



Placemaking Programme Action Plan Havant

March 24

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Introduction: the main challenges

The focus of this report is on **Reinventing**, which involves creating activities to increase footfall and spend, attract a wider range of visitors, or encourage people to stay longer by creating a more appealing town centre. This could include events, festivals, pop-up retail, reuse of vacant shops, and basic improvements to the appearance of the high street or town centre, together with the trialing of new activities designed to diversify the offer or adapt the centre to meet the needs of future users. To help places tackle reinventing, the High Street Taskforce provides the Placemaking Workshop, developed, and delivered by the IPM. In Havant, this took place on 26th February 2024. Participants included representatives from the council, businesses, community organisations. The views expressed obviously only represent those who attended but there was a diverse range of stakeholders with different perspectives on the town and useful contributions were made from all. The findings are largely based on three group discussions, which tasked participants to prioritise the future changes they would want to see, the barriers to placemaking activity; and ideas for quick wins.

This report identifies potential placemaking interventions for consideration by local stakeholders in the development and implementation of a place activation plan for Havant town centre. Drawing together evidence provided by local stakeholders themselves, including the council and High Streets Task Force experts, the report outlines a list of potential quick wins for the town centre, including links to supporting resources. In addition, the plan also considers trialing new activity to encourage adaption in anticipation of longer-term change. From this evidence, we have identified the following priorities:

- **Strengthen collaborative working between stakeholders, including business operators, to deliver ‘quick win’ activities whilst the public sector progresses longer term improvements to support a thriving town centre.**
- **An overriding consensus to address basic appearance: to create and sustain a more attractive, cleaner, greener, and tidier town centre.**
- **Promotion of the existing assets, to build on the existing events and markets and encourage greater synergy with attractions, heritage, retail, and hospitality, collectively talking the town up and encouraging more people to continue leaving positive reviews on social media**
- **Address perceptions of ASB**
- **Addressing the fragmentation caused by the presence of the shopping centre and other shops located away from the high street by enhancing walkability and creating seamless transitions between different areas of the town centre to improve the overall pedestrian experience. This could include better or refreshed signage, pedestrian-friendly infrastructure, events and initiatives to encourage foot traffic flow towards key destinations.**
- **Improve and diversify the town centre e.g. through markets or pop-up**
- **Better use of data to support matching the offer to the needs of consumers, particularly retail opening hours.**

We are aware some challenges places face requires large scale investment in physical regeneration, and many places already have a long-term plan or vision. To be clear, the focus of this report is on short-term activation and meanwhile activity. They are supposed to complement existing plans by providing ideas of projects which can be delivered quickly. Clearly not everything can be done at once. Rather the intention is to provide stakeholders with a list of options, which they should discuss and prioritise, taking forward what they consider to be most viable given local capacity and resourcing. There is an expectation, therefore, business and community groups will take responsibility for leading, coordinating and delivering activity, facilitated by local government when necessary. We have captured and group all the specific ideas supplied by participants in Appendix 3: Workshop Findings. Delivering these ideas will require effective communication and collaboration between local stakeholders. There are many opportunities for Havant, but it is important stakeholders coordinate their activities more effectively. Using data and evidence to prioritise the allocation of resources, and evaluating the impact of activities, interventions, and experiments will strengthen the value and satisfaction for all

In creating this Action Plan, Taskforce experts draw on wider research and evidence compiled by the [Institute of Place Management \(IPM\)](#), a professional body and research team based at Manchester Metropolitan University. Reinventing, is only part of a larger routemap to place transformation developed by the IPM. The 4Rs help people to develop their plans for the high street by distinguishing between the processes of: Repositioning (analysis and decision making), Rebranding (communication), Restructuring (place management and planning), and Reinventing (effecting change).

This report marks the end of the direct support offered through the High Streets Task Force, but online resources, training and support are available through the website¹. Thank you for participating in the High Streets Task Force Programme. With your permission, the High Streets Task Force would like to check in with you in a few months' time to evaluate how the delivery of your transformation plan is progressing. Please indicate whether this is possible to the Taskforce Operations team.

¹ <https://www.highstreettaskforce.org.uk/resources/>

About the High Streets Task Force and Report Authors

The High Streets Task Force

[The Task Force](#) is an alliance of placemaking experts working to redefine the high street. We provide guidance, tools, and skills to help communities, partnerships and local government transform their high streets. The programme, funded by HM Government, will run in England until September 2024.

The report authors

[Professor Steve Millington](#) is a Senior Fellow and a director of the Institute of Place Management, based at Manchester Metropolitan University. His academic career spans over 20 years, during which he has worked on several projects including the IPM's Vital and Viable programme and the placemaking programme for the High Streets Task Force for England. He is co-editor of two books, *Cosmopolitan Urbanism* and *Rethinking the Cultural Economy* and has written many articles about placemaking.

[Afroditi Kazakou](#) holds an Associate Membership with the Institute of Place Management and serves as a research assistant at the same institute, affiliated with Manchester Metropolitan University. Currently pursuing postgraduate studies within the university's Department of Tourism, Retail, and Marketing, specialising in wine tourism, policy implementation, and knowledge generation from stakeholder networks. Engaged in various projects, Afroditi contributes to the development and execution of the Developing Place Leaders program for the High Streets Task Force for England. Her research also extends to exploring place-based partnerships and internal dynamics influencing their longevity and effectiveness as part of the IPM's research team.

