TIVERTON
TOWN CENTRE
ACTION PLAN

September 2016

Contents

National 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 multi-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.

The retail sector is a major employer in the country with about three million people being employed, which equates to one in ten of all employed people working in this industry. This is the highest proportion of the UK private sector employment.

It should also be born in mind that town centres have many stakeholders in addition to retail. There are many types of businesses in a town centre, all taking space and helping the economy of the town centre. These include banks, offices, voluntary sector, estate agents, service industries, leisure facilities (including licensed premises), food outlets, churches and not forgetting even undertakers. They are all stakeholders and all contribute to a town centres economy.

Town centres are complex places but are responsible for a considerable part of an areas economy.

There are other factors that are taken into consideration, which include:

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

All these points are things that business and place management need to be aware of together with consumer behaviours and how this will affect Tiverton. Below is a consumer behaviour table to show the different types of consumer.
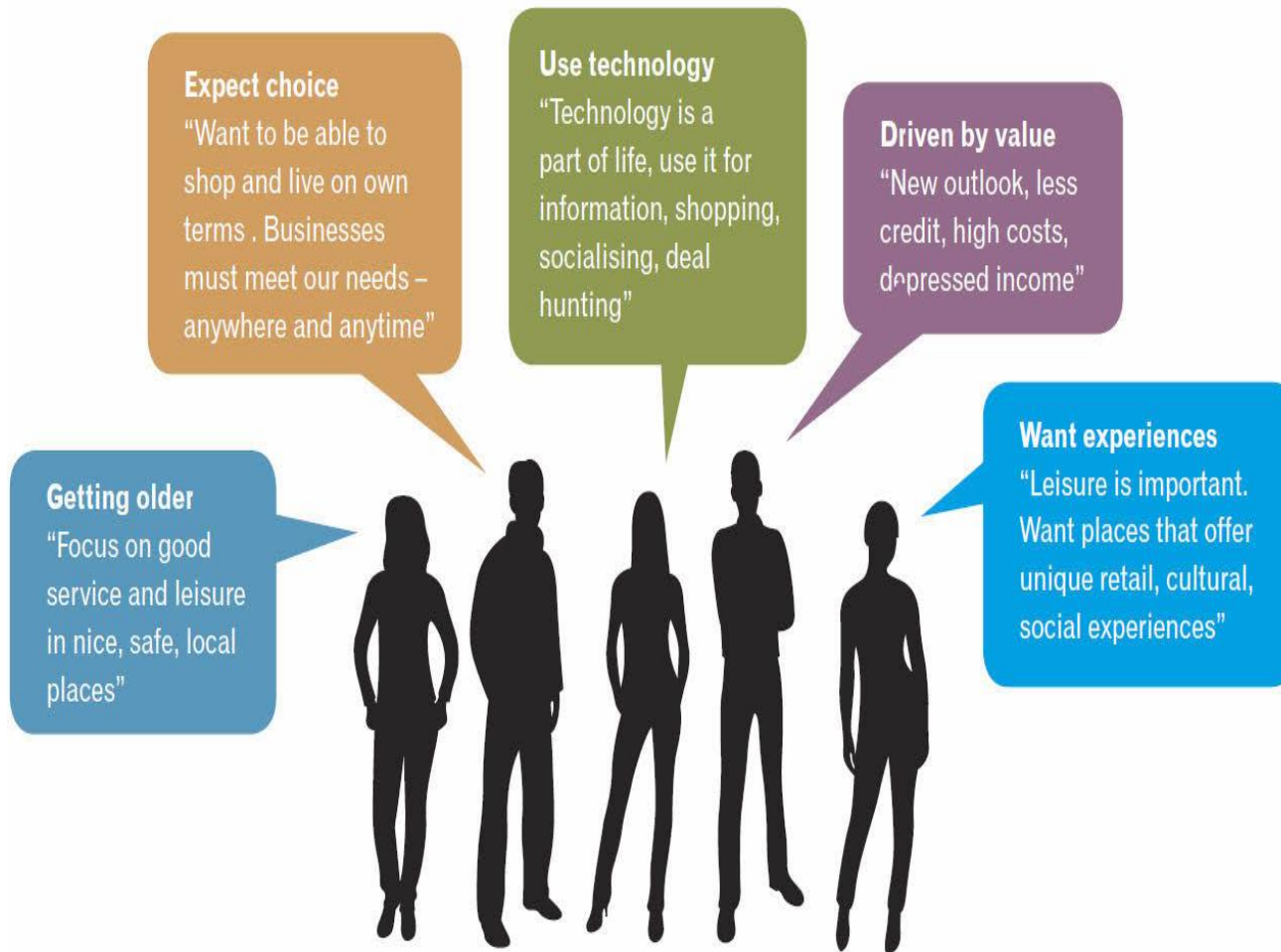
Society is classified into different types and below indicates the main ones.

