

This widespread lack of pride in the appearance of the place, together with the neglect of the environment mentioned earlier, sends a strong message that this is a town in decline to anyone passing through.

Currently little is done to enhance the vitality of the town. There is no coordinated Christmas promotional activity and although Broadway is spacious, this space is not used for events or markets that would bring people into the town.

CONCLUSIONS FROM THE APPRAISAL

Greenford is a busy town centre and is advantageously located at a public transport node. However it has suffered a marked and progressive decline in its fortunes in recent years and the neglect of environmental standards and deterioration in the quality of shops and shop frontages are clear evidence of what is happening to it.

Four issues that are crucial to improving its fortunes have emerged:

1. The quality of the Greenford 'experience' requires to be dramatically improved so that people view it as an attractive place to visit and relax.
2. The impact of traffic on pedestrian movement should be reduced to make the shopping core safer and easier to use.
3. Accessibility for car-borne shoppers must be improved so that the centre is regarded as a convenient alternative to the 'Hoover Tesco'.
4. Real effort must be made to attract retail investment that will improve the quality and range of the retail offer.

Greenford has considerable potential and must capitalise its assets. These are: its fine architectural heritage, an attractive and spacious retail core area, together with excellent public transport and parking conveniently close to the shops.

In order to transform its potential, it is essential that the prevailing 'nobody cares' attitude is dispelled. Town centre businesses will need to cooperate with the Council in a partnership that acts to progressively change the appearance of the town centre and increase spending in shops and businesses.

On the following page a framework is suggested for developing a vision of what the town could be like. This is followed by proposals that address the issues identified earlier. If these are implemented as a package they would create the conditions necessary to increase the prosperity of the town centre and safeguard its role as the district centre for Greenford.



Suggested components for the vision for Greenford

Based on the earlier analysis we consider that the principal issues facing Greenford are to:

1. Raise environmental and design standards significantly.
2. Make the centre much more convenient to use.
3. Attract people and investment to the town and raise its profile.

These key elements must be shared by all the partners, Council, businesses and people to make Greenford:

- A higher **QUALITY** place.
- A more **CONSUMER FRIENDLY** place.
- A more **COMPETITIVE** place.

Greenford has the potential to become a very attractive location: the buildings and space at the heart of the town are major assets and need to be given a high-quality 'make-over' that will attract people and investment. Improvements are needed to make the centre more user-friendly for pedestrians and as a 'stop & shop' centre. In particular, better management of the movement of buses is essential, as is the provision of more 'doorstep' parking and greater priority for pedestrians. The town must revitalise itself by intensifying the use of Broadway with local events and markets that will raise its profile and extend its catchment area.

Raising the *QUALITY* .

There are three features of the town centre that should be tackled: (1) environmental standards, (2) views out of the main car park and (3) the decline in appearance of shops.

As a first step, a concerted effort is required to transform environmental standards in the centre by the following actions:

1(a). Repaving Broadway with good quality materials and upgrading and standardising the style and colour of street furniture. The current lack of maintenance is plain to see and urgently needs to be corrected. Investment in a high quality public realm with good quality street furniture will make an immediate impression on visitors and would be a good first step in convincing businesses that the Council is serious in its efforts to turn around the fortunes of the town.

Because the town centre is a focus for business and the local community, the design quality and colour of bollards and other street furniture should be distinctive and consistent.



1(b). Removing the weeds that grow in profusion around the main car park. It is vital that the quality of maintenance is improved. Once cleared of weeds and rubbish, the margins should either be planted with low maintenance shrubs or, in some instances, paved to reduce litter traps and maintenance costs.

1(c). Eradicate graffiti from the town centre. This will require a major effort, first to remove it completely from all areas over a short period of time and second to respond within hours as it reappears - as it undoubtedly will. This should be undertaken as a small part of an overall programme with a catchy slogan such as the "**Good for Greenford**" campaign. This campaign should include approaches to local schools and colleges to discuss the underlying causes and jointly formulate an effective response that will tackle the roots of the problem. The full range of public agencies must be drawn into the process of identifying where, when and who is involved in the graffiti attacks. The aim would be to make it a matter of local pride for local people to do good for Greenford by caring for their town and to catch and prosecute those who continue to deface it.

1(d). Review where litter is a problem in the town and change current practices to improve standards. If it becomes apparent that the problem largely stems from fast food outlets, approach them to solve the problem and bear some of the costs.

