



Taking a fresh look at Haverhill

A draft internal marketing strategy

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EXECUTIVE SUMMARY

The market town of Haverhill is located in Suffolk and borders the counties of Essex and Cambridgeshire. The town is well situated being in close proximity to Cambridge, the M11 motorway and Stansted airport. Haverhill has a growing population, currently 23,000 and serves a wider population living in its hinterland. The total population is 45,500.

The social and economic profile of the town has changed in recent years with new people moving into the area, due to inward investment, expansion of existing companies and a private house building programme, but the town still suffers from a poor reputation and outdated perceptions among some parts of its community.

The 2003/04 Market Towns Initiative Healthcheck Survey (Healthcheck) reaffirmed this. In 2004/2005 St Edmundsbury Borough Council produced a Vision for Haverhill. This document was the result of extensive public consultation and included some of the improvements identified by the Healthcheck Action Plan.

The Vision for Haverhill focuses on four priorities for the regeneration of the town - an attractive shopping environment; a place where business can thrive; a place where people can enjoy themselves; an environment where people want to live.

The borough council has taken positive steps towards achieving this vision. It has committed £10 million over the next ten years to fund and pump prime investment projects, commissioned branding to create an identity that reflects the values and aspirations of the town and commissioned this marketing strategy to promote the town to the local community.

The objective of this strategy is to identify ways to encourage people to feel good about Haverhill. The brand is the visual representation of what Haverhill stands for – fresh, modern, bold with impact. The idea behind the strategy is to help people 'buy in' to the brand's ethos and thus help them to form more positive attitudes and behaviours.

There are many stakeholders within the project and all have a part to play in aligning with and living the brand. Successful building and managing of the brand will require working in partnership with a range of stakeholders - the general public, local government, police, retailers, schools, business and voluntary organisations, and the local media.

The negative perceptions of Haverhill contributing to its poor reputation can be tackled by creating awareness of the town's current offer and communicating in an effective manner with the target market. Without doubt the town centre offer can be strengthened but the reality is nowhere near as bad as the perception.

The demographic analysis of the population in Haverhill and its hinterland carried out as part of the Healthcheck was based upon Experian's Mosaic geodemographic profiling. This assumes people live in clusters of similar backgrounds, interests and means. The profiling identifies specific groups of the population who are potentially non-users or infrequent users of the town. It also provides an indication of how best to communicate with these groups. This type of information is invaluable in planning targeted, intelligent, cost effective marketing campaigns.

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A comparison of Haverhill with other market towns that had a Healthcheck survey revealed the town scored better than average in several areas. This substantiates the view that the reality is better than the perception. Marketing is about challenging those perceptions and helping people see, and believe, the reality.

Reviewing the Beacon Towns project and approach to creating Civic Pride in Richmond it is possible to identify factors that will be critical to the success of the project. In summary, if we are to improve Haverhill's reputation among its own people and instil a feeling of pride in the town the project will require vision, strong leadership, true partnership working and two-way communication.

This marketing strategy will focus on developing affinity with people through the brand, creating empathy through shared values and vision. Relationships and rapport will be built through events, service experience and provision of information.

The marketing activity should be concentrated on Haverhill and its hinterland. The proposed inward investment marketing strategy will tackle regional and national opportunities. Haverhill has a higher than average under 25s population. Success with this group will have far-reaching implications for the future of the town. Six clearly defined geodemographic groups account for over 90% of the population, these can be targeted with appropriate messages in appropriate ways.

Haverhill has many strengths, from the intangible feeling of a buoyant and optimistic town to tangible features like a favourable location, affordable housing, attractive parks and countryside. The positioning statement for Haverhill should be 'Take a fresh look at Haverhill'. This is a call to action asking people to look again because there is a new, clean, bright Haverhill of which they may be unaware. It is also important to position the town as a 'town moving forward'. Part of the town's competitive advantage is that it is constantly striving for improvement and that it will not stop on attaining a certain level of inward investment.

The messages to be communicated through the promotional strategy need to be simple and direct. Be proud of Haverhill, have a sense of belonging in the town, be loyal to the town and use it more often.

The actions and responsibilities identified as a result of the marketing strategy have been costed where possible. These are only estimates and suggestions at this stage and subject to consultation with the parties involved.

The need to identify actions that are 'quick wins' has been highlighted within the report as a critical success factor and was also requested by the borough council as a means of creating an immediate and high impact.

Certain actions will require inward investment and have not been possible to cost or even estimate. Next steps are to agree the most suitable actions from the plan to achieve the stated objectives, set priorities for action plans and ensure the appropriate resources, both financial and staffing, are in place to implement them.

1.0 SITUATION ANALYSIS

1.1 Background

The market town of Haverhill is in the county of Suffolk and borders Essex and Cambridgeshire in the East of England. It is the fifth largest town in Suffolk and the second largest in the Borough of St Edmundsbury.

The town's growth started in the 19th century with the building of the Gurteens mill. Haverhill prospered and almost doubled in size between 1851 and 1901. A second growth phase began in 1951 when the Greater London Council nominated Haverhill as an "expansion town". Since that time the population has grown from around 4000 to approximately 23000 today, with further growth anticipated over the next 20 years.

Proximity to Cambridge, inward investment and expansion of existing companies combined with a programme of private house building are all factors that have contributed to a change in the social and economic profile of the town. However although Haverhill has significantly changed there is still a negative image associated with the town among some sectors of the population.

This negative image was reaffirmed by the Market Towns Healthcheck Survey conducted during 2003/2004.

The aim of the Market Towns Initiative was to help revitalise the role of the market town as a rural service centre in the 21st century. This was to be achieved by developing local solutions to local problems through partnerships with the voluntary sector, service providers, schools and colleges, business groups and local government. The Market Towns Healthcheck was undertaken jointly by St Edmundsbury Borough Council and Haverhill Town Council. Community participation was a key element in the initiative, local knowledge and skills being essential in addressing localised issues. Local people were encouraged to make choices about the future they wanted to experience.

The Countryside Agency's vision for Market Towns was that they should be:

- Local service centres
- Access points for employment and learning
- Focal points for local produce
- Gateways for tourism and leisure
- Distinctive places

The Haverhill Healthcheck was designed to get people from the town and surrounding areas involved in identifying what was needed over the next 10-15 years to make Haverhill a better place in which to live and work.

The Healthcheck identified 54 improvement projects; an Action Plan was developed from this and, where appropriate, incorporated into the Vision for Haverhill. (See Appendix 1 for details of the Action Plan)

In 2003 as part of their Masterplan St Edmundsbury Borough Council initiated a cross-party Haverhill Area Working Party. The members focused on the town centre as a priority and in 2004 produced a draft Masterplan document that was refined in May 2005, following extensive public consultation, and adopted as a planning guide in August 2005. The final document is A Vision for Haverhill and seeks to develop the town centre around four themes: -

Environment: Providing for a locally distinctive and quality environment.

Accessibility: Ensuring that the town centre is safe and acceptable to all.

Attractions: Improving the attractiveness of the Town Centre for everyone.

Economy: Facilitating long-term sustainable growth of the local economy.

These themes lead to four priorities, the key issues that need to be addressed in the regeneration of Haverhill.

- An attractive shopping environment.
- A place where business can thrive.
- A place where people can enjoy themselves.
- An environment where people want to live.

The vision for Haverhill is a town centre that is more diverse, attractive, vibrant and accessible with a high quality environment, which provides a strong economic hub for Haverhill and its hinterland.

The St Edmundsbury Borough Council has now committed £10 million over the next ten years for projects linked to the Vision for Haverhill. The investment is to be used in a variety of ways - as 'pump priming' to help kick-start a project, to match the funding from other organisations, or to provide initial funding to unblock any barriers to progress.

The branding strategy was commissioned to address the issue highlighted in the Healthcheck and Vision for Haverhill reports that the town lacked distinctiveness and identity. The aim of the branding project is to help create an identity that reflects the values and aspirations of the town. An identity that can be recognised by all levels of society, applied consistently across media; that is simple but has impact.

The marketing strategy will involve two projects. One will focus on how to encourage inward investment from potential developers, retailers and businesses at a national level into Haverhill. This marketing strategy report forms the basis of the other project – encouraging our own residents to 'take a fresh look at Haverhill'.

Marketing the town to people who live within visiting distance and its own residents who currently choose to shop and spend their leisure time elsewhere will be the subject of this document. Building civic pride will be a crucial element of marketing the town at a local and national level.

The branding and marketing activity will need to reflect the key priorities identified in the Vision for Haverhill.

1.2 Creating a sense of belonging through civic pride

Civic pride is about having a feeling of belonging; it is a measure of a community's respect for the spaces that are important to them. Distinctiveness, identity and a quality environment are required to encourage people to feel good about the places where they live, work and relax.

Encouraging civic pride requires a partnership approach between public, private and voluntary organisations. Social entrepreneurship is vital as civic pride depends on people not structures. Although strong leadership is required the focus has to be on engaging with people to improve their sense of community and not imposing upon them.

1.3 Branding and reputation

Branding is about reputation and how something is seen or perceived by other people. A reputation needs to be built on qualities that add value, are positively memorable, attractive, unique, sustainable and relevant.

The objective of a brand strategy is to influence people's perceptions of a brand in such a way that they are persuaded to act in a certain manner and choose the brand over the competition.

Branding a town has the same objective, although it is complicated by the need to provide relevant meaning and experience to people across all sectors of society. By branding Haverhill the aim is to influence the reputation and perception of the town and to persuade people – businesses, residents, visitors and potential visitors - to choose Haverhill for their shopping, business and leisure requirements.

Branding a place enables the place to be clear on its purpose - what it is specifically known for, what it does best, what it specialises in, the particular skills or knowledge of its workforce, its culture or heritage, or some clearly identifiable mix of these. The brand is an expression of how a place currently operates and behaves.

A brand can also be a place's desired future reality encapsulated in a visionary but realistic strategy. Whether current or planned the brand should always be true to the place. The place should not pretend to be something it is not. The brand has to be true to the place's heritage and culture, to the talents of its people and to the roles they are best placed to undertake.

Many people are realising that the brand of their place is important to them because of what it stands for, how that fits with their own personal values and beliefs and how they are seen by others, both as individuals and as a town.

People care about what governments do in their name and about the reputation of the place from where they originate or where they live. They demand a greater say in how their place is governed and developed and how the place brand is created and managed.

People are becoming more aware of the benefits of a strong place brand. From a social perspective it improves image and increases confidence, self-esteem and pride. When people actually experience the brand they begin to form positive attitudes and behaviours about the place.

Economically a strong place brand helps attract investment, jobs and visitors leading to an increase in spending in the area, which benefits local people. The responsibility for a town's image belongs to all stakeholders and individuals; it is their task to raise the profile of Haverhill locally, regionally and nationally. Building and managing a brand requires developing partnerships and shared leadership between key stakeholders.

1.4 The stakeholders

There are many stakeholders within this project and if it is to be successful they must be identified and communicated with appropriately. The communication must motivate and inspire them.

1.4.1 The public

The population of Haverhill and its hinterland is over 45,000 people.

1.4.2 Under 25s

Young people under the age of twenty five account for around 33% of this population.

1.4.3 Local government and government agencies

Local government comprises in Haverhill Suffolk County Council, St Edmundsbury Borough Council and Haverhill Town Council. Due to its geographical position there are also links to local government in Essex and Cambridgeshire. In addition to the government bodies there are a number of other agencies and groups with a close interest in the town. These include the Haverhill Partnership – a group of 150 different organisations, statutory, voluntary and business bodies, some of whom hold regular forums to discuss the future and developments within Haverhill, and the newly formed Haverhill Town Centre Management Group

1.4.4 Police

Suffolk Constabulary is the force responsible for Haverhill and twenty eight rural parishes.

1.4.5 Businesses

There are over 520 businesses located in Haverhill covering a wide range of industry sectors, from the manufacture of toothbrushes to the processing and packaging of nuts and dried fruit. A number are located in the town centre with the remainder concentrated on the industrial estates and business parks.

1.4.6 Retailers

The Local Plan Retail Strategy from April 2001 gave the number of retailers in Haverhill town centre as 156. It is thought that this number has not changed significantly but will be confirmed in a new retail survey in the near future.

1.4.7 Schools

There are eleven primary schools in Haverhill and its hinterland; seven of them are located in Haverhill. Children aged nine to thirteen are served by four middle schools, three of which are in Haverhill. There are two upper schools, both with special college status and two independent schools.

1.4.8 Business organisations

The two dominant business organisations within the town are Haverhill Chamber of Commerce & Industry and Haverhill Enterprise 2000. The Chamber of Commerce is very active and committed to growing their membership and increasing representation on business issues that affect Haverhill. Enterprise 2000 has been instrumental in several projects within the town over the last six years.

1.4.9 Voluntary organisations

Organisations include the Haverhill Association of Voluntary Organisations (HAVO), Haverhill Advocacy and Mentoring Service (HAMS), Citizens Advice Bureau (CAB), Haverhill Volunteer Centre (HVC) and 3 County Transport initiative (3CT). These organisations operate from a central location, the Haverhill Centre for Voluntary Organisations.

1.4.10 Media

The Haverhill Echo and Haverhill Weekly News both publish weekly newspapers reporting on news in Haverhill and the surrounding villages. Several of the villages in the hinterland have parish magazines and journals. Radio Q103 also regularly features Haverhill news.

Figure 1: Haverhill – The Stakeholders



HAVERRHILL



St Edmundsbury
BOROUGH COUNCIL



1.5 Project objectives

There are two elements to marketing Haverhill - internally, to its existing residents and visitors, and externally, to potential new retailers and businesses. The idea behind this part of the strategy is to identify how to work in partnership with all the stakeholders and wider community in Haverhill to generate a greater sense of civic pride in the town and encourage more people to use the town centre.

The outcome of the project will be a marketing strategy and a tactical marketing activity plan, which will bring the brand and its values to life. The goal is to get the brand “out there”, for the people of Haverhill to “live the brand” – to be bold, confident, buoyant, and optimistic about our town – to have pride.

