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**TITLE: TOWN CENTRE ACTION PLAN FRAMEWORKS**

Committee: Town Centres Working Party

Date: 23<sup>rd</sup> January 2013

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[M218]

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1.0 ISSUE

- 1.1 By definition town centres are focal points for commercial, cultural and social life and continued change. The past ten years has seen a shift in shopping patterns, new names on the high street, the rise of café culture and out of town shopping. Future UK consumers are likely to be characterised by 5 key drivers: service, expectation of choice, technology use, the pursuit of value, and the desire for experiences.

Internet and multi-channel (“omni commerce”) trading will increase with the roll out of superfast fibre based broadband, alongside the development of “smart-phones”/4G connectivity and town centres must look to grasp new technology alongside historic strengths of place, to maintain their place as a magnet that attracts people to work, visit and live.

Experience illustrates that some towns have grasped the opportunity that managing this ‘change’ provides, meeting several key challenges in order to survive and succeed, building partnerships and shaping a town centre that is accessible, clean and safe at all times of the day, has its own unique identity reinforced by architecture, events & marketing and is led by professional, active management for the benefit of all.

2.0 RECOMMENDATION(S)

- 2.1 Each town team to develop their own Town Centre Framework Action Plan based on the attached template to set out their objectives and actions for the period 2013-2016.

3.0 Town Centre Framework Action Plan

- 3.1 What?

An action plan confirms what will be achieved, how it will be delivered and when. The range of stakeholders, and their differing contributions, needs to be defined if the process is to maximise its potential.

The town centre framework action plan is a working document which defines the partnerships objectives, its funding and who will be involved. Plans have a limited life span, usually three to five years.

### 3.2 How?

The plan should contain actions that can be controlled and steered by the partnership, rather than those dependent on other agencies. The objectives should be SMART (specific, measureable, agreed, realistic and timed).

The action plan should contain the following information: What is the partnership? Who are its supporters, potential funders and sponsors? What are its key areas of focus and objectives? And what are the key performance indicators?

### 3.3 Why?

Once launched the action plan acts as a guide, prompt and control for the progression of the partnerships strategy, laying down an order and priority of activities and allocating resources to support their delivery.

For supporters and partners the plan clarifies their specific contribution and the return on investment they might expect from the partnership. For external partners the action plan provides a selling tool to attract new investment, provide an evidence base for funding bids and helps track progress on agreed objectives.

## 4.0 CONCLUSIONS

- 4.1 The town centre framework action plans will provide a basis to identify and develop priorities for both individual and district wide town centre partnership working, alongside providing an evidence base for future development of project funding bids to partner organisations such as the Greater Cambridgeshire – Greater Peterborough Local Enterprise Partnership.

## 5.0 FINANCIAL IMPLICATIONS/EQUALITY IMPACT ASSESSMENT

- 5.1 There are no financial implications related to this report.

- 5.2 Equality Impact Assessment (INRA) not required.

## 6.0 APPENDICES

- 6.1 Town Centre Framework Action Plan Template

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**Background Documents**

(List any background documents used in preparation of report not attached as appendices, or state 'none')

**Location**

Room  
(Location: i.e.  
The Grange,  
Ely

**Contact Officer**

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# Town Centre Action Plan Framework Template

Please complete the following template to outline the vision and potential short, medium and long term actions for your town centre to 2016.

## 1 Understanding your town centre

Do you need any more information/benchmarking on any of the following? (Please tick all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Vacancy rates                              | <input type="checkbox"/> Population growth/age groups |
| <input type="checkbox"/> Churn                                      | <input type="checkbox"/> Rents/yields                 |
| <input type="checkbox"/> Retention rates                            | <input type="checkbox"/> Non retail business uses     |
| <input type="checkbox"/> Footfall                                   | <input type="checkbox"/> Travel patterns              |
| <input type="checkbox"/> Diversity of uses                          | <input type="checkbox"/> Car parking                  |
| <input type="checkbox"/> Comparison and convenience retention rates | <input type="checkbox"/> Others (please specify)      |
- .....

## 2 Objectives

What are the top four objectives for your town centre? (Please rank choices 1, 2, 3, 4)

- |                              |                                      |
|------------------------------|--------------------------------------|
| .....Public realm            | .....Opportunity sites               |
| .....Evening economy         | .....E-commerce                      |
| .....Business support        | .....Awareness & engagement          |
| .....Marketing               | .....Funding bids                    |
| .....Inward Investment       | .....Tourism                         |
| .....Accessibility           | .....Non-retail business development |
| .....Environment             | .....Infrastructure                  |
| .....Events                  | .....Others (Please specify) .....   |
| .....Partnership development | .....                                |

## 3 Target markets

What, if any, target markets or niche markets have you identified for the town centre?

- Age groups    0-14    15-24    25-39    40-59    60+
- |   |  |
|---|--|
| <input type="checkbox"/> Top Table: affluent couples and families                         | <input type="checkbox"/> Daily Challenges: hard pressed singles and families (the squeezed bottom) |
| <input type="checkbox"/> Urban Pulse: cosmopolitan city dwellers                          | <input type="checkbox"/> Retiring in Style: affluent older singles and couples                     |
| <input type="checkbox"/> Juggling Parents: higher income families                         | <input type="checkbox"/> Tough Vintage: struggling older singles and couples                       |
| <input type="checkbox"/> Family Value: mid to lower income families (the squeezed middle) | <input type="checkbox"/> Others (please specify)   |
- .....