1(e). Trade refuse needs to be screened from public view, properly contained and removed much more effectively than at present. The rubbish and trade waste that can be seen deposited at the sides and backs of properties throughout the centre is unsightly and gives the impression that nobody cares about the town. It also encourages vermin. When this appraisal was being conducted a major rat infestation was encountered along the service road behind the Halifax Bank on Broadway. Clearly attitudes need to be changed and standards raised.

2. Improve views out of the main car park: trees should be planted along the Broadway side of the car park to hide unattractive views of the surrounding area. Although relatively cheap and easy to do its impact on first impressions of the town would be significant.

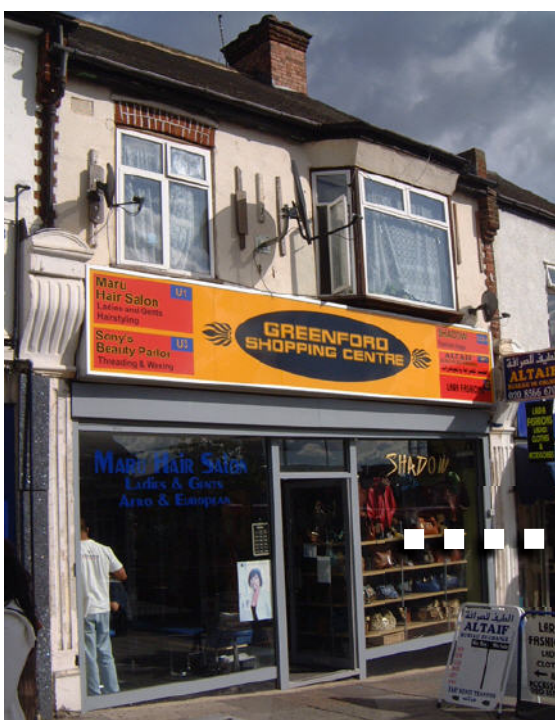


3. A major effort is required to upgrade the appearance of shop fronts and exploit the architectural qualities of the town centre. There is an urgent need to 'stop the rot' and raise standards of design substantially. The 'Abbey' shop fronts demonstrate that some designers do try to respect and enhance the character of the town. But this is a rare example. Examples such as the KFC frontage and Woolworths shown opposite show that the standards adopted by architects and required by the Council have fallen. In order to turn back the tide of low quality shop fronts, it will be necessary to draw a line on the past.

New design standards must be established that illustrate what is required whenever a new shop front or fascia is proposed in future.

Many of the blocks of property are of Art Deco design, while others are of more modest, traditional designs. These have pilasters and console brackets (ornate features at each end of the fascia sign) constructed as original standard features between the small shops. Because these are already there, achieving a transformation in the appearance of many buildings will be relatively straightforward and will not require major rebuilding. In many cases the removal of crude box fascia signs, restoration of pilasters and the addition of a cornice across the top (to keep the sign clean and dry) is all that will be needed. In most cases it should be possible to retain the existing shop window and door (see the example opposite).

People running businesses in the town must be shown what good design means. Much greater use of back-of-glass signwriting (using inexpensive



vinyl die cut techniques) can reduce clutter and improve the appearance of fascias. On 'traditional' buildings, hanging signs should be mounted above the shop front, rather than on the console bracket which damages it.

The individual blocks of the more substantial buildings were designed as a whole and each requires analysis to identify its distinguishing features and details that should be respected. However, at a basic level, removal of layers of sign boards and box signs and installation of a standard fascia may be all that is required. The 'Abbey' frontage shows that modern materials and discrete modern lighting can achieve an excellent result.

The facades of some buildings have been neglected and some of the original design details have been damaged or have almost rotted away. **We recommend therefore that consideration should be given to declaring the whole of the town centre a conservation area.** This would increase awareness of the importance of the town's architectural heritage, encourage people to care for their buildings and help the Development Control Officers to raise standards when dealing with planning and advertisement applications.

However, to make a real difference to the appearance of the centre, **it would be beneficial to remove permitted development rights for all fascia signs, projecting signs and alterations to shop fronts.** This would mean that every time a property changes hands and a new sign or shop front is installed, the opportunity would arise to achieve a high-quality design and this would gradually transform the appearance of the town. This would ensure that the substantial amount of money



that will be spent on property over a five to ten year period makes a positive, rather than negative, contribution to the future of Greenford.