Recommendations

The workshop findings are based on three group discussions, which tasked participants to prioritise the future changes they would want to see, the barriers to placemaking activity; and ideas and suggestions from the High Street Task Force for quick wins which could be achieved as a collective. The suggestions made within this report can be used as the basis for further, ongoing discussions with businesses and stakeholders. The next steps for your emergent town centre network will be to address the challenge of who will take responsibility for leading the delivery of specific actions, and when. Whereas the 4Rs provide stakeholders with a strategic guide for activating a long-term vision, to help stakeholders identify and respond to their local challenges, the recommendations draw on the [IPM's 25 Priorities](#), which are organised into five basic questions:



What affects the look and feel of the high street?

4) Experience 5) Appearance 12) Place marketing 20) Crime and Safety 22) Liveability



How does the high street function?

1) Activity Hours 7) Necessities 14) Accessibility 11) Walkability 24) Functionality



What does the high street have to offer?

2) Retail Offer 8) Anchors 9) Non-Retail Offer 10) Merchandise 16) Attractiveness 17) Markets 18) Recreational Space



How does the high street need to change?

15) Diversity 19) Barriers to entry 21) Adaptability 25) Innovation 23) Redevelopment Plans



How is the high street managed?

3) Vision and strategy 6) Place management 15) Networks and partnership

This framework is used to organise the evidence gathered from the workshop, town tour, and background research. The tables below, therefore, summarise the views of all participants, aligned with the most appropriate of the five themed priorities. The views expressed only represent those who attended but there was quite a diverse range of stakeholders with different perspectives on the town.

1: Improving the look and feel of the town centre

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Appearance: the town centre looks a bit tired and needs some TLC to clean and freshen up the public realm whilst long term plans are developed</p>	<p>Hold a Big Clean Up Day</p> <p>Clean and refurbish Market Parade</p> <p>Establish monthly clean up sessions – such as highly visible volunteer-led litter picking to bring attention to issues of litter and inspire more pride in the environment</p>	<p>Declutter West Street and consider upgraded materials, street furniture and lighting within long term funding plans. Aim to modernise but retain and reinforce heritage feel.</p> <p>Redevelop Market Parade</p>	<p>Pride in Place: Tackling Environmental Incivilities</p> <p>Great Public Spaces: Guide and Evaluation Tool</p> <p>What makes for happy places?</p>
<p>2. Appearance: the town centre needs more greenery, trees, and flowers</p>	<p>Identify sites amenable to volunteer led informal planting and trial a community led planting day e.g. empty or unkempt planters, verges, vacant plots.</p> <p>Encourage businesses to put out planters / baskets – and establish a best ‘shop front garden’ competition</p>	<p>Link volunteer groups across the town and form a green alliance or network</p> <p>to take responsibility for managing specific planting schemes. This might include high street businesses themselves to embellish store fronts with simple and manageable planting schemes.</p>	<p>Pocket Park: Product Urban Design</p> <p>Trees in hard landscapes</p> <p>Façade Gardens</p> <p>Guides for creating parklets</p>
<p>3. Appearance: the town centre might benefit from more colourful and creative interventions that add character and distinction.</p>	<p>Trial small scale creative interventions. Use local artists and encourage younger people to get involved. Identify a list of specific sites to start with e.g. Trafalgar Walk, Market Parade.</p>	<p>Consider scaling up to include more substantive artwork on frontages, gable ends and alleyways.</p>	<p>Meanwhile city: How temporary interventions create welcoming places with a strong identity</p> <p>Street Art and Community in Oxford</p>

	<p>A connecting theme might link to water e.g. Havant’s Springs, maritime connections, but with a contemporary spin.</p>	<p>Consider low cost / simple decorative lighting to create a safer and more welcoming environment after dark.</p> <p>Link creative interventions to enhancing internal connectivity and place identity cohesively.</p> <p>A longer term ambition might be to uncover and embellish the town’s springs.</p>	<p>Why Delightful Public Spaces Matter</p> <p>Placemaking through lighting installations</p>
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Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>4. Appearance: Some shop fronts are in a poor state, or signage and frontage is inconsistent with the town’s heritage assets.</p>	<p>Approach business and property owners and ask them to fix issues quickly e.g. basic repairs, cleaning, and painting.</p> <p>Display creative window vinyls on empty units – ensure consistently across the town centre e.g. vary with seasonal events, Valentine’s Day, Easter, Summer events, 5th</p>	<p>Assess the feasibility of establishing a shop front scheme.</p> <p>Incorporate Design Guidance into Local Plan to address varied business signage styles / sizes.</p> <p>If negotiation with property owners fails explore the potential of enforcement orders such as Section</p>	<p>Reviving Historic Town Centres</p> <p>See: Tyldesley High Street</p> <p>Heritage Lottery Fund</p> <p>Case Studies: Architectural Heritage Fund</p>

