



# *Revitalising the Retail heart of Greenford*



## **INTRODUCTION**

This report has been commissioned by Ealing Borough Council. It presents the findings of a critical appraisal of Greenford town centre together with action proposals aimed at making sure that the town retains its position as a key shopping destination within the Borough.

The appraisal has three main elements:

1. An assessment of the retail performance of the centre using store takings data from national multiples and from local businesses.
2. A key performance indicator (KPI) appraisal undertaken by a broad based group of local businesspeople following the Lockwood Survey 'snapshot' approach.
3. A critical assessment by the author of the strengths and weaknesses of the town from a consumer's point of view.

The report identifies a number of key issues which affect current retail performance. It also suggests how the potential of the town could be strengthened to reverse the decline in the quality and range of its retail offer and safeguard its future role.

The *Action Plan* presents the proposals in the following three consumer-oriented themes:

Creating a higher *QUALITY* place

Creating a more *CONSUMER-FRIENDLY* place

Creating a more *COMPETITIVE* place

The Executive Summary that follows this introduction outlines the main findings and lists the actions which, if implemented, would increase footfall, make the town more attractive to consumers and create the potential to attract quality investment in future.

Some of the proposals will involve changes that some people may find challenging. However, if the potential of the town is to be realised, it must capitalise on its layout, location and distinctive character.

This is not a report prepared solely for the consumption of members of the Council, rather it is intended to be read by the townspeople and businesses of Greenford. Indeed, it is the latter group that will need to play a key part by taking more pride in the town and improving the appearance of their businesses and property. The Council has a fundamental role in initiating change but without a real response from traders and property owners, the upgrading of the appearance and potential of the town will not happen.

*Improvements are being made in many shopping centres in the UK and implementation of ideas described in this report may be assisted by experience from successful projects elsewhere in the UK. New Horizon would be pleased to offer further assistance if invited.*

*A description of the range of work undertaken by New Horizon Associates appears at the end of the report.*



## **EXECUTIVE SUMMARY**

Page No.

### **RETAIL AND CONSUMER TRENDS**

In many parts of the country, spending in the traditional high street is declining as car-borne consumers have a widening selection of shopping destinations from which to choose. ***Greenford is vulnerable to competition and additionally, businesses are being affected by changes in the local consumer base.***

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#### **The importance of the car**

***A combination of a high-quality shopping experience and convenient, consumer-friendly parking will be vital in sustaining footfall and spending in Greenford town centre.***

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#### **Appraisal of store performance**

***Some businesses are affected by declining takings. The process of decline needs to be reversed and the quality of retail offer improved. In particular a larger foodstore is required to generate footfall and underpin Greenford's District Centre role.***

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#### **Performance Appraisal 'Snapshots'**

The analysis by local people indicates that ***there is great dissatisfaction with the Greenford 'experience'***. In particular, action is needed to improve the environment and appearance of the centre as well as access for shoppers. Provision of long-stay parking for workers is also needed. ***There is considerable potential to boost trade by initiating marketing and promotion activities.***

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### **CRITICAL APPRAISAL OF THE GREENFORD 'EXPERIENCE'**

9

The main findings of the appraisal are as follows:

#### **The main car park is surrounded by weeds, graffiti and rubbish.**

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Tesco's parking, servicing and facilities for pedestrians at the rear are unsatisfactory. Broadway offers an attractive shopping environment but ***traffic acts as a barrier to the free flow of people between shopping frontages*** in the town and this inhibits growth in footfall.

**The footway from Tesco to Ruislip Road is too narrow** to function as a key route into the shopping core of the town.

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**The quality of paving along Broadway is poor** and action to remove hazards for pedestrians in the centre is vital.

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**The design of street furniture and quality of maintenance is poor.**

**Street cleaning requires improvement and a major effort is needed to rid the town of graffiti which is having a serious impact on the town.**

**Public transport is excellent** but buses contribute to congestion in the town and the extensive space allocated for bus stops is not used efficiently.

**Poor access to off-street car parks limits their potential to benefit the town.**

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**The 'stop & shop' parking on Greenford Road is an asset to the centre.**

**The appearance and image of the town is damaged by low quality, badly designed, poorly maintained shop frontages.**

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### **CONCLUSIONS FROM THE APPRAISAL**

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Greenford is busy but has seen a decline in its fortunes in recent years and the general neglect of the environmental and appearance of shops is plain for all to see. In order to improve its potential, the appearance of the town centre needs to be dramatically improved and made safer and more convenient to use.