Typical 1930's Art Deco designs can be quite reserved while others can be striking and even daring. In order not to institutionalise the design process, it would be good to encourage experimentation and allow considerable latitude in choice of style. Occasionally substantial properties change ownership and an effort should be made to achieve a complete make-over of the facade (see illustration of the former Burton's store opposite).

To give the campaign a focus, the Council should launch the “Good for Greenford - Quality Design” initiative. It would be helpful to offer modest grant aid to assist small businesses to join in and play their part in achieving the transformation of the town.

The aim of grant funding would be to restore pilasters and original shop front details and to replace low quality signs. Some businesses will welcome the opportunity to improve the appearance of their buildings while others will require to be convinced that there are real commercial benefits to be gained by halting the town's decline. If persuasion is needed the fact that illuminated signs are only granted permission for a five-year period (also some may have been erected without advertisement consent) will provide a legitimate basis to encourage people to accept the offer of grants towards the cost of removing clutter, ‘cleaning up’ the town and strengthening its image.

Once the initiative is underway, approaches should be made to national companies such as Woolworths, Boots The Chemists and banks to encourage them to join in the programme by upgrading their frontages.



Creating a more *CONSUMER-FRIENDLY* place.

There are three features of the town centre that should be tackled: 1. the pedestrian environment 2. make it easier to park and 3. reduce congestion.

1. Make the town centre more pedestrian friendly by the following actions:

1a. Create a 20 mph zone in Ruislip Road to make it a safer pedestrian environment. It is a fact that people are crossing this road by dodging between traffic all day long. Much of the traffic is passing through and there is a strong case for pedestrians to be given much greater priority than at present. The 20 mph zone should extend from Oldfield Road South as far as Greenford Road junction, thereby creating greater 'connectivity' between the Broadway shops.

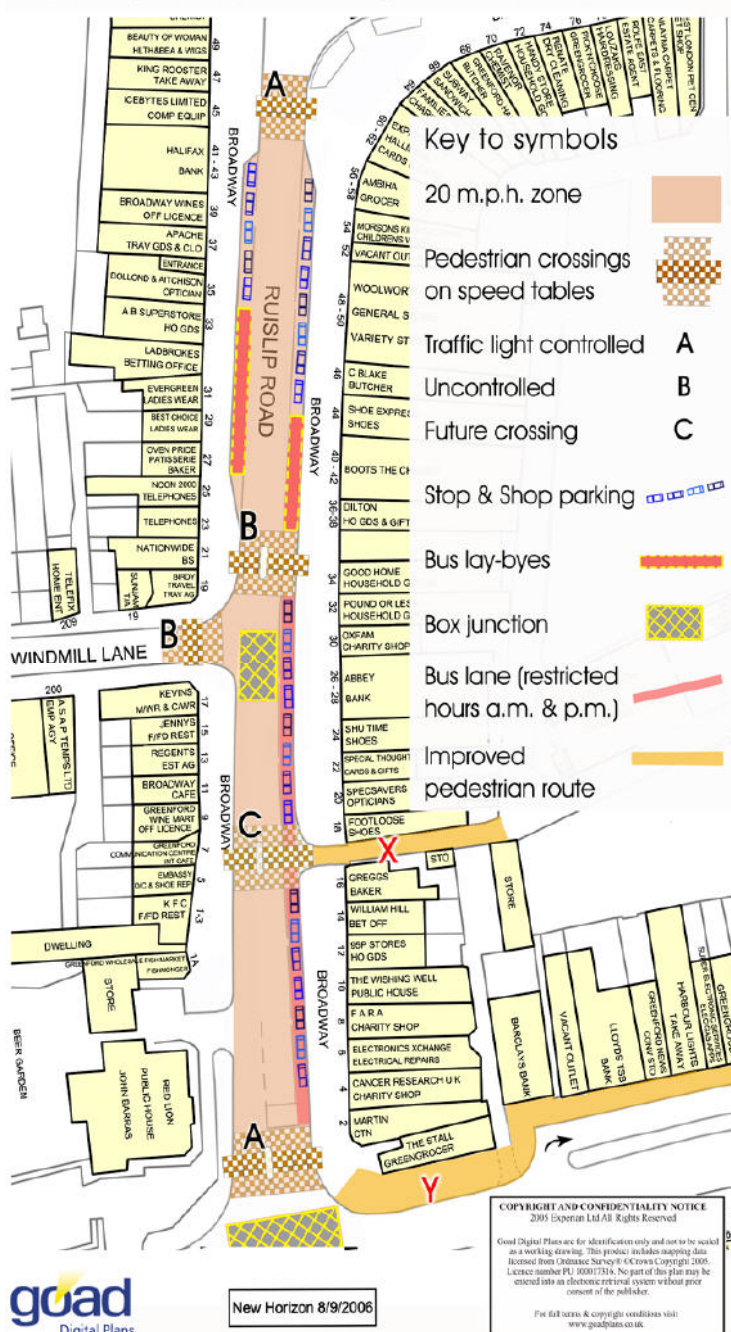
1b. Install pedestrian crossings on speed tables.