	<p>November, Remembrance Day, Christmas.</p> <p>Hold a shop window / store front competition.</p>	<p>215 maintenance notice (building repairs)</p> <p>Emulate the Vacant Shop scheme in Waterlooville.</p>	<p>The Art of Window Design</p> <p>Plinth Rating Manual</p> <p>Signage Guidance Signage Guidance for Outdoor Access</p>
<p>5. Safety and crime: some workshop participants report ASB in the town centre is a cause for concern However, this doesn't appear to reflect crime data.</p>	<p>Review crime data and liaise with local police to discuss solutions to specific crime problems e.g. ASB, business crime, issues related to drink/alcohol etc</p> <p>Ensure police representation in ongoing place boards or networks.</p>	<p>Review CCTV coverage of the town centre and its effectiveness</p> <p>Build on links with youth groups, sports organisations, and education providers to inform 'diversion activities'</p> <p>Ensure ongoing monitoring of crime and safety as a regular part of the business of a town centre network.</p> <p>Police to establish a presence in the town e.g. in shopping centre</p>	<p>Safety and Crime</p> <p>Understanding Public Priorities for Policing</p> <p>CCTV in town centre: three case studies</p> <p>Check your local crime data</p>

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>6. Place marketing: Havant town centre needs a much clearer vision which local stakeholders can agree and share with others, and promote more widely</p>	<p>Establish a comms group to review promotion of the town centre. Begin to tell a clear story about the town centre and your collective ambition .Identify celebrate local myths and legends.</p> <p>Identify specific people within the local network to organise basic surveys and/or place sentiment analysis to establish the nature and scale of reputational challenges.</p>	<p>Establish a much clearer narrative about the town centre, which builds on heritage, but is also fluid enough to enable a more contemporary and progressive interpretations of the town to emerge</p> <p>Establish dedicated online communication channels for the town centre e.g. piggybacking on the Meridian Centre pages</p> <p>Emulate the marketing other places do e.g. see I love Bishy Road</p>	<p>Rebranding the High Street</p> <p>Telling your story</p> <p>See: Altrincham the Modern Market Town</p> <p>For guidance: see Place Sentiment Analysis</p>
<p>7. Place marketing: whereas events in the shopping centre presented are timely and clear, activities across the wider town centre are not promoted enough or in clear and consistent manner. In general, Havant town centre has a limited online presence.</p>	<p>Local stakeholders to follow each other on social media, like / share each other’s posts, and to use consistent hash tags e.g. #rethinkHavant.</p> <p>Establish an informal online communications forum for stakeholders to share good news,</p>	<p>Encourage local businesses to take up training and business support in online marketing and digital communications.</p> <p>Create a dedicate webpage for the town centre, however, ensure this is regularly maintained and updated. The Meridian shopping centre might be best placed to</p>	<p>Place Brand Leaders</p> <p>Best practice guide: place marketing and branding</p> <p>Decentralised place branding through multiple authors and narratives: the collective branding of a small town in Sweden</p>

	<p>updates on local plans with each other.</p> <p>Put together a comms group to create online content and share good news and events on a regular (daily) basis more widely. Focus on the town centre/Havant Park rather than the wider area. Identify and celebrate local businesses and promote offers and occasions e.g. flower shops ahead of Valentine's and Mother's Day</p>	<p>support this, by simply adding other events to its existing listings.</p> <p>Establish regular digital comms across a range of online channels. Keep to common themes and consistent messaging in tone and clarity.</p>	<p>Digital, cultural, and social connectivity</p> <p>Grimsby Retailers in Partnership CIC</p> <p>From Neighbours to Neighbourhood: Learning how to boost Pride in Place</p>
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2: Improving the functionality of the town centre

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Activity hours: Workshop participants suggested early evenings especially, are quiet.</p>	<p>Review evidence from the Task Force's annual review of footfall to inform a trial of revised opening times e.g. consider 10-6pm or 11-7 pm opening to allow people who work elsewhere to shop locally close to home.</p>	<p>Trial existing and new events in the early evening to test demand for evening activity.</p> <p>Coordinate temporary opening times to align with evening events.</p> <p>Establish new early evening events programme e.g. street food market on high street.</p>	<p>Establishing a footfall baseline</p> <p>Manual footfall counting guidance</p> <p>What does a future proof high street look like?</p> <p>See: Stockport, Foodie Friday</p>

<p>2. Walkability: although the main high street is largely traffic free, participants suggested the impact of traffic might be mitigated further by extending the pedestrianisation and calming walking routes into and through the town centre</p>	<p>Trial and evaluate temporary extension of pedestrianised area to include the area in front of St Faiths' (bearing in mind parking provision for Blue Badge holders, deliveries emergency vehicles etc)</p> <p>Begin to assess trialling further temporary road closures and calming measures e.g. along the Strand to encourage visitors to retail park to also visit the shopping centre and main town.</p>	<p>Extend the traffic free area to include the space in front of St Faiths.</p> <p>Introduce traffic calming/ improved crossing at Elm Lane, to create a stronger pedestrian links between the town centre and Havant Park, and between retail park on West Street.</p> <p>Link Market Parade to Havant Park and</p> <p>restore pedestrian link over the railway line.</p> <p>Widen pavements and improve frontages along the route. Align with wider wayfinding plans for centre.</p>	<p>Linked-trip effects of 'town-centre-first' era foodstore development: An assessment using difference-in-differences</p> <p>Linked Trips</p> <p>Car reduction</p> <p>Sustainable and Active Travel on Kensington High Street</p> <p>Traffic Calming Measures Fact Sheet</p>
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Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>3. Walkability: signage and wayfinding require a refresh.</p> <p>Specifically, improve signage to parking, from Solent Road to West Steet, and at station.</p>	<p>Clean, refresh and promote existing heritage and cultural trail e.g. not clear how to where to find the next Blue Plaque.</p> <p>Use online channels to establish trails and itineraries for visitors and locals alike – to encourage linked trips e.g. when visiting shopping centre, go to the Fat Face shop and the St Faiths shop, or complete a Wedding Shop trail (e wedding dress shop, men’s hire, various clothes shops, hobby craft (sell all sorts of wedding items), florists, shops etc and cafes to enjoy after</p> <p>Trial pop-up games/play areas using simple materials</p>	<p>Create new and distinct walking heritage trails around the town centre</p> <p>Identify and add additional sites to celebrate Havant’s historical and current communities</p> <p>Embellish key walking routes with simple creative interventions e.g. planting, banners, flags, murals, lighting. – drawing on consistent colour palette and symbols – for inspiration</p> <p>Establish a window-shop theme trail, one for each season (Valentine, Easter, Summertime, Christmas)</p>	<p>Walk Inverness: Wayfinding How To Guide</p> <p>Signage Guidance for Outdoor Access</p> <p>Defining the 15 Minute city</p> <p>Derbyshire Treasure Trails</p>

