

## HEMEL HEMPSTEAD TOWN CENTRE ACTION PLAN 2014 – 2016

1. This is a living document and as such is subject to change and /or amendment.
2. It assumes that resources will be in place and business ‘buy-in’ for many of the actions.
3. Where TCP – The Town Centre Partnership is indicated, this includes its working groups formed for specific functions e.g. Marketing & Communications
4. This plan outlines the actions required to successfully deliver the Town Centre Strategy 2014 – 2017 for the next 18 months.
5. This Plan should be read in conjunction with the Hemel Hempstead Place Strategy which forms part of the Hemel Hempstead Core Strategy and details the expectations re level of housing required and uses of shop units/frontages in the town centre.
6. This Plan should be read in conjunction with the information on [hemevolution@dacorum.gov.uk](mailto:hemevolution@dacorum.gov.uk) and as documented the Town centre Masterplan which gives details on the physical improvement works in the Town Centre.

Start date	August 2014
Immediate	For delivery within <b>6 months</b> (at monthly level)
Medium	For delivery within <b>1 year</b> (August 2014 – August 2015)
Long-Term	For delivery within <b>18 months (August 2014 – February 2016)</b>

**Abbreviations:** TCP = Town Centre Partnership, TCT = Town Centre Team, DBC = Dacorum Borough Council, ATCM = Association of Town and City Centre Management.

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Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<p><b>5.i Town Centre Partnership</b></p>	<p>Take actions to re-focus the Town Centre Partnership with representation from local business (Independent and National), Public, Private and Voluntary Sectors, the Community.</p> <p>With:</p> <ul style="list-style-type: none"> <li>• A clear, agreed and shared vision and goals.</li> <li>• Clearly defined roles and responsibilities.</li> <li>• A management and operational structure and supporting documentation to which all agree. Including monthly meetings and the set- up of working groups to deal with specific issues.</li> <li>• Activity engagement with the local community to continually grow the membership; which includes the delivery of a Town Centre Conference to which all businesses in the town centre are invited.</li> </ul>	<p>Immediate (September/October)</p>	<ul style="list-style-type: none"> <li>• TCP</li> <li>• DBC</li> <li>• ATCM</li> </ul>

Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<p><b>5.i Town Centre Partnership (cont.)</b></p>	<p>Develop a shared and joint Marketing &amp; Communication Strategy that feeds into all other M&amp;C strategies for the town centre.</p>	<p>Immediate (September/October)</p>	<ul style="list-style-type: none"> <li>• TCP</li> <li>• DBC</li> </ul>
Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<p><b>5 ii Business Support &amp; Engagement</b></p>	<p>Capture and record data building up a comprehensive database of all businesses, landlords, private investors and commercial property agents in the town centre for the purposes of engaging and supporting them re businesses support opportunities. Identify obstacles to trading, signposting to the right support solutions.</p> <p>Produce monthly reports on Businesses and Economic Trends and growth.</p>	<p>Immediate (August/September)</p>	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>

Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5 ii Business Support &amp; Engagement (cont.)</b>	Working in partnership with commercial agents, landlords, property investors, DBC (Economic Well-Being Team), develop strategies to encourage inward investment and economic growth. To include: A Town Centre Information pack for businesses relocating to the town centre or as support information for existing businesses.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• Economic Well Being Team</li> <li>• DBC</li> </ul>
	Engage with business owners and landlords and devise temporary solutions for vacant retail units.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Undertake research to gauge level of demand and if appropriate, implement and deliver a programme of retail skills for businesses in the town centre. To include:- <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Product Placement and Marketing</li> <li>• Digital technology</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Explore developing the existing town centre radio link and measures to minimise anti-social behaviour and crime.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• DBC</li> </ul>

Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
5.iii The Old Town	Continue to engage with all businesses and investigate the most appropriate and productive approach and establish either a formal partnership or ensure businesses have active representation on the Town Centre Partnership.	Immediate (August/September)	<ul style="list-style-type: none"> <li>• TCT</li> <li>• DBC</li> <li>• Old Town Businesses and Residents</li> </ul>
	Establish a regular, quality monthly market that will grow over time.	Immediate (August)	<ul style="list-style-type: none"> <li>• TCT</li> <li>• DBC</li> <li>• Old Town Businesses and Residents</li> </ul>
	<p>Develop a calendar event/street festival for delivery every other year that will complement the existing activities e.g.</p> <ul style="list-style-type: none"> <li>• Halloween Event</li> <li>• Christmas Light Switch On event</li> </ul> <p>Work with other key partners who are leading on the delivery of an event. E.g.</p> <ul style="list-style-type: none"> <li>• Victoria Evening ( Community Action Dacorum)</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• TCT</li> <li>• DBC</li> <li>• Old Town Businesses and Residents</li> <li>• Community Action Dacorum</li> </ul>

Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.iv Hemel Hempstead Markets</b>	Undertake research and develop strategies to ensure the market/s and their offer meets the needs of visitors, businesses and DBC with quality offer and stalls. Monitor its performance.	Immediate	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Ensure the market is aesthetically pleasing by working with the market operator to introduce new branded canopies for the stalls and grow the market.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
	Introduce occasional themed markets and specialist markets with associated events.	Immediate	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Identify an alternative location for the Wednesday market which currently (August 2014) is held in the Market Square.	Immediate (October)	<ul style="list-style-type: none"> <li>• TCT</li> <li>• TCP</li> <li>• DBC</li> </ul>
	Investigate ways to increase income e.g. Introduction of other associated activity to support and complement the market/s.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• Saunders Markets</li> </ul>
	Review current street trading and licenses.	Immediate	<ul style="list-style-type: none"> <li>• TCT</li> <li>• DBC</li> </ul>

Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.v Events</b>	Establish a programme of activity for the newly formed event space created as a result of the MSZ improvements works. A possible source of income.	Long term	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Undertake research into the demand for a specific type/style of events. Jointly develop a programme of shared events aimed at increasing footfall and highlighting the town's offer.	Immediate (November)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• Marlowes Shopping Centre</li> <li>• Riverside Shopping Centre</li> </ul>
	Investigate the possibilities presented by the Tour of Britain coming into Hemel Hempstead on September 12 <sup>th</sup> .	Immediate (August)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
	Develop and deliver an event to celebrate the completion of the improvement works in the Marlowes.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
	Maximise revenue making opportunities by proactive management of event/promotional	Immediate (August)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>

	space, poster sites and eventually the new LED screen in Marlowes.		
Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.vi Marketing &amp; Communications</b>	Monitor and provide data on the impact that the Marlowes Improvement works has on businesses and all users of the town centre. Take action or make recommendations to resolve any issues.	Immediate (September and ongoing)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• Hemel Evolution Team</li> <li>• Greenford (contractors)</li> </ul>
	Develop a joint and shared marketing /promotional strategy for Hemel Hempstead Town Centre involving all key stakeholders. To link in with all other marketing strategies for the town centre.	Immediate (September /October)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• DBC</li> <li>• Marlowes</li> <li>• Riverside</li> </ul>
	Develop a joint campaign with town centre attractions/businesses to capitalise on organised events taking place.  Investigate and develop cross promotional opportunities.	Immediate (January/February)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• Tourism Officer DBC</li> </ul>
	Produce a quarterly town centre newsletter – ‘About Town’ to provide information on events, new business starts ups, useful contact numbers and signposting people to where they can obtain updates on the works.	Immediate (September)	<ul style="list-style-type: none"> <li>• TCT</li> <li>• TCP</li> </ul>
	Compile/issue promotional material to market	Immediate	<ul style="list-style-type: none"> <li>• TCP</li> </ul>