The marketing strategy will:

1. Review the perceptions of the town by its own residents as outlined in the Haverhill Masterplan and Haverhill Healthcheck reports. We need to know where we are starting from in terms of image and reputation. The perception we want for Haverhill has to be true to Haverhill but also has to reflect the values of the Haverhill that we want in the future.
2. Assess the approach that other towns, with similar demographics, have taken to developing civic pride and identify critical success factors for our own implementation – we can learn from their experience. We need to create a positive attitude towards the brand.
3. Segment the total market and estimate where the brand can make the biggest impact in the shortest time frame.
4. Identify target audiences - the stakeholders, key influencers and wider community sectors. For example - under 25s account for one third of population, their buy-in will be essential.
5. Formulate the positioning statement, the “message” that is to be communicated to the target audience across media. This statement needs to be realistic and communicated in language that the audience will understand. We want to use every opportunity to encourage people to stay longer, make more use of the retail and leisure facilities and boost the local economy by spending more in the town centre, as outlined in the Masterplan.
6. Consider the promotional strategies available based upon the objectives of creating awareness and building comprehension. There is a need to educate people as to how and why the brand was developed, what the brand is, what it means – the significance of 'a

town moving forward' and how it can be used to benefit Haverhill and its communities – economic, political, cultural, social. Ignorance often causes negativity and prejudice; knowledge can bring understanding and acceptance. People need to understand that the town should be continually moving forward. Haverhill's success is not a destination – it is a journey and the evaluation and improvement should be continuous. The challenge will be to devise benchmarks for evaluation of the marketing strategy's success.

7. Provide a direction for the marketing needs of the town post brand launch – to provide a discussion document for the meeting with the Borough, Haverhill Area Working Party, Haverhill Town Management and all interested parties.

The tactical marketing activity plan will:

1. Offer ideas on how we can reach the target audiences to enable them to experience the brand - through creative, innovative but cost effective activities, events, and communications.
2. Outline how we can achieve buy in and alignment with the brand from local businesses, retailers, organisations, schools and the wider community. We want them to use the brand mark on their literature and support the brand wherever possible. This will include ideas on how to get the retailers to use the brand and improve their own marketing; how to get people to talk positively about Haverhill; how to get the under 25's to buy into the brand.
3. Illustrate ways to develop partnerships with key stakeholders - 'Working together to achieve more'.

1.6 Perceptions of Haverhill

The negative feelings some people had about Haverhill, which were identified during the public consultations that formed part of the Healthcheck Survey and Masterplan/Vision, are summarised in Table 1 below. In this context the word perceptions is used to describe the feelings, attitudes and images that people have of different places, people and environments.

Whilst acknowledging that action is required to overcome these negative perceptions, with the exception of the one about the safety of Haverhill, these could be addressed within Haverhill's current offerings. The perceptions are more to do with awareness and communication than fact. (See Appendix 2, Overcoming Negative Perceptions.)

NEGATIVE PERCEPTIONS	ACTIONS REQUIRED TO ALTER PERCEPTIONS
<p>There is nothing to do in Haverhill</p>	<p>Improved facilities, particularly leisure, are needed. Provide a larger cinema, more variety of entertainment and national restaurant chains. Provide a park and gardens with flowerbeds, benches, and picnic areas and play areas. Refurbish and expand sports and leisure facilities.</p>
<p>There are no shops in Haverhill</p>	<p>More and better shops are needed. Improve the market to increase the number of stallholders, and consider a farmers market. Focus on inward investment to attract more independent and national chain retail outlets.</p>
<p>There is no where to eat in Haverhill</p>	<p>Improved facilities are needed. Address the lack of tourist accommodation and restaurants in the town.</p>
<p>Haverhill isn't a nice place</p>	<p>Appearance of the town centre needs to be improved. The town centre needs a 'make-over'. Redesign the bus station to provide a positive gateway into the town. Update poor quality street furniture including seats, litterbins and flower planters.</p>
<p>Haverhill is an unsafe place</p>	<p>Reduced the threat and perception of crime and the conflict with traffic. Improve lighting in car parks and on pedestrian routes. Resolve pedestrian and vehicle conflict.</p>

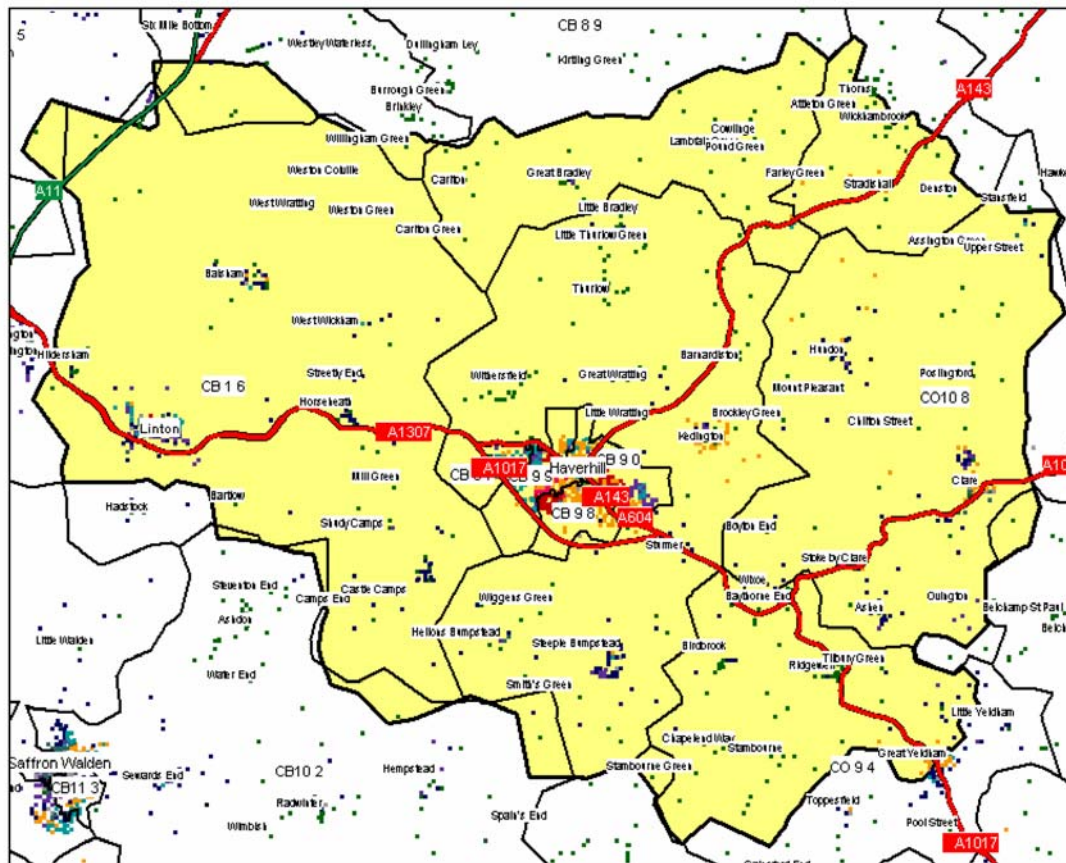
Table 1: Perceptions of Haverhill

It should be noted that even if all the above actions were carried out perceptions would not necessarily alter without an effective communications campaign to tell people what's changed in their town.

1.7 Haverhill and hinterland demographics

The map below illustrates the geographic area represented by Haverhill and the surrounding villages that comprise its hinterland. The total population for this area cited in the Haverhill Healthcheck was 45518. Just below 50% of this population live outside Haverhill and represent potential customers for the town.

Figure 2: Map of Haverhill and hinterland (Source: Healthcheck Appendices)



The Healthcheck used Mosaic geodemographic profiling to identify who Haverhill's customers and prospects are. The basic premise of geodemographic segmentation is that people tend to gravitate towards communities with other people of similar backgrounds, interests and means. Mosaic profiling is a method devised by Experian that is used worldwide. Mosaic UK classifies the 44 million adults and 23 million households in the UK using 400 data variables into 61 types that are then aggregated into 11 groups. The classification provides a rich picture of the UK consumer in terms of socio-demographics, lifestyles, culture and behaviour.

The chart below illustrates the Mosaic profiling of the population of Haverhill and its hinterland based on information presented in the Healthcheck.

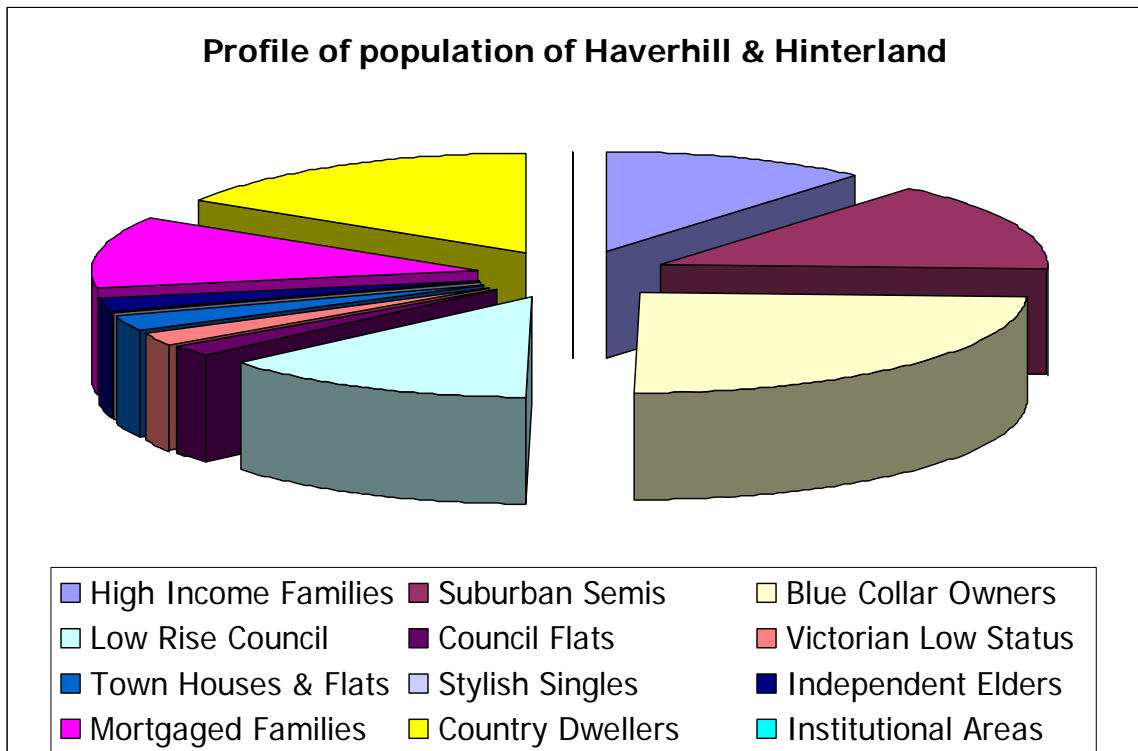


Chart 1: Mosaic profile of Haverhill & hinterland

Over 90% of the population of Haverhill and its hinterland are represented by six geodemographic groups, Chart 2 illustrates these groups.

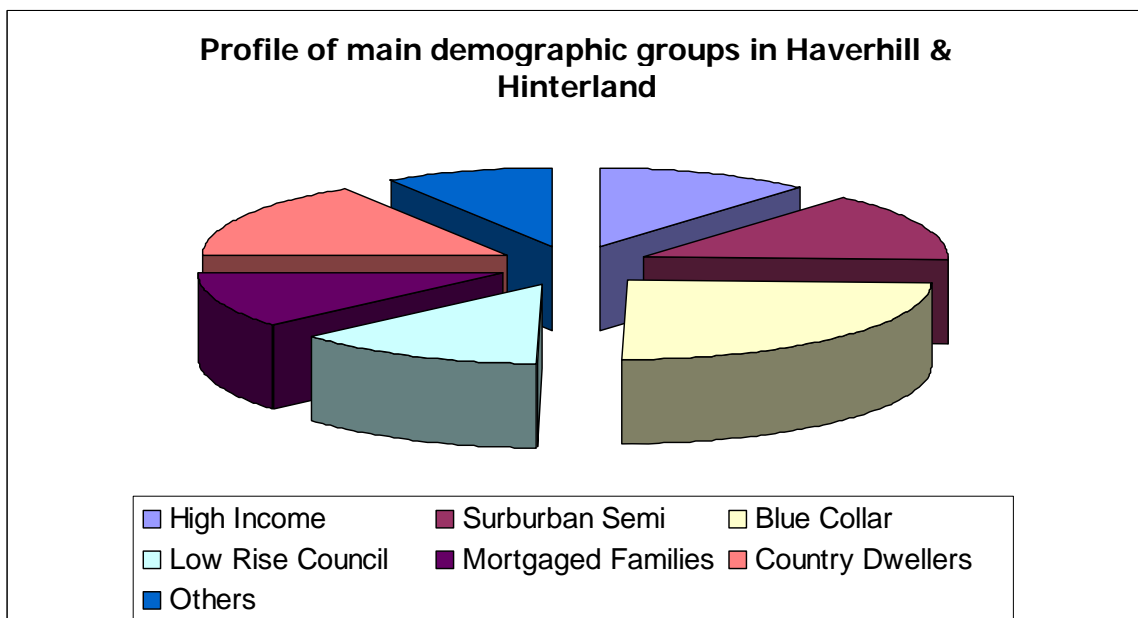


Chart 2: Profile of main geodemographic groups in Haverhill & hinterland

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Each geodemographic category has certain characteristics and exhibits trends in buying behaviour, Table 2 below summarises the main groups in the geographic area referred to as Haverhill and its hinterland.

The characteristics and behaviour of each group will help to determine the most appropriate way in which to communicate with them in terms of what to say, where and how to say it.