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

In general the key groups for this area tend to be the mid to low income families, retiring in style and to an extent urban pulse.

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

Town Centre classification

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.

Market town

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!

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Action Plan

Themes of Action Plan

1. Place – Streetscene

2. Business and offer – linking with joining together, strong independent core and creative quarters, market town

3. Security

4. Marketing, Branding and Events

5. Accessibility

PLAN

Theme	Objective	Key Strategic outcomes	Key Actions	Timescale	Progress
Place	To ensure that	1. Clean streets and alleyways.	1. Community groups and Cllrs	Jul-16	ongoing
	Tiverton is a clean	2. Linked signing and wayfinding.	organise street cleans and graffiti		
	and pleasant place	3. Baseline agreements for	removal on a quarterly basis.		
	to visit, work or shop	street cleansing, waste and			
		weeding and tree care.	2.Street cleanse audit with MDDC	Jul-16	ongoing
		4. Removal of street clutter.	waste management.		
			3. Work with businesses and Town		ongoing

			Council to examine options for toilets		2016
			and baby changing facilities.		
			4. Investigate phone box adoption		ongoing
			and see if potential as small business		2016
			area.		
			5. Undertake an audit of street furniture		
			and seeing if additional or new		
			locations etc. needed		
			6. provide signage for coach parking		
			and recolour finger posts and		
			wayfinding signs. Check whether		
			additional signage needed throughout		
			7. Investigate feasibility of introducing		
			LED lighting		
			8. Investigate lighting dark areas and		
			architectural lighting to highlight		
			various buildings and alleyways		
			9. Investigate digital signage and		
			prepare business case if feasible		

			10. Support town council with Tiverton	Jul-17	
			in Bloom		
			11. Investigate community groups	2016/17	
			maintaining areas around the town for		
			various uses i.e. vegetables etc.		
			(community gardens)		
			12. work with DCC highways to	2017	
			improve pavements in town centre		
			13. Provide options for replacing the	2017	
			roadways round the market.		
			14.Work with empty homes officer	Aug-17	
			towards enabling empty units in the		
			town centre to be filled with residential		
			occupation where appropriate.		

Theme	Objective	Key Strategic outcomes	Key Actions	Timescale	Progress
Business	To work with other businesses,	1. Develop a strong	1. Support the newly formed Tiverton	Jul-16	Ongoing
and Offer	voluntary	independent core for both	Business Forum. Assist with		
	groups and other	daytime and night time	constitution and any committees		
	stake holders to build	economies	established i.e. events.		
	a successful and				
	vibrant town where	2. Joining together the various	2. Establish feasibility of using a data		
	people want to be to shop, visit or				
	work.	groups and organisations	collection consultant to produce		
		across the town	key performance indicators.		
		3. Develop the market town	3. Build relationship with planning	Aug-16	ongoing
		image	team to aid new and existing		
			businesses obtain the information		
		4.Creation of creative quarters	they need and that there is		
		and that there is a linking of them	on key sites		
		across the whole town.			
			4. Produce a streetscape manual	Aug-16	
		5. Ensuring the success of	so businesses are aware of planning		
			requirements and conservation		
		business in the town.	areas.		