Although pedestrian crossings are disruptive to traffic flows, the present crossings (marked 'A' on the plan) are glaringly inadequate for the needs of people using the centre. Further uncontrolled crossings (marked 'B' on the plan and potentially 'C') are needed. **All crossings should be sited on extended speed tables paved with a panel of lighter coloured materials to change the character of the road and emphasise the priority being given to pedestrian movement in the town centre.**

1c. Create an attractive pedestrian link from the main car car park to Broadway (marked 'X' on the plan). This is a principal link between the car park and shops and in its present state, can only be described as a mess. The corrugated iron sheeting and the brick store at the rear of Greggs are unsightly. The gate and fencing alongside Greggs are derelict and the passage is too narrow to function as an access for pedestrians and lorries. Action is needed to acquire adjoining land to remove these unattractive features and improve this important link, if possible by agreement with the owners. Access for



PEDESTRIAN PRIORITY AREA



goods vehicles should be prohibited. The road should be paved as a pedestrian route and closed to traffic as soon as possible. However, in the short term, bollards could be used to create pedestrian refuges and protect adjoining property.

1d. Widen the footway and remove obstacles for pedestrians between Tesco and Broadway (marked as 'Y' on the plan). Because the supermarket is an important generator of pedestrians for the town as a whole, the link with Broadway must be upgraded. Even if only an extra metre could be added to the width of the footway along its entire length, this would make a difference. Other essential improvements are the removal of the steps at the Ruislip Road junction and the kerb trip at the beginning of the stop & shop service road.

2. Make the town centre more convenient for car-borne shoppers by the following:

2a. Create stop & shop parking along Broadway.

Greenford is essentially a convenience shopping centre and the creation of door-step parking would significantly increase its attractiveness to local people. It would also give a boost to businesses, particularly those that rely on passing trade or provide a pick-up service, such as chemists, to remain viable. Broadway is spacious and with the introduction of a 20 mph zone with enhanced crossings points for pedestrians, the creation of parking bays within Broadway should not be problematic.

2b. Improve access to the town's car parks. The current limitations on access has an impact on the attractiveness of the town centre. The entrance and exit of the council-operated car park catering for approximately 200 cars is in Oldfield Road South. The Tesco car park accommodates about 30 cars and has an entrance in Greenford Road but the exit is via the alleyway marked 'X' on the plan. This also serves as exit for Tesco's delivery wagons which is in conflict with its pedestrian role. It appears that the relatively wide access road alongside Tesco's store is unsuitable for unrestricted use by heavy goods vehicles, hence the ugly stanchions restricting the passage of vehicles.

It would be much more convenient for people visiting the town centre if there was a way in and out of the car parks from both Greenford Road and Oldfield Road South. This would do away with the need to travel along Ruislip Road to access either car park. It would be possible to achieve this if circulation within the whole area used for parking was reorganised. Access for lorries servicing Tesco's store would need to be rerouted via Oldfield Road South and two-way access, for cars only, to Greenford Road allowed via the road alongside the supermarket. Restricting the use of this road to cars could be achieved by a width restriction at the top and bottom to ensure that no heavy goods vehicles use it.

If this could be achieved, it would also have the important benefit of allowing a further pedestrian crossing to be created across Ruislip Road (marked 'C' on the plan).



We recommend that an approach is made to Tesco to explain the overall proposals for the town centre and seek the company's active participation in the "Good for Greenford" programme.

3. Reduce congestion by:

3a. Provide long stay parking for employees to reduce on-street parking and congestion around the town centre. Ravenor Farm could become a pay and display long-stay car park specifically intended for people employed in the town. To provide security, it would need to be lit at night and be covered by the CCTV system that is to be installed in the town.