Group/ % of population/ Likes	Characteristics	Spend Money On
<p>Blue Collar Workers</p> <p>25%</p> <p>Gardening, TV.</p>	<ul style="list-style-type: none"> • Plenty of money to spend on leisure and entertainment, whether for home improvements, holidays or eating out. • Tastes are mass market and focus on providing comfort and value for family members. • Consumers focus heavily on price and reliability, rather than range or functional features of products. • Influenced more by straightforward benefit based advertising than by sophisticated lifestyle imagery 	<ul style="list-style-type: none"> • Car maintenance. • Home improvements • Gardens • Family outings to country pubs and restaurants.
<p>Country Dwellers</p> <p>16%</p> <p>Country pursuits, bird watching, dog walking, fishing, hunting, shooting, riding.</p>	<ul style="list-style-type: none"> • Poor access to shops, Post Office, schools and entertainment. • Leisure = community events, WI, church • Engagement with community and natural environment more important than material consumption • Personal self-reliance highly valued. • Hard markets to reach for advertisers other than by direct mail. • Use Internet 	<ul style="list-style-type: none"> • Low disposable incomes • Shopping in high price village stores or increasingly weekly trips to supermarket with top ups from petrol stations
<p>Suburban Semis</p> <p>14%</p> <p>Gardening equipment and furniture. Mainstream Arts. Visiting local "attractions".</p>	<ul style="list-style-type: none"> • Intermediate level white-collar occupations demanding practical inter personal skills. • Independent and self reliant, rely on own judgement rather than social or community attitudes when making key decisions. • Would not necessarily display local pride or get involved in community activities. • Make choices on basis of relative benefits and value for money rather than on grounds of brand positioning and identity. 	<ul style="list-style-type: none"> • Gardening/home improvement products. • Double-glazing, roofs, driveways, home extensions, garages, conservatories.

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Group/ % of population/ Likes	Characteristics	Spend Money On
<p>Low Rise Council</p> <p>13%</p> <p>Betting, pools, lottery, video rental, take-away. Heavy viewers of TV and videos, Tending allotments.</p>	<ul style="list-style-type: none"> Local Authority and Housing Assoc tenants, majority middle aged or older. 	<ul style="list-style-type: none"> Low levels of disposable income
<p>Mortgaged Families</p> <p>12%</p> <p>Home-making, DIY Home furnishing. Garden equipment and furniture. Squash, badminton, aerobics at local leisure centre. Golf, walking, sailing.</p>	<ul style="list-style-type: none"> Private housing with younger families and young singles and childless couples with high levels of mortgage repayment. Leisure focused around family. “Newness” is more attractive than heritage. Use of Internet to obtain information and make transactions. Eager consumers of advertising. Respond well to sales promotions. Branding is important. 	<ul style="list-style-type: none"> Electronic/audio equipment Personal computers Mobile phones Small kitchen equipment Electronic games Garden durables – BBQ, swings, paddling pools. Shop at Tesco or Sainsburys. Pubs and mid-market restaurants Spend on mid-market brands in established product categories. Family trips to retail parks important for purchasing clothes and other comparison items.
<p>High Income Families</p> <p>11%</p> <p>High technology equipment, private health clubs, cinema, squash, tennis, sailing, golf, concerts, opera, theatre. Family pubs and steak houses</p>	<ul style="list-style-type: none"> Professionals and wealthy business people with highly priced owner occupied housing. Engaged in knowledge industries Status established by the values associated with the brand rather than by the product category and by the manner in which the product is accessed and consumed. Traditional premium brands more appealing than flamboyant conspicuous counterparts associated with nouveau riche. Shop at specialist independent heritage outlets rather than high street multiples 	<ul style="list-style-type: none"> Expensive consumer durables Hi-fi Cameras Personal computers New furniture Conservatories Driveways Garages Designer kitchens.

Table 2: Characteristics of main geodemographic groups in Haverhill & hinterland.

2.0 COMPARATIVE ANALYSIS

2.1 How Haverhill compares with other market towns

The initial terms of reference stated that this project would assess the approach other towns with similar demographics to Haverhill have taken to develop civic pride. In reality this has proved not to be a feasible objective. Although there are towns with a similar demographic the characteristics of the town are such that direct comparisons are invalid. For example the market town of Ely has a similar population and demographic and has invested in a branding, civic pride and regeneration project. However the town is so physically and historically different to Haverhill that the parallels to be drawn are limited.

Graham Vallis & Associates, the consultants who undertook the Haverhill Healthcheck, has published information on the company website which gives the average response of seven market towns that they health checked on a range of questions. This information has been used to create Table 3 below to provide a comparison with Haverhill.

This comparative information illustrates a different picture of Haverhill than the responses recorded during the Healthcheck survey presented. It is clear that Haverhill is used less often than average, especially for food shopping. This could be attributed to the out of town location of Sainsburys. Comparison shopping appears to be the draw to competing towns but in Haverhill this is not as strong as in the average town. The reason given for shopping in other towns for clothes, price and value, is not entirely convincing, considering the nature of the national chain shopping outlets in Haverhill.

Given the negative perceptions of things to do in Haverhill, again there seems to be some disparity between the view of the Healthcheck results and the average town. With regard to places to eat we seem to fare slightly better than the average and our leisure and sports facilities are significantly better than average as is our car parking.

Without the background data it is difficult to draw any conclusions from this data however prima facie it would appear that more people do their food shopping in other market towns than in Haverhill. Our clothes shops offer range and choice but people go elsewhere for price and value. The results for furniture shopping are distorted by the fact that Glasswells have a flagship store in Bury St Edmunds and are happy to direct people there to view a greater selection of goods.

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Question	Haverhill	Average	
How often do you use your town?			
Twice per week	65.3%	84%	
What type of shopping do you do?			
Convenience	23.4%	67.6%	
What do you use your town for?			
Shopping	27.3%	40.4%	
Financial Services	21.6%	20.9%	
Recreation/Leisure	13%	13.2%	
How do you travel into your town?			
Car	52%	50.7%	
Walk	34%	34.8%	
Bicycle	3.3%	6.6%	
What type of shopping do you do in competing towns?			
Comparison shopping	57%	71.2%	
What reasons do you shop in other towns for?			
Clothing	1	Price/Value	Range/Choice
	2	Quality	Price/Value
	3	Range/Choice	Fashion/Style
Furniture	1	Quality	Range/Choice
	2	Price/Value	Price/Value
	3	Range/Choice	Quality
How do you rate the following?			
<i>Cafes/restaurants</i>	Average	28%	28.2%
	Good	29%	24.7%
	Poor	15%	17.5%
<i>Leisure/sports facilities</i>	Average	25%	26.0%
	Good	39%	25.9%
	Poor	10.6%	11.6%
Historic Buildings	Average	24%	35.4%
	Good	12%	24.3%
	Poor	27%	8.4%
<i>Car Parking</i>	Average	32%	31.7%
	Good	40.7%	23.6%
	Poor	10.8%	20.2%
<i>Bus Services</i>	Average	25%	19.7%
	Good	17.5%	16.8%
	Poor	19%	15.9%
Safety/Security	Average	40.6%	41.8%
	Good	15.8%	27.6%
	Poor	28.7%	11.8%
<i>Shops</i>	Average	40.1%	35.4%
	Good	19.6%	24.9%
	Poor	26%	20.9%

Table 3: Healthcheck Comparisons--'Average' market town vs Haverhill (Healthcheck responses Source: Graham Vallis & Associates website.)

2.2 Where lessons can be learnt

2.2.1 Beacon towns

The Beacon Towns project was part of the Market Towns Initiative announced in the Rural White Paper of 2000. The Countryside Agency was instructed to identify 10-20 towns that would demonstrate the range of problems and challenges which market towns experience and from which other towns could learn.

2.2.1.1 Beacon towns – common themes

- Important to all towns and in many ways the key to eventual success is the quality of the partnerships they have developed with a number of significant public, private and voluntary sector contributors.
- Community engagement is a significant factor in effecting change. Adding agencies' expertise to that of the locals provides the best solution.
- Good partnerships have vision, strategic know how and the right structures in place.
- Inter relationships between individuals and partners and between contributory working groups must be clearly defined, properly understood and respected.
- Flexibility is also required to ensure ideas get a hearing and can be realised.
- Role of marketing and promotion is also recognised, a high profile does attract support and funding.
- All of the towns have unique heritage or cultural assets, which they are building upon to achieve regeneration.
- Characterised by presence of enthusiastic and committed individuals who wish to enhance quality of life in and around towns.
- Culture of town is also a significant factor.
- Town partnership influencing policies at a higher level.

2.2.1.2 Beacon towns – obstacles

- Getting money for projects – difficult and time consuming.
- Lack of "joined up" approach between agencies, success in funding related to economic output rather than wider material benefits such as improving townscape. Difficult to raise money for core funding, for example for a project officer as opposed to project-based funding.
- Need to keep local people involved, to maintain their commitment and enthusiasm for the years NOT months that this type of work entails. Local people want to see progress but progress is slow – quick wins are important.
- Need for wider engagement including young people, they should be at the forefront of their town's future.

2.2.1.3 Beacon towns – success story

The town of Wolverton outside Milton Keynes is a successful example of a community that has come together to shape its destiny. The town has developed Wolverton Unlimited – a community company that represents the views of local people and is responsible for implementing the town's vision.

One of the most difficult tasks in implementing such projects is keeping local people involved, committed, enthusiastic and interested during the lengthy time scale required for implementation.

Wolverton has addressed this in the following ways: -

- The atmosphere it has created which is one of inclusivity, shared responsibility, trust and support.
- The partnership's openness, it has never claimed to have all the right answers but asks the community to join with it in trying to get the best for local people.
- An excellent appreciation of the need for effective communications and how to achieve them.
- An understanding of the need for shared objectives, vision and a clear way forward.
- Strong leadership and input.
- The enthusiasm and commitment of a core group of committed volunteers.
- Putting in place the small but important things that encourage people to get involved, like providing childcare and food at public meetings and having fun at social events.

2.2.2 The Richmond experience

The Business Pride project was set up in June 2005 as part of Richmond's Civic Pride Programme. Richmond's objective was to be the cleanest and greenest borough in London through improved service delivery. Part of the project is a Community Toilet Scheme. This targets pubs, restaurants, garages, supermarkets and any premises that provide toilets for customers. In return for making facilities available to the general public the business receives a small annual payment as a contribution towards additional expenses. Members display a window sticker and are listed on the council website.

Another element of the programme is the Anti-Graffiti Alliance. This is open to any business and provides a removal service for graffiti on the exterior of their property where it affects the street scene. A 24-hour turnaround target is set for removal of racist or offensive graffiti. There is an incentive scheme in operation to encourage members of the public to report and identify graffiti vandals on a graffiti hotline.

The key to the success of the project has been the relationship fostered between potential members and the Business Pride marketing campaign. Businesses were targeted on an area-by-area basis with a personal letter followed up by a phone call to establish interest. Where appropriate this was followed by a visit from the Business Pride Marketing Officer to assess suitability and willingness to participate in the scheme. The marketing campaign included posters and leaflets for display in public places. A breakfast launch event kicked off the campaign and regular press releases; press briefings and media tours have kept the campaign in the public eye. The results have been a noticeable and measurable improvement to the local street scene. The Business Pride campaign cost less than £100,000 to implement.

2.3 Critical success factors – internal marketing projects

VISION
Clarify purpose - what do we want to achieve.
Develop a credible and sustainable vision for the future.
Plan – implement a 3 year plan as a minimum time frame.
Ensure an integrated approach, piecemeal projects will not work.
Acknowledge the importance of the public realm as the physical face of the town.
Focus on enhancing core space (EEDA - Fakenham).
Bring the town's heritage to life (EEDA - Whitehaven – The Rum Story).
Focus on town's intrinsic assets (EEDA - Whitehaven).
Access the wide range of information available through local authorities and government offices, e.g. papers, By Design, Urban Design Compendium, and The Value of Urban Design.
Understand who your consumer is - demographics, people's needs and wants.
Be inclusive – something for everyone.
Build on town's strengths = community spirit, friendly place.
Provide high quality retail opportunities.
Implement a strong sporting and culture infrastructure.
Enhance local distinctiveness.
Develop an exclusive quality that makes the place special or memorable.
Appreciate the value of human capital.
Set criteria for measuring success, monitoring performance should be a continuous process.
LEADERSHIP
Strong leadership is the key.
Co-opt not coerce. Leadership must rely upon use of soft power, getting others to want the same outcomes.
Create an attraction to shared values, and the justness and duty of contributing to those values.
PARTNERSHIP
Private, public, voluntary sectors come together to create brand partnerships, everyone working together as equals.
Build "win - win" relationships, collaborate towards common goals, no hidden agendas, political agendas.
Existing local organisations as main delivery vehicles.
Someone to co-ordinate funding – know what is available and how to get it.

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COMMUNICATION
Early/regular consultation with the community. Keeping them informed will ensure visions are clarified, sustainable and responsive to the needs/requirements of the community and successful when delivered. Action not words.
Bring plans to life through exhibitions, illustrations and models. Provide community with an opportunity to visualise how schemes might look when developed. This will stimulate greater acceptance and understanding related to movement patterns, building heights and densities. (EEDA – Bedford)
This is a long-term strategy not a quick fix but there is need for early wins/ success stories that can be publicised.
Invest time in ensuring key media are on board, emphasise the positives.
Success is a self-fulfilling prophecy. Encourage viral marketing by public, employees, businesses, government, visitors.
LIVE THE BRAND
Encourage everyone to act as ambassadors for the brand.
Government, agencies, people, companies - must consistently act in line with the brand strategy and communicate and demonstrate the brand.
Devise correct delivery mechanisms to ensure uptake.
Train staff on whose enthusiasm and dedication the final outcomes for the brand depend.
Implement actions that will show the "Brand in action", be bold.
Grow the value of the brand.
Make town centre relevant to people's lives and target them accordingly.

Table 4: Critical success factors of internal marketing projects.