		6.Provision of business support and business development	5. As part of HSIF, work with Town Council to develop the Dementia Action Alliance	2016/7	
			6. Support the delivery of the Market Strategy		
			7. Work with Businesses to develop USP's		
			8. Carry out survey re shopping habits and collect data on demographics, footfall etc.		
			9. Examine feasibility of click and collect store.		
			10. Develop existing talent and help them stay in area - business support		
			11. Look at options available to develop the night time economy with opportunities arising out of Premier Inn development		

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			12. Develop market as key venue for Petroc pop up restaurant		
			13. Explore opportunities of working with Tivoli cinema and having outdoor cinema		
			14. Explore the potential for a Tiverton pound		
			15. Explore potential for a town loyalty card		
			16. Creation of series of business workshops covering a variety of subjects and work with BIP and Petroc to help ensure business resilience.		
			17. Investigate feasibility of creating areas for start up businesses and introducing a 'Dragons Den' type competition.		
			18. Finding alternative sources of		

			funding for business development and business partnerships.		
			19. Create a business pack with all information required by new business.		
			20. Work with networking group of town centres across the south west.		

Theme	**Objective**	**Key Strategic outcomes**	**Key Actions**	**Timescale**	**Progress**
Security	Ensure Tiverton is a safe place to visit and carry on a successful business in a manner not affected by crime	1. With an effective anti-crime policy and with liaison with police and other enforcement agencies enable businesses to be successful and avoid unnecessary loss due to crime.	1. Continue to build and develop relationship with police	Sep-16	
			2. Facilitate building relationship between police and business forum		
		2. Strong relationship with police	3.Assist developing information exchange by use of web site and social media	2016/7 ongoing	
			4. Link with Exeter Business Against Crime		

			Key Actions		
			5. Tiverton Against Retail Crime Association (TARCA) promotion to businesses and increase membership		
			6. Actively work with Pub Watch and its development		
			7.In conjunction with Community Safety team explore funding for addition hours for CCTV operator.		

Theme	Objective	Key Strategic outcomes	Key Actions	Timescale	Progress
Marketing Branding & Events	Promotion of Tiverton through use of various modern methods and to encourage both local and visitors from elsewhere to visit and to use the businesses in the	1. The businesses in the town prosper and are successful which in turn helps the local economy and reduces the number of void premises.	1. Work with businesses to develop a Tiverton business web site.	Jul-05	
			2. Develop, with the businesses, a communication strategy.	end 2016	
		2. By having most of the business premises in use, ensure that business rate income is at	3. With businesses develop a package of social media to market and promote the town.	end 2016	

	town	a premium.			
			4. Investigate feasibility of Wi-fi across		
			the town and examine ideas under		
			heading of 'Digital high Street'		
			5. Develop the Tiverton brand and	2016	
			the colour coding of the various		
			quarters. This identity to be used in		
			promotional retail maps and physical		
			signs for the town.		
			6. Work with Business events	2016/7	
			committee, market and other groups		
			on events planned over the year.		
			7. Actively plan to apply for national	2017	
			and local awards relevant to the		
			town centre.		
			8. Develop independent campaign	2016	
			for the Tiverton pound (if feasible)		
			and loyalty card with brand		

Theme	Objective	Key Strategic outcomes	Key Actions	Timescale	Progress
Accessibility	That the town centre is accessibility to all parts of the community	1. Increase in visits to the town centre	1. Work on production of town Masterplan	end 2016	
		2. Town centre used by all members of community with ease	2. Report on effects of car par prices and dwell time.	2016/7	
			3. work with the various transport providers to look at promotions which	2016/7	
			encourage visitations to the town.		

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/