## 4 Marketing channels

Please indicate which, if any, of the below marketing channels will help you promote and sell your town centre?

	Very useful	Useful	No View	Unhelpful	Very unhelpful
Ecommerce	<input type="checkbox"/>				
Emarketing	<input type="checkbox"/>				
Social Media	<input type="checkbox"/>				
Direct Mail	<input type="checkbox"/>				
PR	<input type="checkbox"/>				
Word-of-mouth	<input type="checkbox"/>				
Loyalty schemes	<input type="checkbox"/>				
Events	<input type="checkbox"/>				

Others (Please specify) .....

## Actions

### Short Term

Please select and/or add three short-term actions you would like to target over the next 12 months.

- |  |   |
|--|---|
| <input type="checkbox"/> Communicate/engage with town centre businesses on action plan | <input type="checkbox"/> Undertake a street audit   |
| <input type="checkbox"/> Promote the city/town centre on its unique offer              | <input type="checkbox"/> Joint purchasing activity  |
| <input type="checkbox"/> Set up a town team partnership                                | <input type="checkbox"/> Focus on animated places (bringing culture, theatre, fun to the high street) |
| <input type="checkbox"/> Develop and organise events                                   |   |
| <input type="checkbox"/> Others (please specify).....                                  |   |

### Medium Term

Please select and/or add three medium term actions you would like to target over the next 24 months.

- |  |  |
|--|--|
| <input type="checkbox"/> Develop appropriate funding bids for long term actions                            | <input type="checkbox"/> Improve cycle/pedestrian access and facilities              |
| <input type="checkbox"/> Organise business support events/speakers   | <input type="checkbox"/> External marketing of the city/town centre as a destination |
| <input type="checkbox"/> Develop database of residents email for town centre promotion emarketing campaign | <input type="checkbox"/> Benchmark town centre activity                              |
| <input type="checkbox"/> Identify and target niche markets   |  |

Others (please specify).....  
.....  
.....  
.....

**Long Term**

Please select and/or add three long term action actions you would like to target over the next 36 months.

- Develop a retail strategy
  - Investigate the potential of a town centre bond scheme
  - Improve/develop current or new public spaces
  - Develop a town centre brand
  - Develop an e-commerce presence for the town centre/independent traders (click & collect)
  - Others (please specify).....  
.....  
.....
- Interactive mobile/loyalty apps to enhance in store experience
  - Help shape plans for opportunity sites
  - Creation of town currencies/economies

**Partners**

Please indicate which partner organisations you feel should be involved with helping to deliver your planned actions. (Please tick all that apply)

- Town team
  - Traders
  - City/Parish Council
  - Local authority
  - Residents
  - Non retail businesses
  - Others (please specify).....  
.....  
.....
- Chamber of commerce/Fed of small business
  - Local partnerships (Ely Perspective, Littleport Partnership, Soham Town Forum etc
  - Landlords
  - Local enterprise partnership

## Funding

Please indicate/add your top three potential funders to target over the plan period (Please tick three options)

- |   |  |
|---|--|
| <input type="checkbox"/> National Lottery   | <input type="checkbox"/> English heritage              |
| <input type="checkbox"/> County Council   | <input type="checkbox"/> National Government           |
| <input type="checkbox"/> Landlords  | <input type="checkbox"/> Sponsorship                   |
| <input type="checkbox"/> Retailers  | <input type="checkbox"/> Bond scheme                   |
| <input type="checkbox"/> Local Authority  | <input type="checkbox"/> Business Improvement District |
| <input type="checkbox"/> Greater Cambridge – Greater Peterborough<br>Local Enterprise Partnership |  |
| <input type="checkbox"/> Others (please specify).....   |  |
- .....
- .....

## Monitoring progress

Please select and/or add 3 short term key performance indicators for your town centre

- |  |   |
|--|---|
| <input type="checkbox"/> Events held                                 | <input type="checkbox"/> Promotional activities |
| <input type="checkbox"/> Business signed up to the partnership       | <input type="checkbox"/> Vacancy rates          |
| <input type="checkbox"/> Residents signed up to town centre database | <input type="checkbox"/> Churn rates            |
| <input type="checkbox"/> Town centre benchmarks                      |   |
| <input type="checkbox"/> Others (please specify).....                |   |
- .....
- .....

Please select and/or add 3 long term key performance indicators for your town centre

- |   |   |
|---|---|
| <input type="checkbox"/> Funding secured              | <input type="checkbox"/> Online sales   |
| <input type="checkbox"/> Rents/yields                 | <input type="checkbox"/> Opportunity sites planning applications                |
| <input type="checkbox"/> Footfall                     | <input type="checkbox"/> Public realm improvements                              |
| <input type="checkbox"/> Diversity of uses            | <input type="checkbox"/> Non retail businesses                                  |
| <input type="checkbox"/> Retention rates              | <input type="checkbox"/> Increasing visitor numbers/user numbers and dwell time |
| <input type="checkbox"/> Others (please specify)..... |   |
- .....
- .....

**Additional Comments** (Please add any other thoughts, ideas, projects that you feel would benefit your town centre)

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