3.0 MARKETING STRATEGIES

3.1 From branding to marketing strategy

Haverhill has moved forward over the past five years. New housing, significant inward investment, the success of Cambridge and an enthusiastic entrepreneurial business community have all contributed to the town's increasing confidence. However there is still some way to go to satisfy all the requirements of the people who live, work and spend their leisure time in Haverhill. In addition there is also a relatively "untouched" market of high-income families living on the outskirts of the town. This potential market is yet to be convinced that Haverhill has anything to offer their lifestyle. The Haverhill CB9 brand will illustrate that they are very much a part of the town!

There is a gap between the current perception of Haverhill and the perception desired to help attract inward investment. The Internal marketing strategy will seek to address this gap through the development of brand affinity.

Developing brand affinity involves creating a bond with people based on one or more of a range of affinity aspects. The aim is to outperform the competition through the relationships that are built with people. In order to be successful the brand needs to have a distinct appeal, be communicated effectively and provide an experience that reinforces the bonding process.

A number of internal and external factors influence how the brand is finally perceived and experienced. The internal factors can be strategy related; performance related or can stem from the brand's past.

The strategy related factors are those that derive from the business strategy and marketing strategy. The business strategy aims to achieve a particular behaviour and outcome, for example increased economic activity within the town centre. The brand strategy is designed to persuade people to exhibit the behaviour that will make the business objectives happen, for example increased time and money spent in retail and leisure outlets in Haverhill town centre. The marketing strategy aims to translate the brand strategy into something tangible. The influence of the marketing strategy is to provide the correct translation of the brand into the marketing mix to ensure people get the correct impression of the brand. The performance related factors are dependent upon the marketing implementation. This may make or break a brand at the moment that is most important to people – when they actually experience the brand through interaction with local retailers for example.

The factors that relate to the brand's past are how it has been developed and managed over the years and what its role has become. The brand's past influences how the stakeholders view the brand and its future potential. It may be difficult to change such perceptions once a brand has been slotted into a specific position.

The external influences upon a brand come from the competition, in this case other towns, consumers and the media.

The aim of affinity branding is to be able to pluck at people's heartstrings, to build rapport and connect with people. In order to do this you must know how people in a society interact, what they believe, how they make decisions and what meanings they attach to certain representations. Understanding their needs, appreciating that these needs are not universal or of equal importance and that they can be articulated and solved in a number of different ways is key to achieving unrivalled brand loyalty.

Affinity branding uses people's sense of belonging. The main brand building activity will be through relationship building, for example through events, service experience or provision of information.

The particular connection with people's needs has to be constantly reaffirmed by the brand through behaviour, advertising, publicity and direct communications.

3.2 The opportunities available to Haverhill

A key factor in the future success of Haverhill will be an increase in footfall in the town centre. There are several different approaches as to how this can be achieved.

Market penetration, which involves developing the town's offer in the existing market by:

- Encouraging existing users of the town centre to visit more frequently.
- Trying to attract visitors from other towns.
- Encouraging residents who do not currently use the town centre to visit and use it.

Market development, which involves promoting the town into new markets by:

- Raising awareness of the town through additional distribution channels, for example SDA website.
- Promoting Haverhill in new locations in the hinterland.
- A structured approach to creating awareness in new locations could be adopted by using PR and advertising in location specific journals and linking to business, government, agency and organisation websites.

Service development, which involves developing new services or attractions in the existing market, for example a multiplex cinema.

The growth strategy for Haverhill should combine all these approaches.

3.3 Segmentation strategy

The population of Haverhill and its hinterland needs to be broken down into attractive segments. Segments are groups of people that share common attributes, for example where they live, their age, social class or buying habits. The needs of each group will be different so the message to be communicated to them will also be different.

The size of the segment and the growth potential are the factors that make a particular segment attractive. By focusing on segments rather than the whole market, and satisfying the needs of the chosen segments, the town has more chance of delivering what the people want.

The town can be segmented in a variety of ways. Table 5 below illustrates the attributes Haverhill could choose for segmentation.

<p>Geographic Region County Size Town Size Density Of Population</p> <p>Demographic Age Postcode Gender Family Life Cycle Income Education Occupation</p>	<p>Geodemographics</p> <p>Psychographics Social Class Lifestyle Personality</p> <p>Behavioural Occasions Benefits User Status User Rate Loyalty Readiness Stage Attitude towards town</p>
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Table 5: Segmentation of population

3.4 Target market strategy

The opportunities for market segmentation need to be assessed and evaluated. We want more people to use Haverhill - of the geodemographic groups that have been identified it will be easier to get some to use Haverhill than others. These are the ones we need to focus on first. A decision can then be made as to how many and which of these segments should form the basis of the target market.

Effective targeting is the key to successful marketing; the analogy is a rifle approach compared to a machine gun approach. Any marketing effort needs to be focused and concentrated if it is to generate return on investment.

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Not all of the segmentation variables are easy to identify from published data. Variables where we have some supportive research have been chosen as the target market.

Segmentation Variable	Suggested Attribute
Geographic	Initially Haverhill and its hinterland
Demographic	Ages – under 25's
Geodemographics	Mosaic groups:- Higher Income Families Suburban Blue Collar Low Rise Council Mortgaged Families Country Dwellers
Behavioural	Benefits Non user/potential user Light user Attitude – enthusiastic; positive; indifferent; negative; hostile

Table 6: Suggested segmentation Haverhill

Targeting the geographic catchment area is a matter of common sense. There are over 20,000 people in Haverhill's hinterland who represent a significant and, until now, largely untapped market for the town. Currently moving into other geographic areas outside the hinterland would mean entering a different competitive arena. There are also practical issues associated with how far people are prepared to travel to a town with few distinctive attractions. However in the future Haverhill may become a marketable proposition to a wider geographic target.

The under 25s represent around 33% of the population of Haverhill and its hinterland but are a particularly difficult market to reach. Success with this group has far reaching implications for the future of the town. Once they have 'bought into' the brand, and providing the brand continues to be built and be managed, they should remain loyal to the town. The mobility associated with this group should also ensure that they are ambassadors for the town, spreading the word far and wide.

The Mosaic geodemographic groups specified above were identified in the Haverhill Healthcheck. These groups combined account for over 90% of the population. The characteristics of the groups differ, as do their needs and requirements from a town centre. The postcodes that constitute each group are available by subscription from Experian. By using the detailed postcode analysis and the information available on the characteristics and buying habits of each group we can devise highly targeted, intelligent marketing campaigns – getting the right message to the right people.

Identifying behavioural attributes is more difficult as the information is not currently available in any detail. We do not know whether a person or group has a positive, negative or indifferent attitude towards the town. Although the geodemographic profiles do allow us to make some assumptions on behavioural attributes, for example it is likely that the High Income Families are non users of the town centre.

3.5 Positioning strategy

Positioning is concerned with how an image and value offer is designed so that the target market understand and appreciate what the product/service, or town in this case, stands for in relation to the competition. The service offer then has to be positioned in the mind of the prospect. The basic premise of positioning is not to create something new but to manipulate what is already in the mind, to retie the connection.

In order to distinguish itself from competitors like Bury St Edmunds, Cambridge, Sudbury and Saffron Walden, Haverhill needs to identify a competitive advantage. This is what will make Haverhill more attractive to people than the other towns mentioned.

The introduction of a new brand and the implementation of an internal marketing strategy provide Haverhill with an opportunity to develop a strong and dynamic identity. This can be used to differentiate the town, create a competitive advantage and add value. Haverhill will be able to distinguish itself in terms of its environment, economy, innovation of people and enterprise and the way it communicates.

Haverhill already has many strengths, from the intangible feeling of a buoyant, optimistic town to the tangible features people need to be able to work, live, relax and enjoy life.

It is committed to developing an attractive shopping environment, has excellent sports and leisure facilities and a first rate arts programme. It is located in a very favourable location, offers affordable housing and provides an attractive work/life balance option being surrounded by beautiful countryside and parks.

The Haverhill Healthcheck Survey and Masterplan consultations identified some strengths within the town which can be built upon:-

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- Haverhill is a friendly place with strong community spirit.
- Haverhill is up and coming, although it is moving forward it has not realised its full potential.
- Haverhill is an enterprising and innovative place – it takes courage to be different.
- Haverhill has quality of life – surrounded by countryside but accessible.

The positioning statement should be 'Take a fresh look at Haverhill'. The implication being that there is a new, clean, bright Haverhill. This is the message we want to give to people. We are asking people who currently use the town to take another look, to see the town from a different perspective. It is encouraging those people who do not use the town centre to give Haverhill another chance, to come and see for themselves what the town has to offer. It can be used to address the negative perceptions of Haverhill as part of a targeted marketing campaign combining images, the brand mark and factual information to dispel the myths.

The images used in the marketing brochure "A Fresh Look at Haverhill" and on the cb9haverhill website all support this message. The use of the word "Take" is a call to action. We are promoting a fresh approach, fresh ideas; we want to develop a fresh approach to working together – a collaboration to benefit the town. The brand mark is a fresh, clean distinctive stamp. It can be bold, vibrant and colourful and black and white and functional – just like our town.

Haverhill is a town for the future but it is also a town for now and the messaging needs to convey this. Creating awareness of what is currently available, promoting the positives now means we can continue changes that have already started to take place and help them gain momentum.

When talking about Haverhill and the future the words 'A town moving forward' are appropriate. The message here is that Haverhill is constantly striving for improvement and that commitment to making things better will not stop as soon as we have a new supermarket, a multiplex cinema and a few new retail outlets. Haverhill's success is not a destination, it is a journey and we are asking the people of the town and its hinterland to accompany us on that journey and experience the milestones along the way.

3.6 Promotional strategy

The Promotional Strategy is based upon:

What to say - needs to be simple and direct.

What to say depends upon the communication objective. The main objectives within the internal marketing strategy are to overcome the negative perceptions of Haverhill and to increase the sense of belonging by making people feel good about the town. (See Appendix 2).

The messages are simple:-

- Be proud of Haverhill
- Feel a sense of belonging
- Use the town more often.

Design the message – AIDA (Attention, Interest, Desire, Action)

These simple messages have to be converted into compelling statements for each target market. The statement must be relevant and appealing to each target; it should create empathy, an affinity. The words used will have to grab their attention, create desire, stimulate interest and spur them into action.

There are certain key words that need to be incorporated to convey the intangible as well as the tangible aspects of the town. The intangibles form the emotional part of people's experience when they come to the town centre. The tangibles are the things that can be physically influenced, like the appearance and the attractions it has to offer.

Tangible	Intangible
Clean, green, bright	Vibrant
Range of shops in a developing shopping environment	Buoyant
Diverse cafes, restaurants and takeaways	Optimistic
Excellent sports and leisure facilities	Bold
First rate arts and culture	Friendly
Beautiful countryside and parks	Community Spirit
	Innovative

Who to say it to

We have identified the target market segments and will have to generalise on their perception of Haverhill based on research carried out in the Healthcheck. If there is a gap between the perceived perception and the desired perception we wish people to have for Haverhill this will need to be addressed.

The perception of Haverhill that we want to portray is of a diverse, vibrant, attractive, accessible, safe, high quality environment with a strong, sustainable economic hub - a town for the future that is committed to moving forward.

How often to say it

Once what to say and who to say it to has been decided the process is to: -

- Select the communication channel – personal and non-personal
- Allocate the total promotion budget
- Decide on promotion mix
- Measure the promotions results
- Manage and co-ordinate the total marketing communication process

It is important that whatever messages are conveyed about Haverhill they are true, factual, current, well informed and consistent.

Maintaining public interest will be a major challenge, it is human nature for interest and enthusiasm to dwindle. There is a need to maintain a consistent flow of communication with the public, keeping them informed of what is happening and emphasising how it will make a difference to the town and their environment.

The challenge will be to design messages that win attention in spite of the surrounding distractions. Simplicity, clarity, interest and repetition are the key criteria of successful messaging. Using bold, quality images will assist in conveying the key messages in a simple way which has impact across media.

The table below illustrates the different channels of communication available for the promotional strategy.