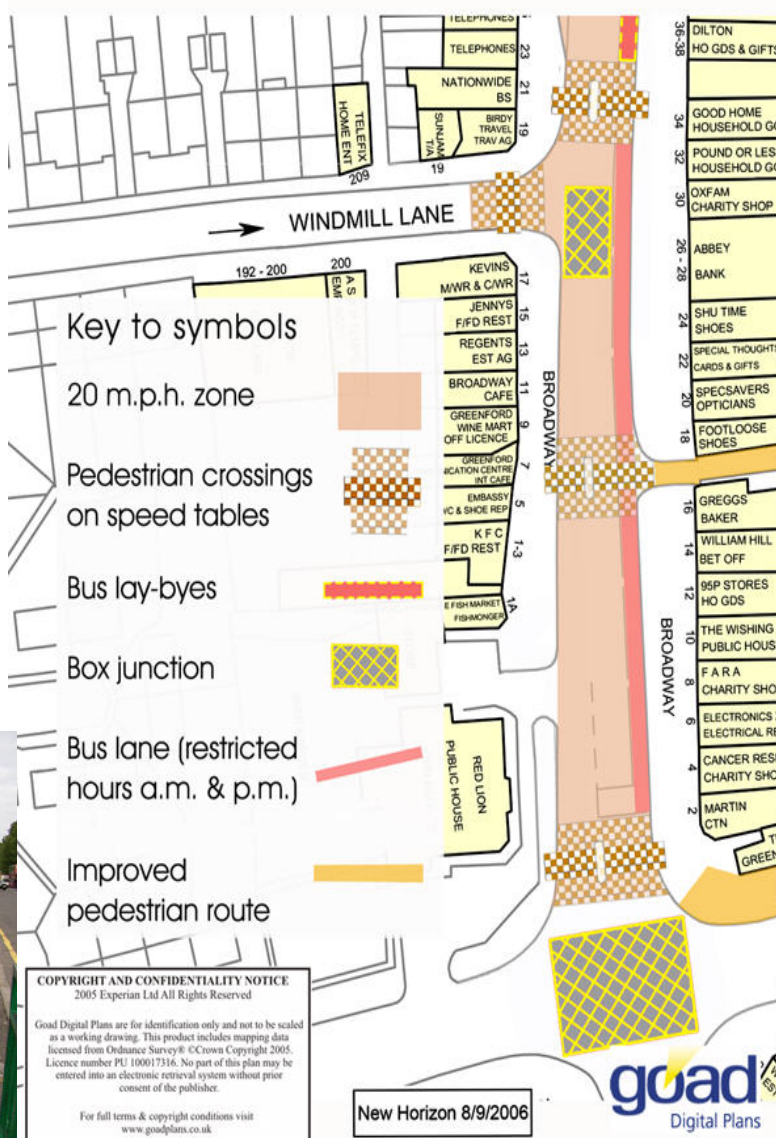
3b. Make it easier for buses turning to turn right out of Windmill Lane. Buses frequently block the movement of vehicles along Ruislip Road and make the crossing of the road by pedestrians more hazardous. A simple solution would be to create a box junction which would favour right turning vehicles whenever traffic is held up by congestion or the pedestrian crossing at Oldfield Road South. In addition, it would be beneficial for a bus lane to be provided from Windmill Lane down to the junction with Greenford Road. This would allow buses to continuously clear the Windmill Lane junction without obstructing cars and other vehicles that are literally nose to tail on Ruislip Road during the morning and evening periods. It would be a win-win situation in that it would also help buses to keep to schedule.

This could function as a part-time bus lane, doubling up as a stop & shop parking lane during the middle of the day (see plan).

To achieve this, the lower end of Ruislip Road would need to be widened on the Red Lion side of the road. This would not particularly affect the operation of the public house but would have the additional benefit of providing an opportunity to improve the appearance of this neglected and untidy area.



TRAFFIC MANAGEMENT - WINDMILL LANE



Creating a more **COMPETITIVE** place.

Broadway should be used for activities that will revitalise the town, raise its profile and extend its catchment area. The following are suggested:

Encourage the development of a café culture by permitting restaurants and coffee shops to use spacious parts of Broadway as an extension to their business space. The siting of tables, chairs and umbrellas in the street in UK towns is a response to greater exposure to European customs. Even in winter people can now be observed, suitably attired, sitting outside at tables in towns in the UK. Greenford has the potential ambience to capitalise on this and encourage people to relax and enjoy their time in the town.