To transform its potential it is essential that the prevailing 'nobody cares' attitude is dispelled. All must play a part: businesses must 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.

## **A VISION FOR GREENFORD - RECOMMENDATIONS FOR ACTION**

Index to  
pages:

### **Creating a much higher *QUALITY* place.**

1. The Broadway streetscape requires a significant upgrade with good quality materials and standardisation of the style and colour of its street furniture.
2. Environmental standards have to be substantially improved by removing weeds around the main car park, eradicating graffiti and dealing with litter and trade refuse far more effectively.
3. The character of town centre buildings is potentially a major asset. A new initiative is called for to substantially improve its appearance with modest grant assistance for small businesses with Conservation Area status and permitted development powers to speed up improvements.

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### **Creating a *CONSUMER-FRIENDLY* place.**

4. The balance between traffic and pedestrians should be changed by transforming Ruislip Road through Greenford Broadway into a 20 mph pedestrian-priority zone with additional pedestrian crossings on wide, paved speed tables.
5. The pedestrian environment should be improved by paving and upgrading the link between the main car park and Broadway (removing vehicles as soon as possible), widening the footway and removing trips and obstacles on the important link to the Tesco store along Greenford Road.
6. Create stop & shop parking along Broadway to enhance its role as a convenience shopping centre.
7. Seek the cooperation of Tesco to reorganise the main parking area and substantially improve accessibility to it.
8. Help reduce congestion by facilitating the movement of right turning buses from Windmill Lane by installing a box junction and part-time bus lane along Ruislip Road. Additionally, provide a long-stay car park for workers at Ravenor farm.

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### **Creating a more *COMPETITIVE* place.**

9. The town should develop its 'offer' and raise its profile by using spacious parts of Broadway for farmers' markets and events such as food and drink festivals and encouraging the development of a café culture with tables outside restaurants and coffee shops.
10. An effort should be made to engage with the larger retailers to understand their requirements, secure their participation and support for the programme, and encourage new investment.

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### **Conclusions and a call to action.**

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Although the town centre is declining and there is widespread dissatisfaction with what is happening there, the main conclusion of this appraisal is that there is a great deal that can be done to revitalise it. To transform the town's potential it is essential that urgent action is taken to get rid of the prevailing 'nobody cares' attitude in the town. The adoption of our proposals by the Council to transform Broadway into a high quality pedestrian priority area with door-step parking, street cafés and regular markets should give a tangible boost to retailer confidence in the town's future.

While the Council must lead in orchestrating major changes, without the participation of businesses - in making land available, agreeing to access changes and improving their frontages, what the Council might do on its own will not be enough. The proposed "Good for Greenford" campaign is an essential tool to encourage individual businesses to focus on what their contribution to the programme has to be.

# GREENFORD PROPOSALS MAP

## Key to symbols

20 m.p.h. zone



Pedestrian crossings on speed tables



Traffic light controlled

A

Uncontrolled

B

Future crossing

C

Stop & Shop parking



Bus lay-byes



Box junction



Bus lane (restricted hours a.m. & p.m.)