METHOD	SUITABLE	COMMENT	MAIN BENEFIT
Advertising			Good for creating awareness, building comprehension, educating, legitimising and reassuring people about the brand and the internal marketing strategy.
Print and broadcast ads	Yes	Local & regional newspapers/journals.	
Mailings – postcards/letters/html email	Yes	Structured, consistent to target geodemographic groups/businesses/retailers.	
Brochures	Yes	For Inward Investment/Introduction to Haverhill and the brand.	
Leaflets	Yes	Strong brand, informative	
House magazines	Yes	Consider quarterly Newsletter for public updates	
Directories	Yes	Industry/Local	
Website Links	Yes	Businesses/Retailers/Business Organisations/Local Govt	
Street signage	Yes	Branded, bold, reusable	
Livery of vehicles	Yes	Local Govt vehicles branded	
Images and brand mark	Yes	Create strong distinctive brand	
Website	Yes	Easy to use, value added	
Texting	Yes	Good for youth market	
Sales Promotion			

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METHOD	SUITABLE	COMMENT	MAIN BENEFIT
Promotional Items	Yes	Branded and appropriate – e.g. car stickers, pendants, pens	Short-term activity used to gain attention.
Exhibitions and trade shows	Yes	Local and regional – Haverhill Inc – especially for Inward Investment.	
Publicity			Gives high level of credibility. Reaches people off guard – gets to them as news rather than sales directed communication.
Seminars	Consider	'Talk it up'	
Annual Reports	Yes	Communication strategy – formal update to public.	
Press Releases	Yes	Structured campaign	
Sponsorship	Yes	Local Events	

Table 7: Different channels of communication

4.0 ACTION PHASE

HAVERHILL MARKETING STRATEGY – ACTION PLAN – GROUP A ACTIONS WITHIN EXISTING PLANS

REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
A1 PR	Allocate the marketing budget for 2006/2007: · Set the annual marketing budget based upon the cost of implementing the chosen activities from the Marketing Activity Plan, or · Choose priority activities according to the available budget.	All	SEBC – Corporate Director Community	N/A	February 2007 Then annual	The starting point of the strategy implementation. Will set the scope of the project.
A2 QW	Develop a “Haverhill” style for future buildings/developments and incorporate into planning regulations. Need to specify trees, landscaping, architecture and type of construction materials to be used. Produce a guide of visual references. - To be included within the Masterplan Design Framework Document.	All	SEBC – Head of Planning and Engineering	SEBC Time Consultancy costs are required to be met. Implementation in budget. Add Visual Reference Guide to cb9haverhill website. Cost to be advised. Add Visual Reference Guide to	Consultation – Autumn 2006 Adoption – April 2007	Benefit will be a more structured approach to the development of the town, building in a “Haverhill” style.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				cb9haverhill website. Price to be advised		
A3	Word of mouth – ensure everyone who comes in touch with Haverhill has only positive comments to make.	All	All	Ongoing	Ongoing – Annual Review	Result of implementation of other actions. May consider establishing an ambassador scheme.
A4	Fully support University Campus Suffolk and aim to have a learning centre in Haverhill. It is imperative that we retain young people within the town.	All	UCS SEBC – Corporate Director - Community EEDA SCC West Suffolk College	N/A	Ongoing – linked to UEA Education changes Timescale.	Haverhill and needs of town must not be forgotten in the scope of this £150 million project. A Learning Centre in Haverhill would provide huge benefits for the under 25's and could be instrumental in helping to fight the "brain drain".
A5	Apply for Green Flag status for Haverhill parks	Public	SEBC – Head of Leisure Services	SEBC Time Application Fee for up to 20 hectares £200. Cost of application guidance manual £40 Total Est Cost £240 To be met from	Management Plan Completion – December 2006. Application – February 2007	Obtain to overcome negative perception that there is nowhere "nice" in Haverhill. Accepted standard of quality like Blue Flag beaches.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				SEBC Parks Budget		
A6	Apply for lottery and other funding for improvements to parks and open spaces	Public	SEBC – Head of Leisure Services	SEBC time to complete application process – grants available from £300 up to £10,000	Application made – Caste Playing Fields Further applications as appropriate.	Aim of funding is to increase participation and access to local open places by encouraging people to become actively involved in them, and by supporting activities that are open and accessible to everyone. The overall objective is to make a lasting improvement to the local environment by supporting activities that develop existing breathing places or help create and sustain new ones.
A7	Compile and implement a strategy for architecture and the built environment. To be included in the Masterplan Design Framework	All	SEBC – Head of Planning and Engineering	SEBC Time Consultancy Costs TBC Haverhill Masterplan Budget	Consultation – Autumn 2006-10-02 Adoption april 2007	Benefit will be a more structured approach to the development of the town building a “Haverhill” style.
A8	Use of architectural lighting to overcome perception that certain areas of town are unsafe at night. Use of lighting on trees and prominent buildings. To be included in Masterplan Design Framework delivery	All	SEBC – Head of Planning & Engineering	SEBC Time Lighting costs to be developed.	To be confirmed	Overcoming the negative perception that Haverhill is an unsafe place is another fundamental element of this project. The use of architectural lighting in certain areas, for example Jubilee Walk, would not only make people feel safer but would also enhance the area. In order to gain a more accurate costing the supplier requires far more

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
						information. It is also possible to have a 3D model of the proposed lighting to see effect.
A9 QW	Carry out a survey in both Upper Schools to determine the type of activities/events/facilities that young people want to experience in Haverhill. As part of a Year 10 ICT project Castle Manor have carried out research into the activities 12-16 year olds want to do, how far they would be prepared to travel, how much they are willing to pay and the most suitable days for these activities. A more extensive study in both Upper Schools would provide relevant research to facilitate further discussion on how best to satisfy the needs of young people.	Under 25's	SEBC Youth Development Officer Castle Manor Samuel Ward	SEBC Time	Completion December 2006	I understand from Samuel Ward that such a survey is in the process of being conducted through the Youth Forum. (Contact is James Jenkins Youth & Community Development Officer). Results of this need to be incorporated into the strategy to address perception of nothing to do in Haverhill.
A10	Explore opportunities to benefit from the 2012 Olympics is being considered by SEBC Leisure Development and Olympics 2012 panel.	Business	SEBC – Head of Leisure Services/Abbeycroft Leisure	SEBC/Abbeycroft Time. TBC	Linked to Olympics Regional 2012 Action Plan	Proximity to M11 an access to East London must be a selling point for Haverhill
A11 QW	Commitment to pedestrianisation to improve the shopping experience and make the town centre a safer place. Consider use of rising bollards as in Cambridge.	Public	SEBC/Head of Planning and Engineering/SCC	SEBC/SCC	Traffic Regulation Order changes. December 2006 Further work TBC	Implementation of this action point would address two negative perceptions – it would make the town a better place to shop and it would make it safer.
A12	Public art should be an integral part of the design process – important to use local	Corporate Director	SEBC	To be confirmed	To be confirmed.	Public art enhances the experience of the Public realm.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	schools to strengthen feeling of civic pride and reduce risk of criminal damage. Included in Masterplan Design Framework implementation.	Community				Already included in Jubilee Walk enhancement scheme.
A13	The public realm should be "by design". It should be a space within the built environment that is accessible physically, visually and culturally – an "external room". It should also be included in Masterplan Design Framework	All	SEBC Head of Planning & Engineering	To be developed	Consultation – Autumn 2006 Adoption – April 2007 Implementation by scheme	Benefit will be a more structured approach to the development of the town, building in a "Haverhill" style.
A14 QW	Enhance Stour Brook – Included in Masterplan Design Framework implementation.	All	SEBC - Head of Planning & Engineering	TBC	Initial feasibility investigations underway – completion end 2007.	Addresses negative perception there is no where nice in Haverhill, provides focus point for community.
A15	Use local people and local materials to carry out all changes/work in the town – as far as practicable and within current procurement requirements.	All	SEBC – Head of Planning & Engineering	No monetary value can be assigned to this but qualitative return would be high.	Ongoing	Positive PR opportunity in using local people/materials wherever possible. Positive effect on local economy. Positive effect on pride of place. Possible reduction in criminal damage – sense of belonging.
A16	"A Fresh Look At Haverhill" brochure to reinforce positive messages about the town. Place in public places - doctor's surgeries, clinics, dentists, libraries, schools, Arts Centre, job centre, estate agents, hairdressers/beauty salons	All	SEBC- Corporate Communications Manager	SEBC Time and print costs – TBC	Ongoing	Actioned
A17	Citizenship work in schools and youth organisations. Using work experience	Under 25's	SEBC Town Centre	Time required to identify and	Ongoing	Gaining "buy in" and commitment to town from young people.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	students to make Haverhill a better place.		Manager Youth Forum	organise suitable projects.		- Linked to annual meetings.
A18	Develop the parks into venues for outdoor events – kite flying; cross-country running; bird watching. This will attract people into the town and surrounding area. Wider use of Parks currently under consideration by SEBC Parks Review	Public	SEBC – Corporate Director Community Youth Development Officer. Youth Forum	TBC	Review/completion September 2007	Development of Visitors Centre at East Town Park. Working with other organisations to organise specific events, for example Haverhill Running Club
A19	Improve the signage into Haverhill – bold, branded and clean! Use of street scene banners in Market Square, gateways to towns, especially Hanchett End. Use to promote events/festivals in Haverhill. Cost effective high impact reusable banners. Under development	All	SEBC - Head of Planning & Engineering External supplier	Provision of signs/design banners to promote brand and events in Haverhill Print banners Erect banners TBC	September 2007	High visual impact, reaching large audience on a daily basis.
A20	Work in partnership to reduce criminal damage. Wherever possible involve and use young people in the development of parks/open spaces and facilities, included in CDRP Strategy	All	SEBC – Head of Environmental Health & Housing CDRP Police Schools	Time – Project costs to be confirmed.	Ongoing	Using young people in the development of the town will enhance feeling of belonging and respect for the town.
A21	Utilise results of Retail Appraisal being carried out by St Edmundsbury this summer to target key retail areas.	Retailers	SEBC HTC Town Centre Manager	Town Centre Manager - Time	Commence January 2007 Ongoing	This marketing intelligence should be made available to and used to the advantage of the town.
A22	Proactive approach to licensing of public	All	SEBC –	SEBC Time	Ongoing	Work in partnership with Town Council

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	entertainment. Removal of any difficulties/barriers that may prevent Haverhill developing the street scene.		Corporate Director Community			and other organisations to make it easier for this aspect of the street scene to develop.
A23	Work with EEDA to explore funding available under Regional renaissance projects	All	SEBC – Corporate Director Community	SEBC Time	Ongoing	Need be aware of and have ability to access all sources of available funding. Initial meetings held with EEDA.
A24	Public Art – acknowledged as an important component of urban regeneration, many local authorities are actively pursuing programmes of regeneration for their market towns in which public art is playing a fundamental role. Public art can have positive economic benefits – improved image and PR and branding capabilities. Improved visual appearance of open spaces, re-use of vacant properties, the opportunity for meaningful public participation through workshops and public meetings and increased employment for local artists and craftsmen. Enhance levels of tourism and increase legibility by acting as focal and/or meeting points. Can also be used to recreate former identities and heritage. Definition of public art is wide – decorative railing, paving, benches, and lighting, even incorporated into the design of buildings. Get developers to commit to a central pot of public art funding. Included within Development Framework Implementation.	All	SEBC – Corporate Director Community	TBC – By Schemes	Ongoing	Linked to Point A12

REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
A25	Police Community Support Officers and other uniformed Patrol staff as Use of “enviro-wardens” – remit includes helping police and town centre wardens and being a public face in anti-social behaviour and community safety work.	All	Police SEBC SCC CDRP	Suffolk Police. SEBC & Partners	PCSOs - April 2007 Community Warden Scheme – March 2008	Addresses negative perception of Haverhill not being a nice place.
A26 PR	Prioritise actions and formulate timed action plan for 2006/2007 & 2007/2008.	SEBC	SEBC Corporate Director Community	Time		

HAVERHILL MARKETING STRATEGY – ACTION PLAN –GROUP B – ACTIONS TO BE APPROVED

REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
B1	Develop the Haverhill Uk website. More up to date information on clubs and activities, what's on, pdf of newsletters. Bring the website to life.	All	Haverhill Town Centre Management External supplier - webmaster	To maintain the directory offering the existing level of paid entry to all Haverhill organizations foc. Currently an	Ongoing Annual Review	Offering an advanced entry on the site free of charge would encourage businesses to update their contact details and add web links. Positive PR opportunity – something

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				advanced entry is £39. Total Est Cost £5000 pa		for nothing.
B2 PR	Review Critical Success Factors of Civic Pride initiatives in other towns and ensure appropriate factors are incorporated into the Haverhill project.	All	SEBC – Corporate Director Community	SEBC Time	April 2007	Sets the framework for successful strategy implementation.
B3 PR	Agree the positioning statement for Haverhill – this is the key message to be communicated.	All	SEBC – Corporate Communications Manager External supplier – To be confirmed if required.	SEBC Time External Marketing Company to attend/present at meetings as required. £40 per hour approx. Assume 2 meetings at 2 hours per meeting and 2 hours preparation = 6 hours Total Est Cost £240 – SEBC Marketing Budget	December 2006	Ensure everyone within SEBC/HTC is aware what the brand values are for Haverhill. This is the picture we want to build of Haverhill in people’s minds Difficult to assign a monetary return. Communication will lead to better understanding that will facilitate acceptance of the brand.
B4	Implement a communications strategy to get Haverhill in the news with positive PR. Focus	All	SEBC – Corporate	SEBC Corporate Communications	On-going Annual Review	The project requires a structured approach to PR. Communication and

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	should be local, regional and national. ("Talk it up").		Communications Manager	Time		creating awareness of what is happening will be a key factor in the success of the project.
B5	Develop and agree a clear, simple and consistent message to be used as a strap line – "take a fresh look at Haverhill" or "a town for the future", or a "town moving forward".	All	SEBC - Corporate Communications Manager External Marketing Consultant	SEBC Time External Marketing costs of £300	December 2006 Ongoing	Fundamental part of project requires SEBC acceptance.
B6	Develop the brand identity by using the brand mark and images consistently across all promotional material. (a) Maintain fresh images (b) Use of landmark on documentation (c) Use of brands on vehicles.	All	All Corporate Communications Manager SEBC - Corporate Communications Manager All SEBC – Corporate Director Community	Ongoing Ongoing photography 12 new images per year at £60 per image Total Est Cost £720 Livery SEBC/Havebury Provide vehicles with Haverhill	Ongoing April 2007 Annual	SEBC/HTC to lead by example. Need to show they are playing their part in getting brand into public domain. Images play a key part in the brand, it is important that they are kept "fresh". Seeing brand mark on local govt documentation will promote this brand and business. Branding vehicles will endorse the brand, give it credibility. Encourage Haverhill businesses to provide vehicles with the Haverhill Brand.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				brand – 3 transfers per vehicle. £100 per vehicle - includes application but not preparation of vehicle. Total cost will depend on number of vehicles and ownership.		
B7 QW	Monthly newsletter/e-Zine, informal method of communicating keeping all aware of initiatives taking place in the town; forthcoming events and latest developments.	All who sign up for it	SEBC - Corporate Communications Manager & Town Centre Manager	SEBC (If produced externally) Assuming 12 issues Total Est Cost £3000	April 2007	Using an email newsletter is a cost effective way of communicating providing individual email addresses can be obtained. Could ask people to opt in using printed communication from SEBC, eg Community Spirit, Council Tax notification. May involve young people in production.
B 8	Hold annual public meetings to keep people informed of what is happening with Haverhill.	All	SEBC Corporate Director - Community SEBC Corporate Communications Manager	SEBC Time Hire of Arts Centre £50 and coffee Promotion of meeting through PR Total Est Cost £75	April 2007 Annual	Part of 2-way communication process - critical success factor. Engagement of Haverhill Partnership would be useful
B9	Produce annual Customer Satisfaction	All		£160 to devise	September 2007	Part of 2-way communication process