	the town centre as a location for, retail, leisure, food and drink, a place to do business, a place to live. To include:- A Town Centre Guide.	(October/November)	<ul style="list-style-type: none"> <li>• TCT</li> <li>• Marlowes Shopping Centre</li> <li>• Riverside Shopping Centre</li> </ul>
Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.vi Marketing &amp; Communications (cont.)</b>	Develop a Town Centre web page on the 'Look No Further' website with links to other partners sites.	Immediate (September/October)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
	Introduce a strategy to maximise the opportunities presented by Social Media	Immediate (October)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Undertake research and explore the options for the delivery of a Digital High Street initiative in the town centre. Produce a report with a 'menu of options' to include items for immediate delivery, medium and longer term vision. Options could include:- <ul style="list-style-type: none"> <li>• Use of smart phone technology in everyday shopping activity.</li> <li>• Initiatives to enable small independent businesses to have an on-line trading presence and therefore the ability to compete in a digital age.</li> <li>• Introduction of 'My TOWN' which allows bolt on apps as and when</li> </ul>	Immediate to Long Term	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>

	<p>available e.g. Parking Credits ( See Town Centre Strategy – Embracing Digital Technology)</p> <ul style="list-style-type: none"> <li>• Introduction of the availability of Wi-Fi throughout the town centre.</li> </ul>		
Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.vii Good Environmental Management</b>	Oversee the implementation and delivery of initiatives to introduce a ‘café culture’ feel throughout the town centre e.g. Pavement Licenses which permit and control the placing of tables and chairs on the highway. Will also be a source of revenue.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Introduce more colour and vitality into the town centre by exploring the use of an additional planting schemes and Hemel Hempstead Town Centre’s entry into ‘Borough in Bloom’ competition.	Long Term	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
	Pro-active engagements with businesses and landlords and private investors to develop processes that ensure the facades of their premises are in good maintenance order and present a good image. . i.e. ‘Hemel Hempstead ‘clean your face’ day.	Medium	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
	Develop a community litter campaign aligning it to an education programme in schools and with local businesses re smoking areas. Explore the option and feasibility of introducing fixed penalty notices for dropping litter etc.	Medium (March 2015)	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>

	Develop a 'Hemel Hempstead Town Centre Charter' to which all Town Centre businesses and services sign up to and which sets the standard for the town centre EG Cleaning inc chewing gum removal Maintenance, Appearance Social Behaviour Etc...	Long Term	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> <li>• Police</li> </ul>
Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.vii Good Environmental Management (cont.)</b>	<p>Establish a programme of weekly, monthly, quarterly monitoring and health checks. Collate data to provide information on the performance of the town centre environment. Identifying problems and signposting to relevant services for resolution. To include-</p> <ul style="list-style-type: none"> <li>• Litter</li> <li>• Pests</li> <li>• General Maintenance and Repair</li> <li>• Fly posting</li> <li>• Standard of cleanliness</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
	Compile a tender document for a Town Centre 'handy man' who will be on hand to carry out any minor repairs identified as a result of the	Immediate (October)	•

	Town Centre walk-about or as reported. Will also be a resource for the Town Centre Team.  Establish Contract Interview		
Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.viii Town Centre Management into the Future...</b>	Investigate the feasibility of establishing a Business Improvement District (BID) In Hemel Hempstead Town Centre.	Long term	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Investigate alternative options to a BID and work towards a financial self-sustainable Town Centre Partnership.	Long term	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>
	Undertake a feasibility study to look at measures to improve the early evening economy and extend dwell time.  Work towards Purple Flag status. The national standard for a vibrant, all inclusive evening and night-time economy.	Long term	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> <li>• DBC</li> </ul>
Priority Area and Ref	Actions	Timescale	Lead and Principle Partners
<b>5.ix Monitoring &amp; Evaluation(of the 9 priority areas)</b>	Establish a sound basis for assessing the economy of the town centre i.e.:- <ul style="list-style-type: none"> <li>• Spend % increase/decrease</li> <li>• Footfall</li> <li>• Vacant Units</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>• TCP</li> <li>• TCT</li> </ul>

	<ul style="list-style-type: none"> <li>(see Monitoring &amp; Evaluation in the Town Centre Strategy)</li> </ul> <p>Develop a 'Dashboard of Indicators' with graphs and statistical information.</p>		
	<p>Agree and establish a range of KPI's against which all activity will be monitored.</p>	<p>Immediate</p>	<ul style="list-style-type: none"> <li>TCP</li> <li>TCT</li> </ul>