Improved pedestrian route



Market stall places



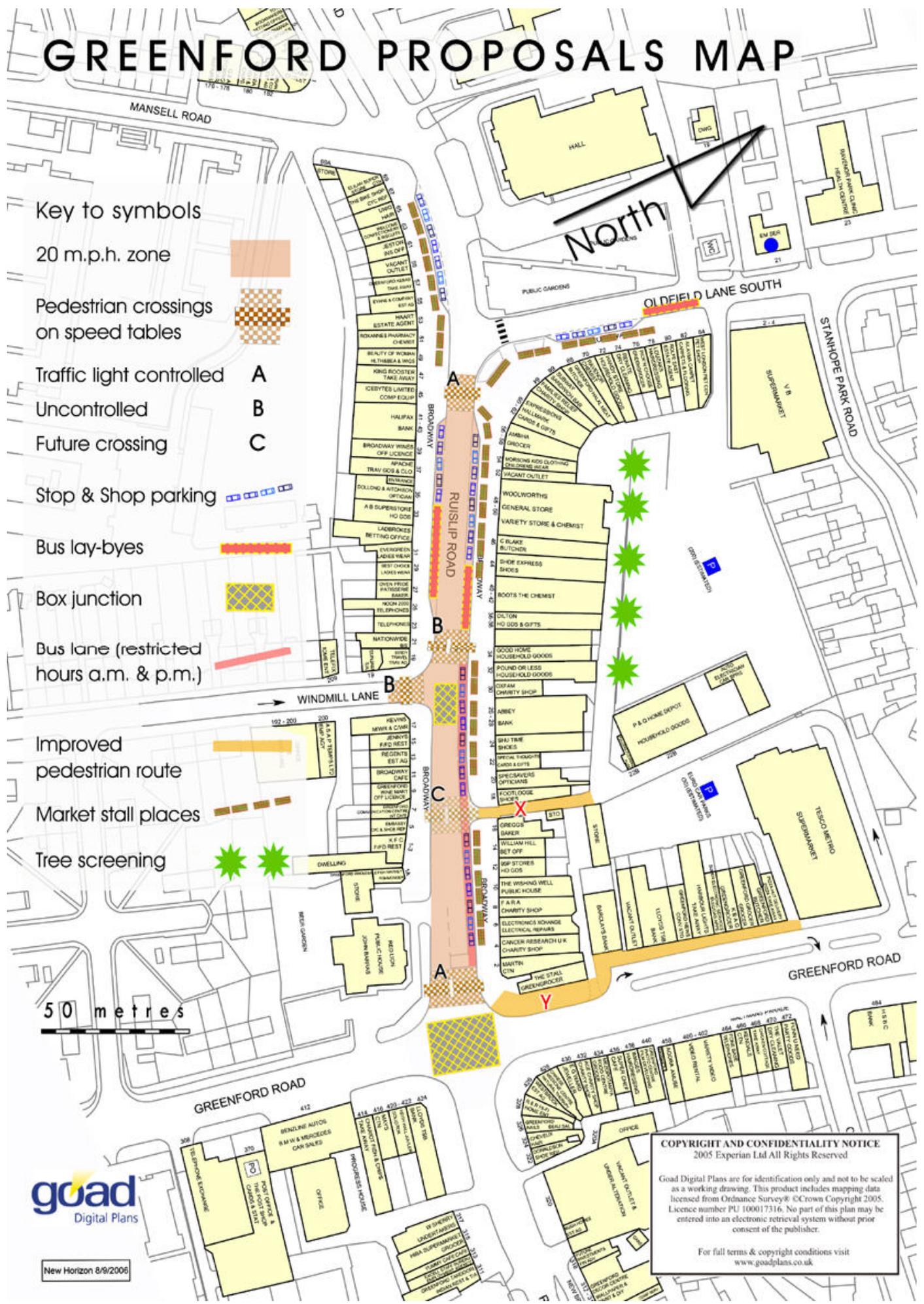
Tree screening



50 metres



New Horizon 8/9/2006



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# KEEPING THE FOCUS ON TOWN CENTRE COMPETITIVENESS

## THE CONTEXT:

### Retail and consumer trends

The UK has benefited from steady economic growth in recent years. Sustained consumer spending has played a major part in maintaining confidence in the national economy and many towns and cities are attracting major retail investment. However, despite the relative buoyancy of consumer spending, a significant proportion of town centre businesses have been affected by a deterioration in trading conditions. Two factors that have had a major influence on consumer behaviour are:

- **Growth in personal mobility.** A significant proportion of consumers now have the ability to go to the shopping destination of their choice at the time of their choosing with all the flexibility and convenience this allows.
- **Proliferation of retail outlets.** Planning policies twenty years ago promoted increasing choice and competition in retailing. As a result, new formats and outlets in edge-of-town and out-of-town locations have been constructed.

Other factors which have also contributed to a decline in takings in high street stores are:

- **Falling prices.** In recent years many retailers have maintained their competitiveness through low cost sourcing of goods, particularly from China and eastern Europe. As a result, prices of many nationally traded goods have actually fallen in relative terms while increased competition has further 'squeezed' margins.
- **High spend trips to 'honey pots'.** New, high-quality and often spectacular developments have opened in cities and regional centres, significantly increasing their appeal to consumers and attracting more high spending shopping trips. The White City development will fall into this category when it opens in two years time.
- **E-tailing.** On-line sales are steadily increasing. It is not uncommon in certain retail sectors to hear of businesses who have gone on-line to increase their turnover and found that they are attracting significant amounts of business without incurring additional overheads. Weekly shopping on-line supported by home delivery is also growing in popularity.

A further factor which is affecting businesses and the retail mix is the segmentation of the market as a result of social and demographic trends. Businesses are finding that they have to cater for both increasing numbers of older 'grey shoppers' and the quite different tastes and needs of a rising generation of high-spending young people.