3: Improving the town centre offer

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Retail and hospitality offer: there needs to be more opportunities to trial a refreshed and more diverse retail and food options</p>	<p>Establish independent retail and food offer at station/Market Parade, and/or in Bulbeck Road car park, and in vacant units.</p>	<p>Use evidence from trials and work with property owners and commercial agents to curate new tenants for empty units in the town centre.</p>	<p>Dealing with Empty Shops</p> <p>Repurposing Retail Space</p> <p>Alternative High Street</p> <p>Advice for the hospitality sector on outdoor dining</p> <p>Street-trading</p> <p>Street-marketing: quick read guide</p>
<p>2. anchors: The railway station is an important footfall anchor but is an underexploited asset.</p>	<p>Review and analyse activity volume and patterns at the station to inform trials in pop-up activity at or close to the station. For example, annual patronage at the station is around 2 million!</p>	<p>Transform the station into a more welcoming destination. Work with the station operators to explore development options.</p>	<p>Community Led Development</p> <p>See Irlam Station</p>
<p>3. Markets and events: the offer might be better coordinated and promoted</p>	<p>Utilise Havant Park for a variety of events, music festival, sports events</p> <p>Trial a street food market e.g. see Foodie Friday (Stockport)</p>	<p>Establish a programme of different markets e.g. crafts, farmers, young people, Christmas etc.</p> <p>Establish an annual Music Festival</p>	<p>Street Market: Quick Read Guide</p> <p>Outdoor Arts Festivals and Events Guide</p>

			A guide for the planning and organisation of community festivals
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4: Creating opportunities to change

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>1. Diversity: the town centre needs to offer more for a wider range of people</p>	<p>Provide more activities for children and families e.g. community games, student market/fashion show, youth market</p> <p>Trial pop-up games/play areas using simple materials e.g. see Encouraging Exploration and Play in Underused Public Spaces: An Activity Trail</p> <p>Trial The Teenage Market</p>	<p>Establish the Shopping Centre as a well-being and community hub. See: The Haven Community Hub (Westcliff-on-Sea)</p> <p>Bring together all the existing activity in Havant into a cultural plan for Havant – identify gaps in provision to appeal to wider audiences. See: Barnstaple Cultural Plan</p>	<p>Re-imagining urban spaces to help revitalise our high streets</p> <p>Explore Indie Independents Business Hub</p> <p>Caistor and District Community Trust: Breathing life back into the heart of a market town</p> <p>How listening to kids leads to better urban design</p> <p>How cities can reimagine public spaces to support children and families</p>

5: Improving place management

Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>Vision and strategy: Havant requires a stronger vision or collective ambition and brand image.</p>	<p>Reconvene the existing stakeholder group</p> <ul style="list-style-type: none"> gather and reflect on evidence/data in relation to the town centre. Undertake a visioning exercise to collectively agree a long-term ambition, aligned with long term redevelopment plans 	<p>Establish a collective and flexible vision for future Havant – one suggestion is to connect to the idea of The Spring as a unifying symbol.</p>	<p>Place Marketing and Branding Best Practice Guide</p> <p>A Vision for High Street Regeneration</p> <p>Altrincham revitalisation</p> <p>Withington Case Study</p> <p>Shrewsbury Big Town Plan</p>
<p>Place management: the various organisations responsible for the town centre needs to be coordinated under a single organisation e.g. Town Centre Forum and Delivery Group</p>	<p>Establish a place management network or place board / partnership – involving local government but with an independent Chair from the community. This should be more focused on delivery, operation, and activation</p>	<p>Establish the business case for and appoint a Town Centre Manager for the town centre to be the central point of contact, fixer and principal coordinator for the town centre and its stakeholders. It might make sense for a single person to coordinate a cluster of towns in the county.</p>	<p>Developing strategies for effective town centres</p> <p>Future Place: Unlocking the potential of places</p> <p>The High Street Report</p>