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	Questionnaire (CSQ) to give to people in January of each year, could be sent out with Community Spirit. Need to establish whether people/businesses are seeing a change in the town and how they feel about it.		SEBC – Corporate Communications Manager + External Supplier if required.	each CSQ. Time to analyse results and produce summary report. Time required will depend upon number of responses received. Difficult to assign monetary value. Total Est Cost £320	Annual	– critical success factor. Must show prepared to listen and act on feedback. Demonstrates goodwill and provides a positive PR opportunity - depending on results.
B10	Create/facilitate Special Interest Groups. (Town Centre Management Group Established September 2006)	All	SEBC/Haverhill Partnership	SEBC/HTC Time	As required	An effective way to manage specific issues and to engage with different groups in the community.
B11 QW	“Welcome Pack” for all new residents to Haverhill consisting of small branded freebies e.g./post it notes, scribble pads, pen, What To Do in Haverhill, Live and Work in Haverhill directories containing useful numbers and information. Possibly sponsored by local businesses. This requires ability to identify “New to Haverhill” people, possibly through Council Tax registration process with St	Public – New Residents	SEBC/HTC to distribute External supplier input required to source, project manage, design and print different	Cost of postage Welcome Pack Post It Notes – £0.43 Scribble Pads – £0.50 Pens -	Proposal April 2007 Delivery TBC dependent on time and funding requirements.	Cost depends on weight and size Figures based on quantities of 1000 of each branded product printed in one colour and 20000 of each brochure. Attempt to bring together the total

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	Edmundsbury or through local estate agents. What To Do Guide could be given to all school children through schools and put in public places.		elements of pack.	<p>£0.30 What To Do £0.36 Live and Work £0.62</p> <p>What To Do In Haverhill Brochure Write copy/Project Mgt £600 Design & Layout £2400 Print (20000) £4200 Cost per brochure £0.36</p> <p>Live and Work Haverhill Brochure Write copy/Project Mgt £600 Design & Layout £2800 Print (20000) £8990 Cost per brochure £0.62</p>		<p>offer for Haverhill and villages. This is key document in overcoming negative perception that there is nothing to do in the town.</p> <p>Updated version of the Haverhill Directory that has been prepared in previous years by HTC</p>

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				Total Est Cost £21090 to reach 20000 families including 1000 new to Haverhill families. Could be met in partnership and for sponsorship/ Advertising		
B12 QW	Mailshot all Clubs in Haverhill and hinterland and ask them to verify their details – contact details including email address and website, activities undertaken, day and time club meets and venue. Update Haverhill-Uk with this information.	All	SEBC - Corporate Communications Manager/ Voluntary Sector	350 verification phone calls £500. Update website – cost included in £5000 in point 9. Total Est Cost £500	Contract – April 2007 Update Website – September 2007	Contact clubs and verify details by phone. Quickest and easiest method. Updated information then used to produce “What to do in Haverhill” guide. Benefit is overcoming perception that there is nothing to do in Haverhill.
B13 QW	Mailshot local companies and ask them to align with the brand: - · use the Haverhill brand on their website · have a link on their site to cb9haverhill.co.uk and Haverhill-uk.co.uk. · use the brand on their business stationery, printed marketing communications material, vehicle livery.	Business and retail sector	SEBC - Corporate Communications Manager External supplier	Cost of postage and distribution Write mailshot letters £40 per hour 1.5 hours Total Est Cost £60	December 2006	Benefit is alignment with the brand and putting the brand into the public domain in Haverhill and beyond.
B14	Develop a Corporate promotional checklist for use by the business sector – can be sent out	Business and retail	Town Centre Manager or	Separate checklist for businesses and	December 2006	A4 Checklist to focus local business and retailers on how to align their

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
QW	with mailshot to them (refer to point 19 above).	sector	External Supplier	retailers To devise checklist 5 hours for each at £40 per hour is £200 each Total Est Cost £400		business with brand values. Return difficult to quantify in monetary terms but if each business/retailer ticks one box then town will have moved forward.
B15	Pride Points – system where points are earned for positive civic behaviour and exchanged for discounts/free tickets). Other projects include Street Pride, Graffiti Project, Tidy Business	All	SEBC- Corporate Director Community /HTC	SEBC time Discount reduction costs.	Feasibility Study March 2008 Implementation TBC	Pride Points is a loyalty card scheme For every litter pick-up, planting day and river clean-up people attend, they will be rewarded with points which can then be traded in for tickets to Corn Exchange events, free entry to Woburn Safari Park, weekend use of an Images gym or a free round of golf.
B16	Cyber Street Cleaner - allows tenants to input information on abandoned cars, graffiti and vandalism to police and council and monitor progress online	All	SEBC- Corporate Director Community	SEBC time Website Development to be confirmed.	September 2007	Promotes pride in public realm and provides easy access to services.
B17	"Be a local tourist" week – gives residents the opportunity to enjoy many exciting aspects of the town free of charge.	All	SEBC – Corporate Director Community HTC	Cost will depend on take up and "attractions" involved.	Feasibility Study September 2007	Aim is to give residents chance to visit or re-visit attractions in area for free or at discounted price. Demonstrates to people just what town has to offer.
B18 QW	Create a new section on Haverhill-uk website with "Happenings in Haverhill" aimed specifically at 13-18 year olds. This section to be duplicated on the schools own websites.	Under 25's	External supplier/Town Centre Manager	No cost to add content supplied although supplier wishes to retain full editorial control.	April 2007	Haverhill-Uk site already has a Kids Section, which is limited in content due to abuse and difficulty to find and create content. Suggested new section to focus more on older age

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				SEBC/HTC Time		group and events taking place/advice on youth specific issues.
B19	Include School Councils from both upper schools in Town Centre Management Group.	Under 25's	Town Centre Manager	No cost	Autumn 2006	Involving and engaging young people in what is happening in town is important factor
B20	Annual visit to schools from Lead officer to give whole school update on what is happening with Haverhill.	Under 25's	SEBC- Corporate Director Community	Corporate Director - Community Time	Annual	Communication is one of critical success factors identified for project.
B21	Annual review – where we are now, what else is there to do, are the majority happy with progress and outcomes. Form of public meeting, survey – on-line, as part of Community Spirit, any regular communication that is implemented as part of this project for Haverhill. Linked to Item B8	All	SEBC – Corporate Director Community Corporate Communications Manager	Most cost effective method is to have as part of Community Spirit and to publish results on-line. (CB9haverhill.co.uk, St Edmundsbury website and perhaps Haverhill-uk website.)	Annual	This forms part of communication process. Providing feedback is important to maintain public interest in the project. Provides another opportunity for positive PR.
B22	Plant “Gateway” roundabouts with Haverhill brand mark. Perhaps changing colours with seasons but all roundabouts to be the same colour at the same time.	All	SEBC – Head of Leisure Services	TBC	Investigation April 2006	Majority of roundabouts in Haverhill already sponsored by local companies. Extend scheme to include all roundabouts in the town.
B23	Develop the street scene with focus on teenagers – street art, street dance, workshops, adventure playground, skate park within town centre location – perhaps as a portable structure erected on Market Square at weekends and in the summer, rollerblading arena, Internet cafes.	Under 25's	SEBC – Head of Leisure Services/.HTC Youth Forum	Depends on initiatives implemented	Investigation – March 2006	Demonstrating commitment to under 25's.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
B24	Work with local venues to provide more Under 18's alcohol free discos in town centre.	Under 25's	Crime & Disorder Reduction Partnership Community Youth Development Workers	SEBC/CDRP Time Event support costs.	March 2007	Working closely with police and community youth workers it may be possible to increase the frequency and venues of under 18's discos but consideration must be given to how to manage young people when discos finish and issue of under age drinking.
B25	Target villages in hinterland – See Appendix 3 Geographical Target Market. Use local, affordable advertising	All	SEBC - Corporate Communications Manager External Supplier if required.	Sturmer News - £120pa – six adverts Clare Focus - £528pa – 4 full page, full colour adverts. Combined circulation 2650. Cost per exposure £0.06 Total Est Cost £648	April 2007	Using local/parish magazines is cost effective way of reaching specific demographic group. Need to encourage this group to come into Haverhill, give them reasons to visit.
B26	“Brand” the market, encourage stallholders to align with the brand by demonstrating the market will be more actively promoted in the future. Research in 2004 by Countryside Agency into extent to which traditional markets contribute to revitalising of market towns. Conducted	Public, business and retail sectors	SEBC - Town Centre Manager	Town Centre Manager Time	April 2007 Ongoing	Demonstrating positive support for the market may encourage more diverse stallholders/increased commitment from existing stallholders

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	<p>interviews on market day in 6 towns – typical shopper older, less well off and most likely to be resident of host town although markets do also attract tourists and visitors.</p> <p>Different focus for users of market – Price choosers – buy household items and food on basis of price and value. Quality searchers – buy local produce and speciality food. Some use market for both purposes but view visiting market as an enjoyable activity in itself – leisure shoppers. Research concludes markets are in decline as places to shop for price choosing consumers but they have a developing role as venues for sale of local produce and as part of market town tourism. Better signage, improved parking, better and marketing/promotion.</p> <p>Markets that combine indoor and outdoors appear to be more attractive to shoppers</p> <p>Improve market through: - Encouraging more variety and local produce. Exploiting the tourism potential of traditional markets. Enabling shop based traders to capture more trade from the footfall created by markets. Improving the environment of the market to make it more attractive to shoppers and more conducive to efficient trading. – signage, easy and comfortable pedestrian access, some protection from the elements.</p>					
B27	Regular Farmers market/French market.	Public	SEBC	Time	To be investigated	Creating another reason to visit

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
		Retail sector	HTC Town Centre Manager	Promotion Financial Support TBC	September 2007	Haverhill.
B28	Improve signage to local parks.	Public	SEBC – Head of Leisure Services	SEBC -TBC	Investigation April 2007	Making attractions more accessible.
B29	Use signage to discourage litter dropping and to promote pedestrian areas.	Public	SEBC – Head of Planning & Engineering Head of Waste Management	SEBC - TBC	TBC	Overcome negative perception that Haverhill is not a nice place/safe place.
B30 QW	Make the brand accessible and easy to use. Provide local printers with access to branding guidelines, colour chart and various file formats. Printer can then ask clients if they would like the brand mark added to their printed material.	Business	External Supplier/SEBC	Cost of meetings £60 per hour, estimated each meeting will take an hour. Cost effective way of encouraging local business to use the brand on their printed material. Total Est Cost £300	April 2007	Face to face meeting required with each of town's printers to explain benefits of brand, brand guidelines – how it should be used, how they can encourage brand alignment. Printers Printwise Brimdsen Panda Stylize Specialised Print Paragon Signs
B31	Encourage activities to create vibrancy on the street, like Covent Garden. Buskers, string quartet, break-dancers. Use the independent and state schools to provide music on the	Public	SEBC Head of Leisure Services HTC	Time required identifying and organising suitable activities and	Investigation March 2007	Bringing the brand values to life – vibrancy.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
	street. Or 'Be A Busker Week' event – judged with prizes.		Town Centre Manager Schools	coordinating with various parties. TBC.		
B32	Construct a sensory garden/area in the town centre – so much negative feeling about Haverhill being a “stinky” town, need to overcome this.	Public	SEBC – Head of Leisure Services HTC	TBC.	Investigation March 2007	Addresses the negative perception that there is no where nice in Haverhill
B33	New developments/structural work should be branded with “screens” as in Cambridge. This will improve the visual of the development and presents another opportunity to reinforce the brand. Could involve schools in screen production.	All	SEBC- Corporate Communications Manager Head of Planning & Engineering. External suppliers/Schools	Time to discuss with property developers/builders Design screens for hoardings £200 to produce 4 designs Printing £50 per square metre.	Investigation March 2007	High visual impact, also brings the brand to life. Developer could be asked to pay for this. Small cost in terms of total development cost. Opportunity to reduce criminal damage – graffiti – no blank spaces!
B34	Encourage the development of the evening economy – cafes, wine bars, and bistros.	All	SEBC Town Centre Manager SDA	Ongoing – encourage inward investment.	Ongoing	Addresses negative perceptions of nothing to do in Haverhill, not a safe place.
B35 QW	Gain commitment from business organisations and the town and borough councils to use the brand mark on all literature and in the promotion of events and activities.	Business/ Voluntary Orgs	SEBC – Corporate Communications Manager and Town Centre Manager or External Supplier	Time £40- £60 per hour for meetings Total Est Cost	Ongoing	Face to face meetings required with all organisations who host/run events in the town and produce literature SCC SEBC HTC HCCI Enterprise 2000

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				£240 - £300		HAVO
B36	Develop the library as an "Ideas Store"– not just books.	Public	SCC- SEBC	TBC	TBC	Providing educational and recreational services to the community.
B37	Develop Haverhill as a place where customer service and friendliness is exceptional – this is what we are recognised for. Have a "Hall of Fame", sponsored by private or public sector. Include on Haverhill-uk website, obtain press backing.	All	All Town Centre Manager	Time required initiating and overseeing project. TBC	Investigation March 2007	Promote these aspects of Haverhill as part of the brand values. Another area where the local press can demonstrate their support for the town.
B38	Explore how young people from villages can be brought into town for events/activities – a Haverhill night bus?	Under 25's	SCC SEBC – Youth Development Officer HTC Bus Companies	Funding may be available to support youth focused initiative. TBC	Investigation March 2007	Bringing more people into the town centre.
B 39	Arrange with MENTA to run a monthly business surgery at Haverhill Business Centre to give free advice to start up and developing businesses.	Business	MENTA/Town Centre Manager	No cost	March 2007	Demonstrates commitment to local business.
B 40	Focus on trees in Haverhill – more trees per capita than other towns. Could have a "Tree Trail" or arboretum in town centre sponsored by local companies/trees dedicated by residents. (Trees for Cities website).	All	SEBC – Head of Leisure Services. Town Centre Manager	Time – obtain sponsorship from local companies and use volunteers for planting. TBC	Investigation by Head of Leisure Services September 2007	Trees for cities website has lots of information and ideas on how to get the community involved.
B 41	Devise a "Haverhill History Trail" in conjunction with the Haverhill Family History Society. Put plaques around town to inform people of historical significance of certain buildings/locations.	Public	SEBC – Head of Leisure Services - HTC	Cost of plaques £40 each, assume 10 plaques required.	Investigation March 2007	Another attraction for visitors to the town.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				Total Est Cost £400		
B 42	Investigate the provision of a POD – mobile youth for use where anti social behaviour, real or perceived, has been identified by police as a problem. PODs remain within an area for 3-6 months during which time youth workers work alongside young people to address their needs and concerns and help to direct them to other activities organised by the council, voluntary and commercial activities.	Under 25's	SEBC – Youth Development Officer Police CDRP SCC – Youth Education.	TBC.	Investigation March 2007	Dependent on need and partnership approach.