***The proportion of total consumer spending taking place in the traditional high street is declining and an increasing number of car-borne consumers have a widening selection of shopping destinations from which to choose. Greenford is vulnerable to all these factors and additionally has seen a significant influx of economic migrants with limited spending power which has increased the segmentation of local consumer demand.***



## The importance of the car.

The report "Towards an Urban Renaissance" produced in 1999 by the Urban Task Force under the chairmanship of Lord Rogers acknowledged that car traffic was predicted to grow by  $\frac{1}{3}$  by 2020. It argued that a change of culture was required involving persuading people to "get out of their cars" and use public transport.

It is evident that in many parts of the country only major cities and tourist centres have either the scale of retail offer or other attractions to persuade consumers to accept the inconvenience and lack of comfort involved in using public transport for all or part of their journey. However, in the greater London area, congestion is increasingly constraining the usefulness of cars as the most convenient primary means of transportation. Conversely, it is still the case that, for certain journeys e.g. supermarket provisions shopping, the car is still the preferred means of transport for many people.

The growth in personal mobility and availability of a wide range of shopping destinations is increasingly affecting where people choose to go for high spending shopping trips. It is well established that regional out-of-town shopping centres now attract people from as far as 90 to 100 miles away.

It is important to recognise that although described as 'out-of-town' the popularity of these centres does not arise primarily for locational reasons but because they function as '**carcentrics**' - **purpose-designed centres catering for car-borne shoppers**. Figures for retail store takings across the UK show that for many years carcentrics have consistently out-performed other types of centre.

Government policy is moving towards reducing provision for cars in town centres and encouraging alternative modes of travel. However, this is strikingly at odds with consumers' desire to own and use cars. Unless handled carefully at the local level, this conflict of interest will undoubtedly lead to shifts in consumer behaviour and will have significant implications for the viability of businesses in town centres if restrictions *drive* people to go elsewhere.

***It is clear that for the foreseeable future, the use of cars will have a major influence on where people shop. This has major implications for planning and transportation authorities who will have to continue to provide good quality facilities for car-borne consumers if the viability of businesses in town centres is to be maintained. The combination of a high-quality shopping experience and convenient, consumer friendly parking will be vital in sustaining footfall and spending in Greenford town centre.***



## APPRAISAL OF STORE PERFORMANCE

In recent years trading conditions have gradually deteriorated for the majority of high street businesses in the UK. Unpublished figures from stores of national multiples in 500 UK centres show that in overall terms, since 2000, only one third of outlets are achieving annual growth in takings that keep pace with inflation. Furthermore, the proportion of stores that are affected by a decline in takings (i.e. with falling cash takings) has risen dramatically to more than 50% in 2005/6 (cf. less than 25% in 1999/2000).

The story behind this picture is that businesses trading nationally have maintained their profitability by low cost sourcing of goods. Nevertheless, for many businesses, the cheap goods flooding the UK market are a factor that has driven down profit margins and made the task of maintaining profitability more difficult. Added to this, competition has increased as the major supermarkets other retail chains aggressively compete to increase their share of local consumer spending.

In this difficult trading climate it is important to assess whether Greenford is a 'failing' centre i.e. whether the percentage of businesses affected by declining takings has risen above 50% or whether a good proportion of businesses are trading strongly.

Council officers asked a number of businesses to provide figures relating to the percentage increase or decrease in trade in recent years on a strictly confidential basis. Four responded and the information supplied has been added to data provided by national multiples to give a partial insight into how businesses in Greenford have fared in recent years. Data going back to 2002/3 is available for four businesses (two local and two national) and seven provided data relating to the last two years.

The partial data for the early years indicates that trading conditions were very difficult with most of the stores affected by declining takings. More recently the figures show a number of stores achieving growth equal to, and even double, the rate of inflation. However, each year three out of seven stores had declining takings and two (not the same each year) were affected by decline of more than 5%. It is not possible to draw firm conclusions from such limited data. However, superficially at least, it appears that business performance is 'polarised' i.e. there are extremes of growth and decline among the businesses. This pattern is not unusual among UK towns in recent years. The danger for these towns is that if trade becomes increasingly depressed and footfall and spending continue to decline, the viability of more businesses will be threatened. This could lead to closures of key retailers and a downgrading of the role of individual centres.