Use Broadway for farmers' markets and other events such as food and drink festivals to increase footfall and raise the profile of the town. A farmers market was tried at Ravenor Farm in 2003 but was too far away to bring any benefit to the town centre. Markets need to be in high profile locations to take advantage of existing footfall to be successful. Regular markets, say once month, with increased frequency if they prove popular, will enhance the vitality of the town and gradually extend its catchment area. Food and drink festivals are also being enjoyed in many towns. Where various ethnic groups are represented in a community these can provide a basis for learning about and enjoying different cultures and traditions and can become significant local community events.

Our proposals will have an impact on retailer confidence in the future of Greenford and the Council should present the "Good for Greenford" programme to major retailers and property agents in order to encourage investment and strengthen the retail offer. A dialogue with retailers has to be initiated to learn about their problems and to encourage them to think about the town in a positive way. It will be important to engage with Tesco to exploring the possibility of creating a larger food store offering a wider range of goods to underpin the Greenford's role as a District Centre. Approaches should also be made to the Post Office to encourage the relocation of its services to the Broadway. Promotional material circulated to journals and property agents could also influence the attraction of quality retail investment to the town.



Conclusions and a call to action

Greenford role as a District centre is declining. The loss of the Sainsbury's supermarket about six years ago appears to have been a significant turning point. Additionally, changes in the consumer base and loss of trade to large out-of-town superstores that are providing an increasing range of goods and services, is contributing to the downward spiral. The deterioration in the town's trading position has been matched by a widespread neglect, shown in the profusion of weeds, litter, refuse, graffiti, rats, poor paving and the low quality appearance of shops that disfigure the character of the town. There is a marked public dissatisfaction with the town's environment and without urgent action, further loss of important retailers is likely.

This critical appraisal has focused on assessing how the town performs from a consumer point of view and the proposals for action focus on the changes required to enable it to become more attractive and successful as a convenience shopping centre. ***The core recommendation is that a substantial make-over of Broadway must be undertaken so the balance between vehicles and people is shifted in favour of the latter.*** However, the proposals do not ignore the need to accommodate buses and traffic generally and it is believed that the changes proposed will enhance traffic movement particularly during congested periods.

This shift in emphasis would create a high quality environment that can be used much more intensively than at present, both for stop & shop parking and for street cafés, markets and special events.

Another key recommendation is that urgent action is required to exploit the fine architectural heritage of Greenford and transform the appearance of the place. To be effective, this will require firm action to set new standards and to 'harness' money spent by businesses on the exterior of their properties so that this becomes a progressive investment in the future of the town. The alternative, is that businesses will continue to do what they are doing at present, standards will decline further and much of the original character of the town will eventually be lost for ever.

The stop & shop car parking will be strongly appreciated by businesses and the reorganisation of the layout and access to the large central parking area will make it significantly easier to use. Taken together, these two measures should make Greenford substantially more attractive to car-borne consumers.

Only the Council can take the lead in orchestrating major changes such as the repaving of Broadway, the creation of stop & shop parking and the pedestrian priority area along Ruislip Road. However, without the participation of businesses - in making land available, agreeing to access changes and improving their frontages, the town will not function well enough and its 'down-at-heel' appearance will be perpetuated. If this occurs, the Council's investment will have been largely in vain.

Therefore to transform the town's potential, it is essential that the prevailing 'nobody cares' attitude is dispelled. All must play a part and businesses must be persuaded to cooperate with the Council in a partnership that acts to progressively change the appearance of the town centre and increase spending in shops and businesses.

The "Good for Greenford" campaign will be a crucial tool to encourage individual businesses to focus on what their contribution to the programme will be. They must see that the fortunes of their businesses and their own prosperity is inextricably linked to that of the town.

Whilst we have made every effort to represent genuine facts, figures, quotes and concepts in the preparation of this report, we can accept no liability for its contents and their implication outside the formal printed documentation that we have issued. Availability in electronic format renders our text and images capable of manipulation that may or may not alter its meaning, and therefore its interpretation.

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New Horizon Partnership Management Limited

Chris Hollins launched New Horizon Ltd in 2000 to continue the work he had pursued for ten years as Town Centre Support Manager with Boots The Chemists. While there he worked with other national retailers, property owners, managing agents and local authorities to establish successful town centre management partnerships. Prior to this he had been seconded to be Scotland's first Town Centre Manager (TCM) at Falkirk in 1989.