	Agree a communications platform for stakeholders to talk and share good news and announcements		This must be the place
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Challenge/evidence	Potential quick wins	Longer term ambition	Supporting resources
<p>Networks and partnerships: the community has to be more involved in both the long-term strategic development and immediate activation of the town centre. However, additional capacity is needed to deliver both short and long term change</p>	<p>Undertake community capacity mapping to understand the range and volume of local volunteer capacity, and approach new groups who might add additional capacity on a temporary or ongoing basis.</p> <p>Specific workstream is needed on town centre business engagement with a view to establish a business network to complement the work of the existing partnership network</p> <p>Establish a community led – independently chaired network or partnership and create sub-groups to take responsibility for delivery of specific actions This network should begin to co-ordinate different levels of government and the different stakeholder groups in the town – facilitating cross-sector working and coordination of markets, events, and festivals.</p>	<p>Initially this group can be fairly informal, but as ambitions change so must the partnership structure e.g. big projects require formal public-private partnerships, sustained everyday management might be through a Business Improvement District (BID), community assets need a formal legal structure e.g. Community Interest Company (CIC), or Community Improvement District (CID).</p> <p>Create subgroups to lead on delivery of specific activity, for example:</p> <ol style="list-style-type: none"> 1. Wider business engagement incl. establish a database for smooth communications. 2. Property owners and commercial agents 3. Events, markets, and festivals 4. Green town network, planting, litter picking 5. Police and community safety 	<p>Saving the High Street – the community takeover</p> <p>Vital and Viable Factor: Community Power</p> <p>Partnerships</p> <p>Networks and Partnerships with Councils</p> <p>High street 2030</p> <p>Task Force report shows local partnerships are key to unlocking high streets potential High Streets Task Force</p> <p>Place Partnerships</p>

	<p>Furthermore, this group should collectively scope out funding opportunities from a range of sources – rather than being dependent on local government to draw down regeneration funds from central government</p>	<ol style="list-style-type: none">6. Social media and promotion of the town centre7. Ambassador network8. Conservation control and enforcement	
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Appendix 1: the 4Rs Framework

Longton and the High Streets Task Force (HSTF) began working together in May 2021 2023. Based on discussions with the council, the subsequent *Unlocking Your Place Potential Report* (UYPP) outlined how the Task Force can provide further support for Longton. The report recommended Stoke-on-Trent Council, Longton Community Partnership and stakeholders develop an evidence-based picture of the town, how it is doing, and the impact of activities, to help to inform decisions, priorities, and funding submissions. With a clear picture of 'where we are now', coupled with a vision for 'where we want to get to' a transformational journey can be planned, implemented, and monitored. It was also recognised that, though there is a Longton Community Partnership it requires support to assume responsibility for projects, funds, and assets. Amongst some there is a culture of leaving it to the local authorities whose powers and resources are limited. It was agreed that the data gathering work needs to involve a range of data providers and the information gathered should be shared widely to empower stakeholders to see and understand their place potential. There is tremendous potential in Longton if the local stakeholders, including businesses, community groups, and the Council, are willing to use data and evidence to inform their work together to ensure they all thrive.

The 4Rs are not mutually exclusive but are connected; each is a potential starting point on a transformation journey, and different places will be at different stages. The Four Rs are a centrepiece of our community toolkit. An editable version of the transformation routemap with instructions can be [downloaded here](#). Depending on where you start, this will take time to deliver but is a useful tool for planning both short and long-term priorities. Actions under each R may happen simultaneously, consecutively, or repeatedly.



If delivered correctly through effective leadership and collaboration with all key stakeholders, placemaking has the potential to improve the local economy, environment, and society, as well as provide cultural benefits. The underlying aim of any placemaking intervention should be to create and promote places that are sustainable, attractive, sociable, accessible, active, secure, welcoming, healthy, and friendly. Temporary activation of underutilised or neglected sites can showcase these to potential investors. Reinventing, however, is just one element of the routemap. It is important, therefore, to work through the implications of the recommendations above in terms of the other Rs on the routemap.

Appendix 2: Attendance List

Insert attendance list.

Peter	Hammond	Havant Town Centre Partnership Board Member
Fiona	Baxter	Havant Town Centre Partnership Board Member
Ann	Buckley	Havant Town Centre Partnership Board Member
Councillor Gillian	Harris	Havant Town Centre Partnership Board Member
Councillor Phil	Munday	Havant Town Centre Partnership Board Member
Kate	Fitzgerald	Havant Town Centre Partnership Board Member
Loaay	Ahmed	Havant Town Centre Partnership Board Member
Bob	Comlay	Havant Town Centre Partnership Board Member
Rob	Fryer	Havant Town Centre Partnership Board Member
Louise	Piper	Havant Town Centre Partnership Board Member
Shelley	Saunders	Havant Town Centre Partnership Board Member
Pete	Smith	Business
Harry	Fuidge	Business
Martin J	Critchley	Business
Ms	Comlay	Resident
Ivan	Gardner	Resident
Martina	Gardner	Resident
Jo	Musty	Resident
Leon	Robinson	Resident
Christopher	Hopkins	Resident
David	Etherington	Resident
Jordan	Reed	Resident
Andy	James	Resident
Gillian	Peskett	Resident
Susan	Woodward	Resident
Andy	Biltcliffe	Resident
Val	Biltcliffe	Resident
Cllr Lulu	Bowerman	Havant Borough Councillor and Hampshire County Councillor
Cllr Jackie	Branson	Hampshire County Councillor
Kate	Pontin	Havant Borough Council
Laura	Bevis	Havant Borough Council
Tracy	Vear	Havant Borough Council
David	Hayward	Havant Borough Council
Siobhan	Flynn	Havant Borough Council
Wayne	Layton	Havant Borough Council