This assessment of trading conditions was substantiated in conversations with both retailers and people using the centre. The general consensus appears to be that Greenford is busy but has experienced a progressive deterioration in the quality of the retail offer since the the closure of Sainsbury's supermarket about five years ago. There was repeated reference to the increasing number of discount stores and lack of quality shops. Traders also commented on the changing customer profile as more people are attracted to low cost housing in the surrounding area. They said that, unless parking is provided outside the shops, businesses in other centres such as Ruislip High Street which has free short stay parking outside shops, would perform better.

***There is no doubt that some businesses are struggling and need an urgent boost in trade. More people with greater spending power should be encouraged to shop in the centre. The process of decline needs to be reversed and the quality of retail offer improved. In particular a larger foodstore is required to generate footfall and underpin Greenford's District Centre role.***



## PERFORMANCE APPRAISAL ‘SNAPSHOTS’

Council Officers arranged for a *Lockwood Survey Questionnaire* (copy attached in Appendix 2) to be jointly completed by a broad-based panel of local business people. The questionnaire asked for the views of the panel on the standard or quality of provisions and facilities which are available to consumers or businesses in the town centre. Whilst the approach is subjective, its main purpose is to highlight the strengths and weaknesses of the centre which are scored on a notional scale.

The analysis focuses on (1) ways of attracting shoppers, (2) providing what they want and (3) giving them a good experience. Thus the focus of consideration can be categorised under three main headings: *Capturing, Catering and Caring* for consumers:

- 1. Capturing consumers:** i.e. marketing and promotional activities intended to raise the profile and attract people to the centre. This includes advertising and generating media coverage, also organising festivals and events aimed at creating a lively and interesting atmosphere.
- 2. Catering for consumers:** including car parking, accessibility and support for Sunday and late night shopping.
- 3. Caring for consumers:** sometimes referred to as ‘clean and safe’ provisions i.e. toilets, street cleaning, CCTV, police presence, graffiti removal and street maintenance. This also includes pedestrian signage and information.

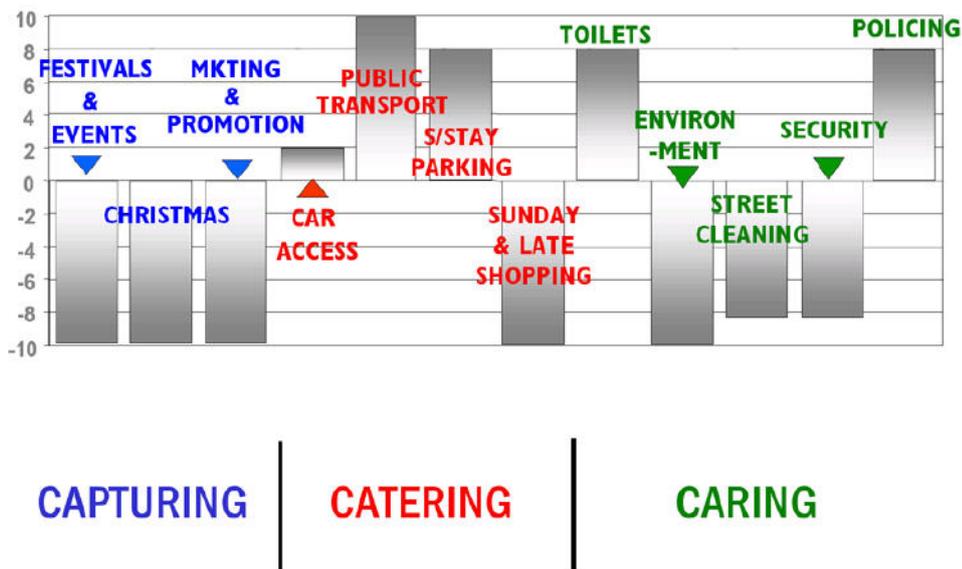
The results for Greenford are reproduced opposite and compared with the results for Brent Cross prepared in 2000. It is important to note that the Greenford panel was not comparing centres but expressing a view on their own centre. It is immediately apparent that the panel at Brent Cross were positive about all features of their centre and, crucially, felt that marketing and promotion i.e. the attraction of people to the centre, was very good. Since then the centre has had improvements so it is likely that scores in other areas will be higher now.

In Greenford, public transport and the quantity and quality of short stay parking which are important to the viability of the centre are viewed as good. However the panel’s view of access between 9.30 a.m. and 4.30 p.m. was that congestion and poor access made it unsatisfactory. They also particularly drew attention to the lack of provision of long stay parking for workers.