A founder member and currently Vice-chairman of the Association of Town Centre Management (ATCM), he has played a leading role in driving through the acceptance of town centre management by national government, reflected in planning guidance from the Office of the Deputy Prime Minister and the Scottish Executive. More recently he has focused on the development of the legislation to introduce Business Improvement Districts into the UK and is currently working with the first wave of BIDs to realise the enormous benefits the concept will bring to local partnerships. He has been responsible for or co-edited several publications including *Caring for our Towns and Cities*, *The Recruitment, Selection and Induction Training of TCMs*, *About Town*, and *Safety in the City*.

Nigel Frost is an experienced property professional specialising in retail location and development research. He has operated at senior management level for more than 20 years advising on investment strategies for property owners, investors and developers. He has undertaken location-planning analysis for a number of prominent national companies including: Boots The Chemists, Wilson Bowden Developments, Focus Wickes Ltd, Healey and Baker London and Fisher, Hargreaves Proctor (Nottingham). He directed a store location expansion strategy that resulted in 250 new Boots stores throughout the UK and Ireland. His retail capacity studies have directly influenced key commercial investment decisions leading to high quality developments in a number of towns. He has also worked on town centre regeneration proposals, which have resulted in substantial investments strengthening property portfolios, supporting local economies and improving city living. He continues to provide bespoke data analysis for investors, developers and businesses and property acquisition and disposal advice for several national retail chains.

John Lockwood is a town planner and urban designer. Formerly he was head of economic strategy at Calderdale Metropolitan Borough and director of an innovative regeneration partnership that attracted significant amounts of private sector investment to Halifax and its surrounding towns. He has extensive knowledge of the workings of local government and hands-on experience of development projects and shop front design and restoration. He also has considerable public relations and marketing experience. Since 1995 he has published periodic *Lockwood Surveys* aimed at identifying factors that have an influence on the performance of town centre businesses and particularly the relationship between the character and quality of the urban environment and consumer behaviour. He also works with a wide spread of national retailers to provide a unique insight into retail performance in UK town and city centres.

The range of New Horizon contracts has been extensive and varied as the following testifies:

- **Town centre management** work including: setting up TCM schemes, reviewing and remodelling of management processes, creation of business plans and membership scheme development. Locations supported include: London Borough of Enfield, City of Stoke on Trent, Rugby (through Best Value principles), Salisbury, Dundee, Middlesbrough, Nottingham, Bedford and Poole.
- **Business reviews** for TCM in Eastleigh, Crawley and Keighley for Bradford MDC using innovative community sampling techniques to aid the refocusing of activities.
- **Business Improvement District** launch documentation and research for the Central London Circle Initiative, Rugby, Bedford, Peterborough, Ipswich, Derby, York and Nottingham.
- **Community and business partnership reviews** for Retford, Guisborough and Stapleford, Eastwood and Beeston for Broxtowe Borough Council in Nottinghamshire, and the Welland Sub-strategic Partnership in South Leicestershire and East Northamptonshire.
- **Property investment and land acquisition advice** to developers and local authorities in Stoke on Trent, Charnwood (Loughborough) and East Lindsey (Skegness).
- **A major regeneration study** for the Five Towns community project within Wakefield MDC as part of the Yorkshire Forward Urban Regeneration Strategy, including the towns of Castleford, Pontefract and Normanton.
- **Consumer-oriented town centre appraisals** with a package of proposals for the transformation of the retail potential of Henley, Thame and Wallingford for South Oxfordshire District Council and Stone in Staffordshire.

Other work includes: on-street market research for several of the Countryside Agency's Market Towns Initiatives; community workshops and transport intermodal studies for three county authorities; reformulation of on-street trading policy in Nottingham; two Birmingham City Centre Partnership Vision reviews; town centre master planning and community engagement in Stockton with Drivers Jonas and Edaw; an evening economy review for the Royal Borough of Windsor and Maidenhead in conjunction with Thames Valley Police; reconfiguration of the Town Centre Partnership in High Wycombe.

The breadth and depth of expertise of New Horizon to contribute to the development of successful town and city centres is increasingly being recognised. Recently advisory visits to discuss City Centre Regeneration and Partnership Management have been made to Japan and Jerusalem, with delegations from other countries entertained here in the UK too. Our previous clients are all happy to provide appropriate references if you require them. Please use the contact details below to obtain contact information.