Appendix 3: Workshop Findings

First, workshop participants were asked to individually identify one broad change that should happen to attract people to the centre and to ensure its sustainability. Each group was then asked to agree what the most important change should be. For the second exercise, participants were asked to consider what barriers need to be removed to enable change to happen. Here there were fewer responses, but in summary, participants revealed their frustration about the speed of change or decision-making, together with some reflection on the need for improved collaboration and cooperation between different stakeholder groups a call for more community involvement. The final workshop exercise asked participants to highlight activities that can be done quickly to animate the centre. The responses are detailed in the tables below. A range of positive ideas were suggested, with notable clusters concerning:

1. Appearance of the town centre

- 1.1. Hold a Big Clean Up Day
- 1.2. Regular clean up sessions e.g. ahead of events
- 1.3. Focus on improving Market Parade
- 1.4. Involving artists and student in creative interventions – the Taskforce would suggest water as a theme – connect to nautical/maritime heritage in a contemporary
- 1.5. Greening and planting in the town centre

2. Place marketing and promotion

- 2.1. Website and social media comms dedicated to promoting the town centre
- 2.2. Havant town guide
- 2.3. Poster campaign targeted at existing residents

3. Crime and Safety

- 3.1. Improved cooperation and collaboration with police
- 3.2. Better visibility of police in town centre

4. Activity hours

- 4.1. A better nighttime economy offer – however – no participants offered a solution. We would advise reviewing event programme and/or assessing whether new events might be timed in the early evening slot 6-9pm.

5. Walkability / Wayfinding

- 5.1. Extend pedestrianisation scheme to include the area outside St Faith's e.g. trial and measure impact of temporary closures

- 5.2. Create a better and safer gateway to Havant Park from the town centre
- 5.3. Improved signage and wayfinding throughout
- 5.4. Refreshed heritage trails and new trails to encourage linked trips

6. Improving the centre offer

- 6.1. Popups on Market Parade / station entrance and in Bulbeck Road car park to create opportunities for new independent food and retail offer.

7. Anchors

- 7.1. The footfall generated through the railway station is under-exploited – which might be addressed in the short term with pop-up activity on Market Parade, and long-term with better connectivity to the station and development of Market Parade.

8. Markets and events

- 8.1. Utilise Havant Park for more events e.g. music festival, sports events,
- 8.2. Create a varied markets offer across all seasons e.g. craft, farmers, young people, Christmas

9. Diversity

- 9.1. Widen the diversity of offer by providing more activities for children and families e.g. community games, student market/fashion show, youth market

10. Vision and Strategy

- 10.1. Develop a strong brand identity e.g. The Spring as a unifying symbol
- 10.2. Embark on a visioning exercise to define a collective ambition for the town centre – aligned with long term development plans

11. Networks and Partnerships

- 11.1. Develop the community led partnership, but consider sub-groups to take responsibility for delivery of specific actions
- 11.2. Specific workstream needed on town centre business engagement with a view to establish a business network to complement the work of the existing partnership network

12. Place management

- 12.1. Establish a communications platform for local stakeholders
- 12.2. Establish dedicated online communication channels for the town centre e.g. piggybacking on the Meridian Centre pages

- 12.3.** Long term – establish the business case for the creation of a town centre manager (who might manage a cluster of centres) to address the need to improve coordination

The look and feel of the centre

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
<p>Appearance</p>	<ol style="list-style-type: none"> 1. Tree planting along roads 2. Improved public realm 3. Make it clean and smarten it up e.g. clean dog and pigeon faeces 4. Clean and tidy walk ways, seating, trees, meeting areas 5. A big clean up with community involvement 6. Clean up the area properly and long lasting 7. Clean up / maintenance 8. Colourful displays 9. Colour 10. High street more attractive 11. Street cleaning and appearance (flowers, litter, graffiti) 12. Repair public realm or decorate it 13. State of buildings in the Conservation Area 14. Commercial and residential rubbish bins on the high street – litter spills out 	<ol style="list-style-type: none"> 1. Regulatory barriers 	<p>Big Clean Up Day</p> <ol style="list-style-type: none"> 1. Great British Spring Clean -March/Sep build a community – how does that happen? 2. Big Clean up (street clean, updated bins, trees pollarding, Great British Spring Clean) 3. Big clean up – link with all the businesses have display 4. Community clean up <p>Regular clean up sessions</p> <ol style="list-style-type: none"> 5. Pick up litter as travel through 6. Clean up graffiti and litter – regular sessions as litter comes back 7. Pigeon hawking 8. Remove graffiti <p>Market Parade</p> <ol style="list-style-type: none"> 9. Clean and refurbish Market Parade 10. Market Parade canopy clean and refurb – demonstrate pride 11. Market Parade murals / street art 12. Bus shelter removed Market Parade

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
			<p>13. Street cleaning / pigeon culling in Market Parade and the down the side of Waitrose</p> <p>14. From station – to improve Market Parade to Meridian Parade</p> <p>Artistic / creative interventions</p> <p>15. Get artists to paint Trafalgar Walk</p> <p>16. Get Havant College art students on murals – street furniture art –</p> <p>17. Involve students in mural painting</p> <p>18. Improve public realm with street art and pockets of planting</p> <p>19. Good tree lighting West St to ?</p> <p>20. Town decorations (identity)</p> <p>21. Incorporate colour (shops, walls, walkways)</p> <p>22. Paint bollards</p> <p>23. Paint bollards and notice boards</p> <p>24. Regular yarn bombing on an organised basis</p> <p>Greening and planting</p> <p>25. Best in show window boxes flowers</p> <p>26. Havant in Bloom</p> <p>27. Flowers around the main shops, tubs sponsored by shops – Havant in Bloom</p>