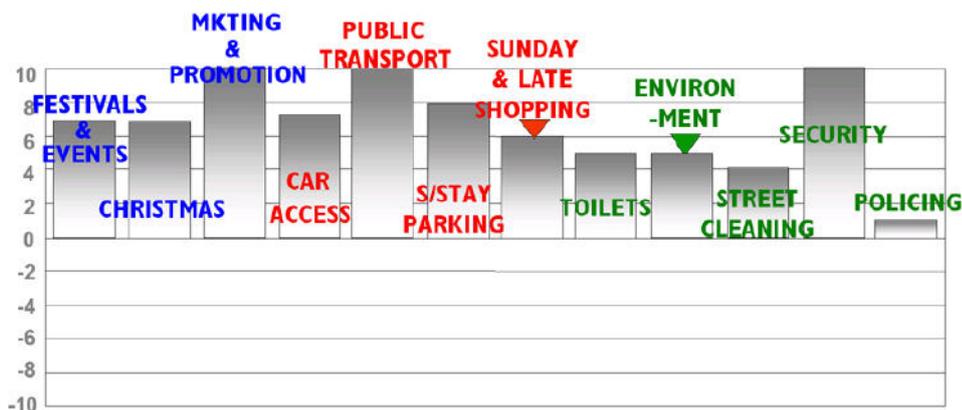
The low ‘Security’ score relates to lack of CCTV in the town centre and this is due to be remedied shortly. Businesses in the town have no ‘radio link’ security scheme. However the town scores well on policing because from spring 2006 the centre has been served by a dedicated team, although currently it is at half strength.

The centre has two major failings: environmental conditions are rated as very poor and ‘Capturing’ of consumers by marketing and promotion appears to be completely lacking.

**Table 6. Greenford 2006 ‘snapshot’**



**Table 7. Brent Cross 2000 ‘snapshot’**



***This analysis by local people indicates that many aspects of the Greenford 'experience' are not good. In particular action is needed to improve the environment and appearance of the centre as well as access for shoppers. There is considerable potential to boost trade by initiating marketing and promotion activities.***

### **CRITICAL APPRAISAL OF THE GREENFORD 'EXPERIENCE'**

A number of visits were made to the town centre in order to assess the strengths and weaknesses of the town from a consumer's point of view.

The findings described below are presented in a structured way using the 'capturing, catering, caring' framework described above but taking the headings in reverse order so that the focus is on the experience within the centre first.

#### **A place that 'cares'?**

***First impressions*** of Greenford are favourable: impressive and substantial 1930's architecture with attractive brickwork and distinctive embellishments permeates the town, giving it a unique identity and character. The Broadway, with its excellent floral beds, trees and wide footways, is a pleasant and safe shopping environment. While buildings in Greenford Road have a similar distinctive architectural character, it is a heavily trafficked arterial road so is a real barrier to pedestrian movement that makes for a much less attractive consumer experience.

The town centre is busy and although some of the shops are neglected and down-at-heel, it has not, as yet, degenerated into a shopping 'strip' dominated by take-aways and relatively low grade service businesses. However the proliferation of discount and



charity shops and a neglect of environmental standards around the centre are ominous warnings of what could easily happen.

**The main car park** is well surfaced and laid out but its surrounding area is not attractive and it has a disturbing air of neglect. Weeds flourish in profusion all around the perimeter and on the few landscaped areas that exist within it. The untidy, uncontrolled growth of shrubbery has reached the point where even information signs are becoming hidden by it.

The backs of buildings around the car park are not attractive in appearance. They comprise a mix of brick outbuildings, neglected shacks and lean-to structures, metal access stairs to first floor accommodation, unscreened space used for wheelie bins and untidy private parking areas. The land at the back of property in Greenford Road is similar with unattractive fencing and even a sea-going container parked there.

The unattractive setting is made worse by disfiguring graffiti that appears on buildings, walls and signs and even on vans and vehicles parked overnight. Additionally, trade refuse, cardboard cartons and rubbish are piled up alongside the service road which separates the car park from the backs of adjoining property. Finally to reach shops on The Broadway, pedestrians have to share a narrow alleyway with cars and lorries leaving Tesco's car park, which is very unsatisfactory.

The parking and servicing arrangements at the back of Tesco are chaotic and the general surroundings and links with the main car park are crude and dangerous (see photos below).



**The prime shopping frontages are in Broadway** which has wide footways and trees that mitigate the impact of traffic flowing through on Ruislip Road. At certain times of the day road congestion here virtually reaches the point of grid-lock and this impacts on access to the centre and on the shopping environment. However during the middle of the day traffic is much lighter and, although it appears hazardous, people are crossing from shops on one side of The Broadway to the other all the time.