November 2006

LOCKWOOD TOWN CENTRE SURVEY 2006**GREENFORD**

The purpose of the survey is to examine the competitiveness & character of the town centre by assessing key aspects of its performance. A single questionnaire is to be jointly completed by a panel of local people. The approach adopted in previous surveys is for a small, broad based group to be formed representing a range of businesses and agencies that have a close interest in the centre. In Greenford's case it is suggested that this could include retailers, a banker, a local employer, police, public transport users and town centre management group.

Groups normally meet for about one hour which is long enough to complete the questionnaire, provided the discussion is businesslike. It helps if the questionnaire is circulated in advance so that participants know what is to be covered. The aim is to get an overview of standards and facilities. Care should be taken, as far as possible, not to allow a localised problem in one part of the centre to produce an unbalanced response on individual topics.

Please indicate with a ✓ your assessment of standards in your centre compared with centres of a similar size.

Centre access & parking

Please ✓ as appropriate

	V. poor	Poor	OK	Good	V. good
Car access 9.30 a.m. to 4.30 p.m.					
Parking information systems: Direction signing, spaces info. etc.					
Amount of convenient parking					
Quality of shopper's parking: maintenance, cleanliness, lighting etc...					

Quantity of parking:

Short stay

Long stay

	Severe shortage	Not enough	OK	Good	V. good
Short stay					
Long stay					

Are short stay spaces occupied by shop & office workers? Yes No

Please comment on transportation matters that have affected town centre trading conditions:

Public transport serving the shopping centre

Journey times satisfactory? Yes No

Convenient to main shopping area? Yes No

Are bus priority lanes used on key routes? Yes No

Please comment on any local issues: e.g. reliability, services - evening/weekend or rural etc

Is the centre served by park & ride? Yes No

Please comment on the strengths & weaknesses of the service:

Security

V. poor Poor OK Good V. good

Coverage of CCTV

Car parking security

Presence of uniformed police in the centre?

Are there specific officers serving the centre?

Yes No

Environment

Quality of environment compared with other centres?

Quality of street cleaning?

Action to remove graffiti or fly posting in prominent areas?

Quality of maintenance of paving, landscaping & street furniture?

Toilets & facilities

Level of provision of toilets?

Standard of cleanliness?

Lift up seats & H&C water?

Key facilities have attendant and are inspected/cleaned regularly

Marketing & promotion

Programme of festivals/events?

Christmas planning exercise?

Has marketing and promotion improved in recent years - or continued to maintain good standards?

No A little Fair amount Significant amount Maintained good standards

Evening/Sunday shopping

Support for regular late shopping?

Support for regular Sunday shopping?

V. poor Poor OK Good V. good

PTO

Factors affecting trading conditions

To which **out-of-town centres** do you lose trade?

Which town/city centres are your **major** competitors?

Has new shopping floorspace been added to the centre in the last two years? Please describe: size (m²) & no. of units

Did trade in existing businesses fall? Yes No

If Yes – how widespread was the impact?

Is trade recovering now? Yes No

Are there other factors within or adjacent to the centre which have had an adverse effect on trade e.g. loss of parking, decline in public transport, loss of local employment, redevelopment, traffic intrusion/pollution, edge of town shopping etc. Please list and *if possible* give % impact on store performance:

Are there factors within or adjacent to the centre which have had a beneficial effect on trade e.g. new retail facilities, extra parking, traffic management, new employment, new housing etc. Please list and *if possible* give % impact on store performance:

Town Centre Management Please ✓ as appropriate

Does your centre have a TCM scheme or partnership? Yes No

If a scheme started/ended in last two years
please give the dates it operated:

Please comment on the effectiveness of the scheme.

Who managed the scheme on a day-to-day basis?

If there is a TCM team - how many staff are involved?

Approximately how many businesses participate in joint promotions, events, hanging basket schemes, Christmas programme etc.? No. _____

What is the total value of promotional activity managed or co-ordinated by the town centre scheme?

Approx. Value
£

Panel members

You may wish to list the panel members below. It will be helpful if the telephone no. is provided of one of the business representatives who can be contacted in case clarification is required. Names provided will not be disclosed to the press or third parties.

Retailers:	Telephone:
Banker:	
Hotelier:	
Employer:	
TCM:	
Chamber rep.	
Others:	

Others: