2

100 ways to help the High Street 2009 Association of town centre management link http://www.100ways.org.uk/