The eastern side of Greenford Road is similar in character with wide footways but the sheer volume of road traffic separating it from The Broadway inhibits footfall growth.

In complete contrast with the rest of the town centre, **the footways on the western side of Greenford Road are very narrow and difficult to use.** Tesco is an important generator of custom for the rest of the town centre and the section of footway along to Barclays Bank is very busy. Unfortunately it is so narrow that it is very difficult walk along without being obstructed by car doors, mothers with children and push chairs or people coming in and out of the shops. At the road junction a greengrocers has the appearance of a market stall which adds to the character of the town, but here also the footway is inadequate for such a key part of the town centre.



**The quality of paving** is good on the edges of the town centre but deteriorates substantially along the main part of Broadway. There are many areas where paving slabs are cracked, tilted or sunken creating hazardous 'trips' for pedestrians. Manholes and covers for services are not flush with the surface of paving. Loose blockwork around trees and deteriorating concrete margins all present risks to pedestrians and particularly for people with impaired mobility or partial sight.

Other hazards include:

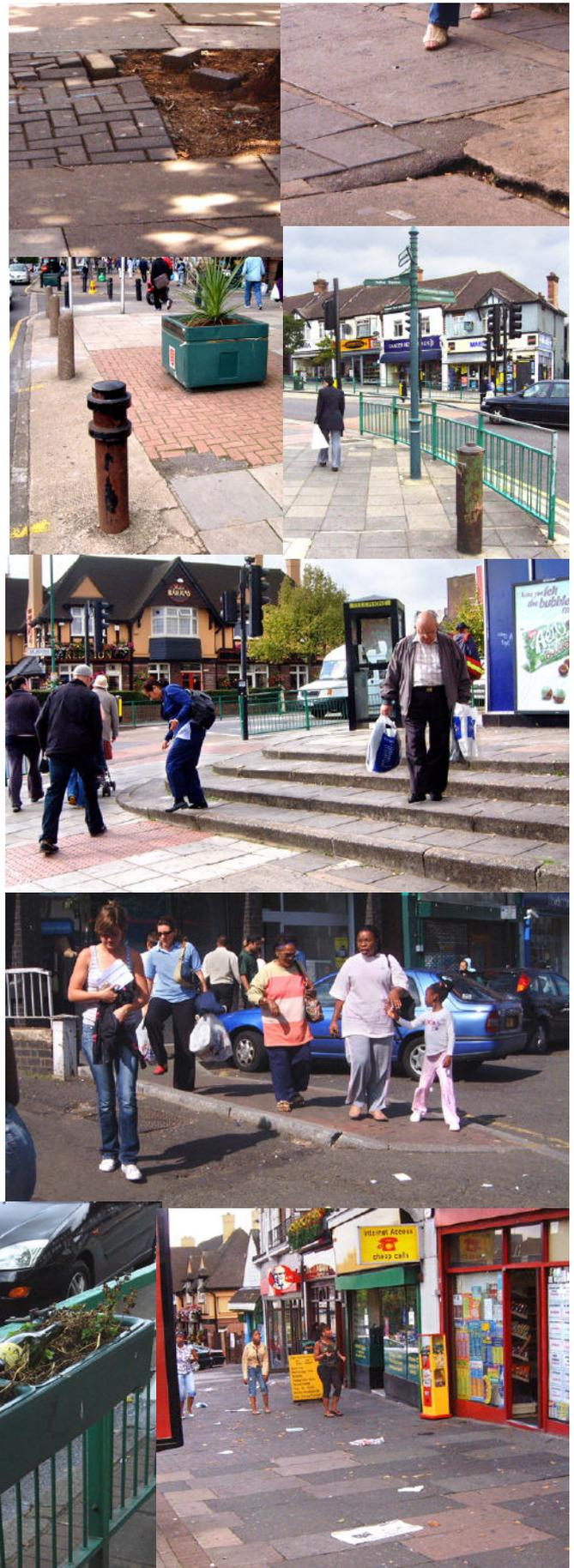
i. Steps on the corner of Ruislip Road and Greenford Road. These are difficult for pedestrians to negotiate and reduce the width of pavement at a point where more space is needed so people can flow around the corner easily and not be balked by people waiting to cross the main road.

ii. Outside Barclays Bank, the narrow footway meets a ramp giving service access to the backs of Ruislip Road properties. Here the change in levels and arrangement of kerbs has created a really dangerous obstacle for pedestrians to negotiate.