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
			28. Havant in Bloom – individuals doing window boxes etc 29. More trees, plants, planters per shop
Place marketing	1. Better promotion of activities online (one central website) 2. Better use of social media 3. Improved social media presence 4. #rethinkHavant – market ourselves	1. Communication – public services website	1. City guides 2. City guide 3. Get on TripAdvisor to say how great Havant is – everyone to post positively 4. Website/Facebook/Town centre analysis 5. Website dedicated to Havant Centre (activities / events) 6. Create a Havant website 7. Create website for town centre 8. Havant town centre website 9. Setting up a website / social media feeds to communicate the lovely idea proposed to the community 10. Engage residents poster campaign 11. Extend the number 30 bus route on Hayling Island to Sinah (?) Warren to encourage visitors to travel to Havant
Crime and safety	1. Safety – contributes to a feel / wellbeing feel 2. Safety – lighting, police visible, shop lifting		1. Better communication between police and traders re: shoplifting

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
			2. Open a police drop-in in one of the empty shops to enhance community engagement/visibility

Improving centre functionality

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Activity Hours	<ol style="list-style-type: none"> 1. Thriving nighttime economy – an existing social destination 2. A nighttime economy 3. Nighttime economy 4. Better evening economy 		
Walkability	<ol style="list-style-type: none"> 1. More pedestrianisation – reduce cars (one way?), cycle zones 2. Open Space – attractive spaces to encourage movement (active well-being) 3. An easier safer route from the out of town shopping to the high street 4. Signage 5. Themed trails 	<ol style="list-style-type: none"> 1. Deregulate public realm? 	<p>St Faith’s Square / West Street</p> <ol style="list-style-type: none"> 1. A pedestrianised St Faith’s Town Square 2. Pedestrianise St Faiths Road West Street 3. Close area in front of St Faiths 4. Close section of road outside the church

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
			<ul style="list-style-type: none"> 5. Make outside St Faith's café – restrict access, extend 6. Close West Street – gates to be closed 7. West Street closed permanently 8. Close off West Street completely by St Faith 9. Pedestrianise outside St Faiths <p>Elm Lane Crossing</p> <ul style="list-style-type: none"> 10. Elm Lane crossing from Park to Meridian made pedestrian priority 11. Create a gateway to the Park 12. Traffic lights for pedestrians between Wetherspoons and the Park <p>Market Parade</p> <ul style="list-style-type: none"> 13. Train station bridge and associated public footpath over station – replacement/maintenance 14. Link Market Parade to Park <p>Wayfinding</p> <ul style="list-style-type: none"> 15. Improve Blue Plaque trail – add potential new sites to celebrate Havant's heritage (active well being too) 16. Refresh of heritage trail plaques 17. Sign to the Waitrose car park

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
			<ul style="list-style-type: none"> 18. Improved wayfinding signage from Solent Road to West Street 19. Signage to Billy Trail (?), Spring, key shops, station, train/bus 20. Window shop theme trail 21. Town trails – create trails through the town centre on website and leaflets e.g. charity shop including the Fat Face shop and the St Faiths shop – Wedding Shop trail (e.g. we have a wedding dress shop, men’s hire, various clothes shops, hobby craft (sell all sorts of wedding items), florists, shops etc and cafes to enjoy after – Improve the cultural trail we already have

Improving the centre offer

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Retail offer	<ol style="list-style-type: none"> 1. More independent shops 		<ol style="list-style-type: none"> 1. Container City – Bulbeck Road – popup shops in containers like Box Park in Shoreditch 2. Bulbeck Road – creative meanwhile space – Market Space /event area – Box Park 3. Waitrose in the Meridian Centre 4. Promote the Repair Shop
Anchors	<ol style="list-style-type: none"> 2. Exploit transport hub (rail, bus, cycle) 		
Non-retail offer	<ol style="list-style-type: none"> 1. Attract better places to enjoy eating, drinking etc and a reason to come to Havant 2. More independent restaurants 		<ol style="list-style-type: none"> 1. Make street traders / pop-ups location on piazza outside the station 2. Promote concerts in the Pallant Centre 3. Amplify promotion of unique assets eg. Gazebo Garden
Markets and events	<ol style="list-style-type: none"> 1. More flexible social space – both indoor/outdoor 2. An area for entertainment / events near shops and other businesses 3. More events 4. Develop events programme 5. More pop-up events 	<ol style="list-style-type: none"> 1. Events need a power supply 2. (tables/chairs/communications) 3. Coordination of events 4. Central calendar website 5. Planning permissions and red tape (for events) 	<p>More use of Havant Park</p> <ol style="list-style-type: none"> 1. More use of Park 2. Use Havant Park for events/activities all year round 3. Events (utilise Havant Park) 4. Events in Havant Park