HAVERHILL MARKETING STRATEGY – ACTION PLAN – GROUP C – ACTIONS YET TO BE ADOPTED

REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
C1	The Best of Haverhill Festival – showcase Haverhill, perhaps in early spring, trees in blossom. Attract people with free entertainment.	All	HTC	£25000	TBC	Spring maybe a good time to introduce another festival, as there is currently limited activity, apart from Haverhill in Bloom in May
C2	Initiate a Haverhill Mayor's Community award to recognise "unsung" local heroes (Bedford).	All	HTC	Cost of trophy or plaque £30.00 Total Est Cost £30	TBC	Minimum outlay for positive PR opportunity
C3	Consider a Business Improvement District (BID) in Haverhill town centre under which local businesses would make a small annual financial contribution to plan and deliver additional improvements to benefit the trading environment around them. The Suffolk Chamber of Commerce would offer support with this scheme.	Business and retail sector	Town Centre Manager Suffolk Chamber of Commerce	TBC	TBC	Business case required
C4	Develop a museum or additional heritage offer for Haverhill – hands on/interactive focused on local history or somewhere like Techniquest in Cardiff/Wrexham.	All	SEBC/HTC and Partners	TBC	TBC	Need for further heritage provision in Haverhill has been recognised SEBC Heritage Review 2005 Could tie in with strong manufacturing base.
C5	Illuminate – year long festival - lights, culture and action.	All	SEBC – Corporate Director Community	To be confirmed	TBC	Something for the future!

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
			HTC			
C6	Awards for buildings that enhance the environment and are a source of civic pride.	All	SEBC/HTC	Cost of brass plaque and fitting Cost per sign £40 Total Est Cost £160	TBC	Minimum outlay for positive PR opportunity.
C7 QW	Monthly update on "Happenings in Haverhill" to be included in Castle Manor video broadcasts which take place weekly.	Under 25's	Castle Manor TBC	SEBC/HTC Time	Investigation April 2007	Whoever co-ordinates strategy must communicate what is happening in town to schools Weekly video broadcast is played in the school and can be downloaded from the school website. Key issue in relation to overcoming negative perception – there is nothing to do in Haverhill.
C8	Haverhill "Wacky Races" Event – inspired by the Haverhill Car/Nimbus Gravity Racer.	All	Car Mad, public spirited individual	Organised by volunteer/funded by sponsors	TBC	Another PR opportunity and chance to showcase positives of Haverhill in these two famous vehicles.
C9 QW	Car/bike pendants – fabric with CB9 printed on. Distribute to all school children. Consider the display of national pride with the World Cup; this could be emulated on a local level.	Under 25's	SEBC/local businesses/ External Supplier	SEBC £1.30 per pendant printed with Haverhill brand in one colour Assume print run of	TBC	SCC to organise distribution through the schools. An easy way to get the "brand" into the community and for school children to know and understand what it is and what it stands for.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				4000 Total Est Cost £5200		
C10	Development of more public space in town centre and on industrial estates/business parks. Public space is becoming the focus of social commerce.- To be reviewed through Masterplan Development Framework.ent Framework	All	SEBC/Local landowners	TBC	TBC	Build into any new developments
C11 QW	Postcard campaign – using brand images and messages to overcome series of perceptions about the town. Could be inserted into Weekly News (13,000 homes) or targeted at specific postcode areas for more focused approach.	Public	External suppliers/sponsors	Create and agree messages to be communicated with SEBC. 1hr for each perception. 5 hrs @ £40 per hour £200. Layout/print ready artwork for 5 different postcards. 4 hrs @ £50 per hour £200. Print 15000 postcards of each design £500 All 5 designs £2500 = 75000 postcards OR Print 5000 postcards of 5 different designs	TBC	Can either target specific areas with specific messages or send out the same message to the whole area. Five negative perceptions identified so five messages to be communicated.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				(25000 cards) £827 Insert in Haverhill Weekly News to 13500 homes £300 - five times £1500 Reach 13500 homes in Haverhill five times. Cost per postcard £0.06 Total Est Cost £4400.		Distribution could be through HWN or with Community Spirit.
C12 QW	Request Haverhill Echo and Haverhill Weekly News align with the brand by using the brand mark as an integral part of the paper every week.	All	Town Centre Manager	Town Centre Manager Time	Autumn 2006	This may be difficult to achieve, as the local papers do not seem keen to align with anything that is not their own idea. Their support however is key – as they have a combined circulation of nearly 20000.
C13	Consider erecting a canopy in Queen's Square in the shape of the brand mark.	All	SEBC – Corporate Director Community	TBC	TBC	To be investigated as part of Design Framework implementation.
C14 QW	Introduce quarterly magazine for Haverhill.	All	External supplier	Initial pilot £5000 to put together, future issues self-	TBC	Quarterly magazine Haverhill Focus, similar publication to Clare Focus, which is highly successful – now full

Take a fresh look at Haverhill – An internal marketing strategy

REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				funding. 32 page full colour, 10000 copies Aim is to have pilot ready for September. Cost £0.50 per copy Total Est Cost £5000		colour up to 34 pages. Brings together local news, articles, and information on events, clubs and societies and cost effective advertising for local companies.
C15	Develop the surrounding villages as a tourist attraction under the Haverhill brand.	Public	SCC SEBC – Corporate Director of Economy & Environment	TBC	TBC	Bring villages under the Haverhill brand umbrella. Involve the villages with what is happening with the town, encourage links on website, inclusion in promotional material.
C16 QW	Commission Samuel Ward to construct sculptures to be used on the roundabouts, change them every 6 months – a moveable feast.	All	SEBC Samuel Ward Upper School External supplier Community	Est cost per 20ft concrete sculpture £500. Total cost will depend on number commissioned. Assume 12 per year	Investigate feasibility with schools – April 2007 Implementation TBC	Neil Williams, Head of Art at Samuel Ward is keen to produce local artwork. Costs are for materials, casting, ensuring compliance with health and safety, erecting structures and plaques. Design and time would be given free.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				Total Est Cost £6000		Great opportunity to involve all sectors of community in producing artwork. Neil already runs Sunday morning workshops. Samuel Ward experience is that nothing produced by school has been damaged – sculptures and flower beds. Positive PR opportunity. Another positive PR opportunity.
C17 QW	Use of HTML e-mail to communicate with specific groups of residents	Public	External supplier	Cost to be advised	TBC	Direct communication creating awareness of what is happening in town.
C18	Obtain sponsorship from local companies to sponsor events/literature, for example Printwise to print postcards, Weekly News to do inserts FOC.	All	SEBC Town Centre Manager	Time required to negotiate with local companies	TBC	Obtaining sponsorship would reduce overall costs of implementation and demonstrate commitment from local businesses. Would need to demonstrate benefits to potential sponsor – including PR
C19	Develop Haverhill as a Festival Town – aim to run 10 plus festivals a year with Haverhill Arts Centre providing the venue and organisation. Already have Drama festival, Summer Fun festival, Fireworks, Christmas festival.	All	SEBC – Head of Leisure Services HTC	Around £25000 per festival Total cost will depend on how many are organised.	TBC	Spring maybe a good time to introduce another festival, as there is currently limited activity, apart from Haverhill in Bloom in May.
C20	Use town parks as a showcase for sculpture.	All	SEBC –	TBC	TBC	Refer to point C16

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
			Head of Leisure Services			
C21	Develop Haverhill Arts Centre as an Art Gallery in conjunction with town's schools. Opportunity to view and buy pieces of art including paintings, sculptures, photographs. Alternatively seed a range of venues for regular schools Art Exhibitions.	All	SEBC – Head of Leisure Services HTC	TBC	TBC	After discussion with Neil Williams Haverhill Arts Centre not a suitable venue for this as too small. Example of Art Gallery in Wigan - Drumcroon Gallery where policy is to give all young people, irrespective of age, their teachers and the Borough's communities access to the range, breadth and variety of the visual arts. www.drumcroon.org.uk
C22	Involve all schools with competition to design signs for, litter dropping, dog fouling, graffiti, criminal damage. Focus on bold images, strong simple messages.	All	Schools External supplier SEBC Head of Leisure Services	No cost for design Artwork and production of signs Time involved in putting signs up Total Est Cost per sign £	TBC	Focus on improving negatives in the town. Using school children will help them to take ownership and responsibility to help prevent these community problems.
C23 QW	Make Haverhill town centre a "wireless hotspot".	All	External Supplier	Cost per point £700 Cost of Broadband per annum £240 per point Assuming ten points, including monthly usage costs but excluding	TBC	To cover the Jubilee Walk, High Street, Queen's Street, Queen's Square, Market Square and part of Town Park would require installation of 10 routers. Each router can cover a 200-metre radius. There maybe retailers/businesses in these areas who already have the

Take a fresh look at Haverhill – An internal marketing strategy

REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				maintenance costs. Total Est Cost £9400.		equipment and would be willing to share access, this would reduce the cost. Enhance Haverhill's reputation for innovation.
C24 PR	Utilise the Mosaic profiling to ensure accurate targeting in specific areas.	All	External supplier	To obtain Mosaic Public Sector profiles for the catchment area below and a classified list and map of the 26353 households would cost £2300. CO 1 0,CO 9 4,CB 9 7, CB 9 9,CB 9 8,CB 9 0 CB 1 6,CB 1 9,CB 8 9 Cost per household £0.09 Total Est Cost £2300	TBC	Developing and communicating the right message to each segment of the population is a key part of the marketing strategy. Information could also be used internally by other departments within SEBC to give greater insight into targeting of services and resources.
C25	Create a butterfly house in the Town Centre as an attraction.	Public	External supplier	TBC	Feasibility study April 2007	Create another reason for people to visit the town
C26	Use the Arts Centre to develop the evening economy, like KOMEDIA – meal/show/drink catering for ages 8-80, operates until 1am.	Public		May be able to obtain funding from Arts Council of England.	TBC	Komedia idea originated in 1994 and is built on love of live performance. Komedia thrives on diversity and specialises in nurturing talent and

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
				TBC		promoting new work. Addresses negative perception of nothing to do in Haverhill.
C27	Changing Streets – emulate TV series where neighbours collaborate to improve their street. Can be applied to retail establishments as much as for residential homes.	All	Town Centre Manager	Time to develop project and coordinate	TBC	Helping retailers to work together to help themselves. Improve shopping environment Positive PR opportunity
C28	Attract inward investment for a Paintball centre close to town.	Under 25's	SEBC SDA/Inward Investment	TBC	Investigation March 2008	Highlighted as a desired activity in Castle Manor survey results. Paintballing centre in Cambridge so not sure if this would be viable proposition for commercial undertaking to consider. Alternative maybe to organise affordable transport to activities that Haverhill does not have –go-karting/paintballing /ice rink. Although against the objective of attracting people to town it would demonstrate goodwill to young people.
C 29	Use part of the Gurteen's development as a covered market. Dependent on development plans	All	SEBC Head of Planning & Engineering/ Developer	Inward Investment opportunity	TBC	Bringing the town centre to life, opportunity to create vibrancy and diversity.
C 30	Join the Civic Trust	Local Govt	SEBC Corporate Director Community	£50.00 for a town or parish council to become a member. Total Est Cost £50	TBC	Provides access to wide range of information and initiatives – including published research.

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REF	ACTION	AIMED AT	RESPONSIBILITY	COST	TIMESCALE	BENEFIT/COMMENT
C 31	Subscribe to Civic Focus – marketing information and intelligence. Important to keep informed of initiatives and projects taking place in other towns.	Local Govt	SEBC Corporate Director Community	Free as part of Civic Trust membership	TBC	Provides access to wide range of information and initiatives.

5.0 LIVE THE BRAND – A CALL TO ACTION

This section describes the project's expectations from each of the stakeholder groups having subscribed to the aspirations of the Haverhill brand.

5.1 Stakeholder Group: The public

Composition	Higher Income Families (HIF) Suburban (S) Blue Collar (B) Low Rise Council (LRC) Mortgaged Families (MF) Country Dwellers (CD)
Achieving brand alignment	Other stakeholders living the brand values will impact on how the public align with it. Communicate the brand values Demonstrate commitment to the brand values from local retailers and businesses. Proliferate the brand – create maximum exposure. First name recall.
Working together – developing partnerships	Commit to attend quarterly meetings to discuss developments, provide feedback. Commit to responding to requests for information via email. Complete annual CSQ to evaluate success of implementation
Creating positive PR	Submit good news stories to Press Office for publication on website and in press. Welcome Packs – new residents Promote Haverhill in village publications.
Activities & events	Public meetings Festivals Art and Culture programme Development of Street Scene
Communication	Public Meetings Mailshots – lifestyle images postcards (HIF, MF) Mailshots – benefits flyers, did you know (BC, SS) Consultation Face-to-face Email (HIF, CD, MF) Website (HIF, CD, MF)
The Message	Take a Fresh Look

Take a fresh look at Haverhill – An internal marketing strategy

Call To Action HIF	Communicate the brand values and explain how these relate to the needs of the group. Develop and promote further the opera and theatre offer through the Arts Centre.
Call To Action BC	Communicate the benefits Haverhill offers and how these relate to the needs of the group. The message should be simple, less emphasis on lifestyle photography more on benefits.
Call To Action SS	Branding and identity of limited importance, emphasis is on benefits and value for money. Promote mainstream arts and local attractions.
Call To Action MF	Like newness as opposed to Haverhill, Take A fresh look should appeal. Focus on new things happening in Haverhill. Branding is important, respond to sales promotions such as give-aways. Promote family based activities.
Call To Action CD	Communicate the retail offer available in Haverhill. Promote parks and nature events.
Call To Action LRC	Group probably already using Haverhill to service their requirements.

5.2 Stakeholder Group: Under 25s

Composition	Young people account for 33% of demographic in Haverhill and its hinterland.
Achieving brand alignment	Live the brand values – bold, confident, bright and clean. Promote the brand in a “cool” way. Haverhill music available as a download? Haverhill wrist band. Message board on website
Working together – developing partnerships	Give them a voice, help their self-development. Next generation of community leaders. Ensure over 20’s involved, often more difficult to capture. Create Special Interest Groups - education projects; provision of leisure facilities; quality of life; relationships with police; development of University of Suffolk.
Creating positive PR	Submit good news stories to Press Office for publication on website and in press.
Activities & events	Public meetings Youth Forums Diversion Activities Community Focused events Competitions designed to combat issues such as criminal damage, litter dropping. Development of street scene. Under 18’s discos
Communication	Public Meetings Consultation Face-to-face Section on Haverhill-UK website for under 25’s.
The Message	Take a Fresh Look A Town For Our Future

5.3 Stakeholder Group: Local government & police

Composition	Suffolk County Council St. Edmundsbury Borough Council Suffolk County Council Haverhill Town Council Suffolk Constabulary Haverhill Area Working Party Haverhill Partnership
Achieving brand alignment	Request brand mark is used on all printed material relating to Haverhill. Brand mark used on websites with links to www.cb9haverhill.co.uk . Library of Haverhill images used for all marketing communications relating to the town. Brand mark applied to all public service vehicles used in Haverhill and its hinterland. Brand mark applied to Haverhill public sector employees work wear where possible. Brand mark used in developing public realm in Haverhill. Brand strategy built into planning regulations for the town. Free parking – encourage footfall. Review policy on environmental issues – removal of scrap vehicles, litter dropping etc.
Working together – developing partnerships	Provide leadership Control budget Regular consultation Facilitate win-wins Think bigger than political agenda Funding expertise?
Creating positive PR	Implement communications strategy – issue regular press releases, articles to local and regional press. Publicise good news stories submitted by other stakeholders.
Activities & events	Public meetings "Be a local tourist" week Festivals.
Communication	Face to face E-mail
The Message	Working Together To Achieve More

5.4 Stakeholder Group: Businesses

Composition	All businesses located in Haverhill & its hinterland.
Achieving brand alignment	Request brand mark is used on all printed stationery and marketing communications material. Brand mark used on websites with links to www.cb9haverhill.co.uk and www.haverhill-uk.co.uk . Brand mark applied to company vehicles. Live the Brand Values- participate in customer service initiative.
Working together – developing partnerships	Commit to attend quarterly meetings to discuss developments, provide feedback. Commit to responding to requests for information via email. Complete annual CSQ to evaluate success of implementation.
Creating positive PR	Submit good news stories to Press Office for publication on website and in press.
Activities & events	Public meetings Business Exhibitions Sponsorship of events/activities – monetary or in kind.
Communication	Face to face Email Subscribe to monthly e-zine
The Message	Take A Fresh Look A Town Moving Forward Working Together To Achieve More

5.5 Stakeholder Group: Retailers

Composition	Independent Retailers National Chain Retailers Market Traders
Achieving brand alignment	Request brand mark is used on all printed stationery and marketing communications material. Brand mark used on websites with links to www.cb9haverhill.co.uk and www.haverhill-uk.co.uk . Update details on www.haverhill-uk.co.uk site. Brand mark applied to company vehicles. Brand mark displayed in shop window/stall. Live the brand values: agree to shop front review/merchandising review; participate in customer service initiative.
Working together – developing partnerships	Commit to attend quarterly meetings to discuss developments, provide feedback. Commit to responding to requests for information via email. Participate in Special Interest Groups for retail. Complete annual CSQ to evaluate success of implementation.
Creating positive PR	Submit good news stories to Press Office for publication on website and in press.
Activities & events	Public meetings Business Exhibitions Encourage development of evening economy by late night opening all year round.
Communication	Face to face Email
The Message	Take A Fresh Look A Town Moving Forward Working Together To Achieve More

5.6 Stakeholder Group: Schools

Composition	Castle Manor Business & Enterprise College Samuel Ward Arts & Technology College, Stoke College
Achieving brand alignment	Request brand mark is used on all printed stationery and marketing communications material. Brand mark used on websites with links to www.cb9haverhill.co.uk and www.haverhill-uk.co.uk . Update details on www.haverhill-uk.co.uk site. Free access to library of Haverhill images for use on promotional material/websites.
Working together – developing partnerships	Commit to attend quarterly meetings to discuss developments, provide feedback. Commit to responding to requests for information via email. Commit to involvement of pupils through School Council. Commit to using students to conduct research into young people's requirements. Brand ambassadors attending assemblies to discuss developments
Creating positive PR	Submit good news stories to Press Office for publication on website and in press.
Activities & events	Public meetings Business Exhibitions Business Awards Networking meetings Youth Forums
Communication	Public Meetings E-mail Face to face Video broadcasts Interactive pages on websites
The Message	Take A Fresh Look A Town For Our Future Working Together To Achieve More

5.7 Stakeholder Group: Business organisations

Composition	Haverhill Chamber of Commerce & Industry Haverhill Enterprise 2000 Haverhill Town Centre Management
Achieving brand alignment	Request brand mark is used on all printed stationery and marketing communications material. Brand mark used on websites with links to www.cb9haverhill.co.uk and www.haverhill-uk.co.uk . Update details on www.haverhill-uk.co.uk site. Free access to library of Haverhill images for use on promotional material/websites.
Working together – developing partnerships	Commit to attend quarterly meetings to discuss developments, provide feedback. Commit to responding to requests for information via email.
Creating positive PR	Submit good news stories to Press Office for publication on website and in press.
Activities & events	Public meetings Business Exhibitions Business Awards Networking meetings
Communication	Face to face Email
The Message	Take A Fresh Look A Town Moving Forward Working Together To Achieve More

5.8 Stakeholder Group: Voluntary organisations

Composition	Haverhill Association of Voluntary Organisations (HAVO) Haverhill Advocacy and Mentoring Service (HAMS) Citizens Advice Bureau (CAB) Haverhill Volunteer Centre (HVC) 3 County Transport initiative (3CT). Others?
Achieving brand alignment	Request brand mark is used on all printed stationery and marketing communications material. Brand mark used on websites with links to www.cb9haverhill.co.uk and www.haverhill-uk.co.uk . Update details on www.haverhill-uk.co.uk site. Free access to library of Haverhill images for use on promotional material/websites.
Working together – developing partnerships	Commit to attend quarterly meetings to discuss developments, provide feedback. Commit to responding to requests for information via email. To provide expertise in Funding – locating and application. To lead on social entrepreneurship.
Creating positive PR	Submit good news stories to Press Office for publication on website and in press.
Activities & events	Public meetings
Communication	Public Meetings E-mail Face to face
The Message	Working Together To Achieve More

5.9 Stakeholder Group: Media

Composition	Haverhill Weekly News Haverhill Echo
Achieving brand alignment	Request brand mark is incorporated into front page design of newspaper. Brand mark used on websites with links to www.cb9haverhill.co.uk .
Working together – developing partnerships	Commitment to be involved in implementation of brand and internal marketing strategy.
Creating positive PR	Commitment to publishing weekly good news stories about implementation of brand and internal marketing strategy. Commitment to support any initiatives implemented as part of the strategy such as a Mayor's Community Award, Anti Litter Campaign
Activities & events	Sponsorship and support of Haverhill events and activities.
Communication	Consultation at Editor level Meetings E-mail
The Message	Working Together To Achieve More

APPENDIX 1 - Haverhill Healthcheck Action Plan

HAVERHILL HEALTHCHECK and ACTION PLAN

Prospective Projects:	Theme:	Page:	Champion/Lead:	Cost:	Funding:	Priority	Timescale:
Arts Centre	A	45				Medium	5 years
Increase Household earnings	A	46				High	2 - 5 years
Location of Shopping Provision	A, C	47				High	ASAP
Maintain active labour market	A, C	48				High	Ongoing
Provision of non-vocational courses	A, D	49				High	Ongoing
Britain in Bloom/Best Kept Village	A, E	50				High	ASAP – review
Specialised Housing	A, B	51				High	Plan in 2 years
Haverhill Town Centre Retail Balance	B	52	T/C Working Group			High	ASAP
Improving the towns profile	B	53				High	ASAP – review
Improved Signage	B	54				High	Plan in 2 years
Improvements to road signs and maps	B	55				High	ASAP
Market facilities in Haverhill town centre	B, C	56				High	Ongoing
Shop closures and vacancy rates	B, C	57				High	ASAP
Improvements to Cangle Junction	B, H	58				High	Within 1 year
Pedestrian conflict in High Street	B	59				High	ASAP
Town Centre modernisation	B	60				High	5 – 10 years
Car Parking	B	61				Low	Review with
Tackling long term unemployment	C	62				High	spmkt dev dev
Industry economic diversification	C	63				High	1-2 yrs review
More diverse employment opportunities	C	64				Medium	Then ongoing
Maintaining/increasing job availability	C	65				Medium	ASAP review
Business expansion	C	66				High	Plan in 2 years
Business support in locating to town	C	67				High	2-5 years
Encouraging Tourism	C, E	68				High	Ongoing
IT Strategy	C, D	69				High	ASAP
Internet provision and awareness	C, D	70				High	ASAP review
Investment Grant availability	C	71				High	Ongoing
Retail Rent Levels	C	72				High	5 year review
Business Support	C	73				High	Ongoing
Business Support Organisation	C	74				High	Set up ASAP
Regular Business Events	C, E	75				High	ASAP
Broadband	C	76				High	Bi-annual
Meeting & conference facilities	C,E	77				High	ASAP review
Hotel and Conference Centre/Venue	C, E	78				Medium	ASAP review
Vocational Training	D	79				High	Develop in
School Leaver Qualifications	D	80				High	step with
Primary & Middle School provision	D	81				High	bypass
High School exclusions	D	82				High	Ongoing
Town Centre Promotion	E	83				High	ASAP
Increase Tourism activity	E	84				High	Ongoing in line
Dedicated Tourist Information Centre	E	85				High	with housing
Business Directory and Website	E	86				High	Ongoing
Increased Healthcare/	F	87				High	ASAP review
Healthy Living Centre							10 years to
Future Rail link for Haverhill	G	88				High	develop
Public Transport Timetables	G	89				High	ASAP for
Public Transport Improvements	G	90				High	action
Village/Town Cycle and Footpaths	G	91				High	following
Completion of Northern Bypass	G	92				Medium	feasibility
							study
							Ongoing
							Ongoing
							Ongoing
							Ongoing

APPENDIX 2 - Overcoming negative perceptions

The following represent ideas for a postcard campaign but are easily adapted for use in other style campaigns.



HVERHILL

So there's nowhere to eat in

So what do you fancy?

A full English breakfast, cappuccino and panini, pie and mash. What about an Indian buffet, steak and salad, maybe Chinese or Cantonese or a takeaway pizza.

Haverhill has restaurants and cafes for all tastes. 😊


HVERHILL

Nothing to do? Where? In ?

How about

a game of football or rugby, a relaxing walk in the park, a more energetic ½ marathon, fishing, swimming, a round of golf or several rounds of boxing. In the evening listen to some live music or learn to salsa!

Haverhill has over 350 clubs as well as music, theatre and comedy, in the Arts Centre, and parks with great country walks. 😊

There's nothing nice about



HAVERHILL

Wake up and smell the flowers and trees

Take a look at Anne of Cleves' house, the Arts Centre, Gurteens – lovely buildings to name a few. Look at the flowers – Haverhill in Bloom and more trees per head than anywhere else in Suffolk. Walk along the Railway Walk and find the hornets.

Wish you were here? You are! 😊

So there's nowhere to shop in



HAVERHILL

What is it you would like to buy?

Designer jeans, real pearls, a pine bed, a posh frock, a pair of plimsoles, a cricket bat, a flat screen TV, a child's bike, the latest no. 1 single or album, some home baked bread.....

All available in one of Haverhill's town centre shops - no need to go to Cambridge or Bury. 😊

There's lots of crime in

Is there really?

5 police sergeants, 20 response officers, 8 community police officers, 3 community support officers, 1 detective sergeant, 6 detective constables, admin support and front desk staff all contributing to -

Pub Watch – to reduce criminal damage; Valour – Zero tolerance alcohol related violence; Operation Night Safe – to curb anti social behaviour; CCTV and monitoring of "hotspots"; Meet & Greet outside late night pubs and clubs; and others....



HAVERTHILL

APPENDIX 3 - Geographical target market

The Haverhill Villages -

Village	Population	Action
Cavendish	922	Advertise in Clare Focus
Clare	1975	Advertise in Clare Focus
Great Thurlow	951	
Hundon	1061	Advertise in Clare Focus
Kedington	1815	Listing on www.ukvillages.co.uk
Stoke By Clare	460	Advertise in Clare Focus
Sturmer		Advertise in Sturmer News – published bimonthly £10 per issue.
Wickhambrook	1098	Advertise on/in The Scene/Wickhambrook Website
Withersfield	436	
Total	8718	