**Street furniture does not enhance the character of the centre.** There is no standardisation of design, colour or materials and the level of maintenance is poor. Many of the steel bollards are rusty and planters are neglected. In their present state, the robust design of steel bollards would be more appropriate for an industrial estate or a dockside than a town centre environment.

**The standard of street cleaning** was observed to be good in much of the centre except for the south side of Broadway. It is likely that major contributors to the problem are the fast food outlets located on this side of the street.

**Graffiti occurs throughout the centre** creating a threatening atmosphere and contributing to a general impression of neglect. It has reached epidemic proportions touching every part of the centre and will require a major effort to reclaim ownership from the individuals who have made it their territory.



## A place that 'caters' for shoppers?

Greenford is a district centre catering mainly for people's day to day needs. Therefore it is important that local people find the centre convenient and and easy to use. It does not have a rail link but it has the potential to attract people from a wider area via the 19 bus services that pass through the centre. In addition certain businesses sell speciality foods for particular nationalities that attract people regionally and from even further afield.

**The quality of the retail offer has declined in recent years.** The consensus in the town is that the withdrawal of J Sainsbury from the town a number of years ago made a big difference and since then trade and the quality of the shops has deteriorated. The Tesco Metro does not have the space to offer the range of goods needed for the town to fulfil its District Centre role and although the arrival of a new Lidl supermarket will increase the scale of retailing in the town it will not add to the quality of the retail offer.

Nevertheless the town is busy and the fact that there are few vacant properties indicates that footfall is sufficient to sustain retail activity. In general the centre is compact and well-defined making it easy to use and despite the vehicular traffic, much of Broadway has a pleasant relaxed atmosphere. However a major failing is that the general post office is some distance away from the main shops along Greenford Road in a very inconvenient location.

**Public transport** services are excellent with 19 services operating from the centre and a bus coming or going approximately every 36 seconds during the day. However buses contribute to congestion and at times make it difficult for pedestrians to cross Ruislip Road. One of the problems is that a disproportionate amount of road space has been provided for the bus stops on the south side of Ruislip Road. Because buses are coming and going with such frequency, buses do not use this space fully. They queue behind each other holding up traffic following them and blocking the Windmill Lane junction.

**The main car park is very conveniently located behind the shops but access for vehicles is restricted.** The official entrance and exit to the Council operated public car park is via Oldfield Road South while access to the small Tesco car park is restricted to a ramp from Greenford Road with exit via a narrow alley into Ruislip Road. It is possible to gain access to Tesco's parking via this narrow alley but it is only wide enough for one vehicle. The parking and servicing arrangements at the back of Tesco are chaotic and can be very frustrating to use. Some use the service road to go from one car park to another but it is clear that the limitations on entry and exit points is very unsatisfactory and must discourage people from using the centre.

On-street parking within the centre is restricted to the short length of road that runs parallel to Greenford Road from Barclays to Tesco. This 'stop & shop' parking works very well and the turnover of spaces is extremely high, clearly making a significant difference to the businesses in that part of the town centre.



### A place that 'captures' consumers?

This area of analysis is normally concerned with quality of marketing and promotional activities but in the context of taking a consumer view of the centre the primary concern is on **the image, appearance and vitality of the town.**

Ideally the aim is to have a town centre with a distinctive and attractive character which appeals to people and differentiates it from other places.

***Much of Greenford's architecture is good quality and impressive.*** Substantial city scale stylish buildings from the 1930's dominate the town but there are also domestic scale buildings that make a valuable contribution to a sense of place. Apart from the 1960's Barclay's building on Greenford Road the town has escaped the ravages of redevelopment that has degraded the character and individuality of many towns.

However ***the character of the town is spoiled by the poor quality of shop frontages.*** Many businesses have crude box signs, shutters and blind boxes literally mounted on top of layers of previous signs. In some cases signs are in very poor condition and the surrounding fine architectural detailing that framed the original sign, is neglected and left to rot away.

This lack of appreciation for the existing buildings and an attitude that 'anything will do' is exemplified in a big way by the design of the KFC shop front which completely ignores the architecture of the building of which it is a part. Similarly but on a much smaller scale, the same attitude is demonstrated by the cheap expedient of taking a plastic rainwater pipe straight down the outside of the building to discharge on to the footway rather than connect it to the existing cast iron pipe which has a plastic bag stuffed into its top.