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
	<ul style="list-style-type: none"> 6. Music 7. Town/Park Festival 8. Events programme for the high street 9. Family festival carnival that explodes (?) into and through the town 10. Market and events 	<ul style="list-style-type: none"> 6. Get Event protocols agreed and in place – ensure decision makers are responsive and timely, and take responsibility in accordance with their roles 7. Lack of volunteers to sustain events 8. Outdoor events previously effected by poor conditions in the park and weather 	<ul style="list-style-type: none"> 5. Bringing the park to the centre of the town for events and activity – pedestrian connection between Meridian and Park <p>Markets</p> <ul style="list-style-type: none"> 6. Farmers Market in West Street 7. Proper farmers market 8. French Market – twice annually 9. Hampshire Farmers Market (they bring their stuff) 10. Craft market <p>Seasonal and occasional events</p> <ul style="list-style-type: none"> 11. Christmas Lights Switch On 12. Build the Christmas offer / experience 13. Christmas window (shops) competition Seasonal events 14. Seasonal events 15. Develop music festival 16. An event – music fayre? 17. College fashion show 18. More events – food festival! 19. Food – street food – Robin Hood pub 20. Sports events (TENNIS, Horizon, cricket, Park Run) 21. Sustain Flower Festival 22. D-Day celebrations

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
			23. Sustain church based activities: Christmas Market, Sustain Mother's Day event, concerts, St Patricks Day, 24. Bring back Havant Town Fair, circus 25. Bring back WI market

Creating opportunities for change

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Diversity	<ol style="list-style-type: none"> 1. More community activities – sense of community 2. More things to help families – play for example 3. More events and activities to draw in adults and children and students 	<ol style="list-style-type: none"> 1. Older demographic 	<ol style="list-style-type: none"> 1. Community games – chess/hop scotch 2. Giant sandpit 3. Involve students in craft market 4. Youth market (young enterprise, business studies project) – will need coordination

Improving place management

Themed Priority	How does the centre need to change? Stakeholder comments	What stop activity from happening? Stakeholder comments	What can be done quickly? Stakeholder comments
Vision and strategy	<ol style="list-style-type: none"> 1. A safer, cleaner, and accessible location offering a wider community offer 2. Replace Market Parade with new housing 	<ol style="list-style-type: none"> 1. A shared vision – defragmented priorities) 2. Lack of ambition 3. Risk aversion 4. Lack of a single focus 5. Fix burning issues 	<ol style="list-style-type: none"> 1. A ‘what is values of Havant session’ 2. Creating a sense of pride in Havant 3. Creating a sense of pride in the town – a place people want to visit and different to other town centres 4. Make the local water course a feature through the town (as part of the big clean) – The Spring 5. Design a visual identity for Havant Town Centre at least 6. Exploit geographical position (railway NSEW), bus hub, two harbours, South Downs

			<ul style="list-style-type: none"> 7. Create Havant brand 8. Develop a TLC campaign and branding campaign – Spring Logo – it’s a USP 9. New moho(?) – symbol – Spring design / fountain
Networks and partnerships	<ul style="list-style-type: none"> 1. Get organised – Action – can do attitude 2. Build a community – community involvement in activities 3. Bring key partners together and see what can be done 4. Community Voice 5. Core group / driving force 6. Business Association 7. A non-political residents association 	<ul style="list-style-type: none"> 1. Different interests 2. Lack of collaboration 3. Lack of roundtable engagement between town residents, businesses, and council 4. Engagement – lack of – voice – listen small wins to generate momentum – bigger things 5. Ownership – system design? People and volunteers 6. Lack of community engagement 7. Lack of involvement from under 40s 8. Business contributions (sponsorship, donations) 9. The local authority (both Havant and county council) – less staffing in local authorities – ownership 10. Politics should not be involved – importance of a business association 11. Lack of creativity at Havant Borough Council – HBC – positive attitude to innovation in streets 	<ul style="list-style-type: none"> 1. Ask students what they can contribute 2. Liaise with street artists (maybe through colleges, local artists) 3. Galvanising Market Parade traders 4. Create a group who coordinate events 5. Lulu Whitmore from Love Southsea provides all the services we have been speaking about tonight as a private business – could we invite her to speak or become involved as part of her business? 6. Getting people involved, creating community spirit – maybe from people who turn up for Big Clean up day 7. Establish a strong partnership (HBC, HCC, PCC, community, church, Meridian Centre, Women’s’ Institute etc
Place management	<ul style="list-style-type: none"> 1. Improved communications between community groups, businesses, and other stake holders 	<ul style="list-style-type: none"> 1. Communications 2. Transparency of liaison / communications 3. Communication / coordination 	<ul style="list-style-type: none"> 1. Town centre manager 2. Appoint and provide funding for an individual who is responsible for

		<ol style="list-style-type: none"> 4. Lack of collaboration and ownership between residents, business, and local authority 5. Collaborative working 6. Lack of collaboration 7. We need good coordination, communication strategy and engagement 8. Coordination - It's not my job – so who's is it? – Not knowing whose responsibility it is to pull the 9. Havant Partnership great idea – develop community partnership – who will coordinate it – grow organically ... they have a need to promote the town – each event will entice more people – a success will promote the next event 10. Organisational ability of local community 11. ideas together – no one is responsible 12. Conservation area 13. Multiple ownerships 	<p>coordinating the various improvements needed to Havant town centre</p> <ol style="list-style-type: none"> 3. Develop effective task groups to deliver key activities 4. Volunteers run online comm team
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