

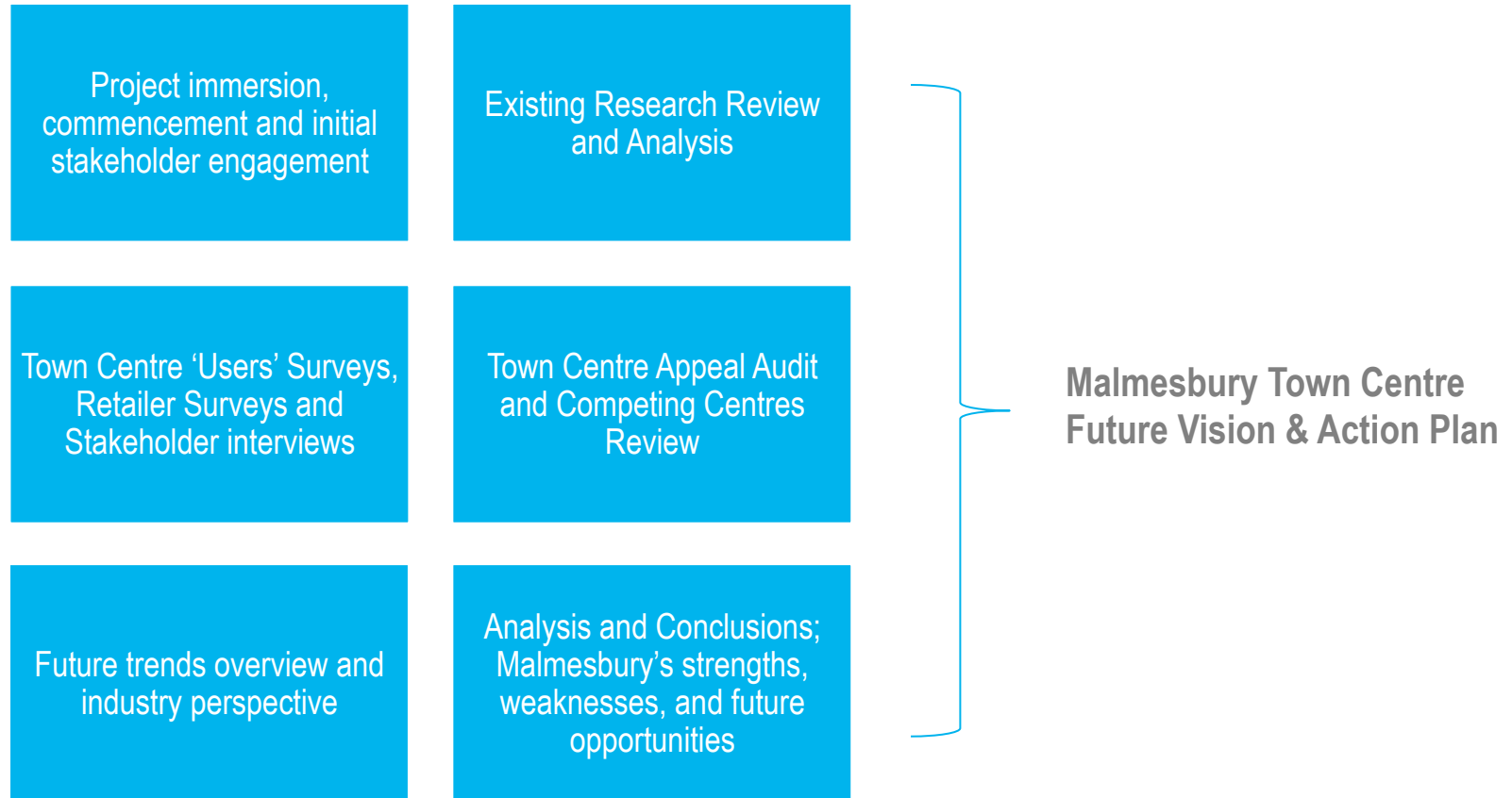
# Malmesbury Town Centre Action Plan Summary Presentation

Prepared for



January 2015

# 1 Content and Project Approach Overview



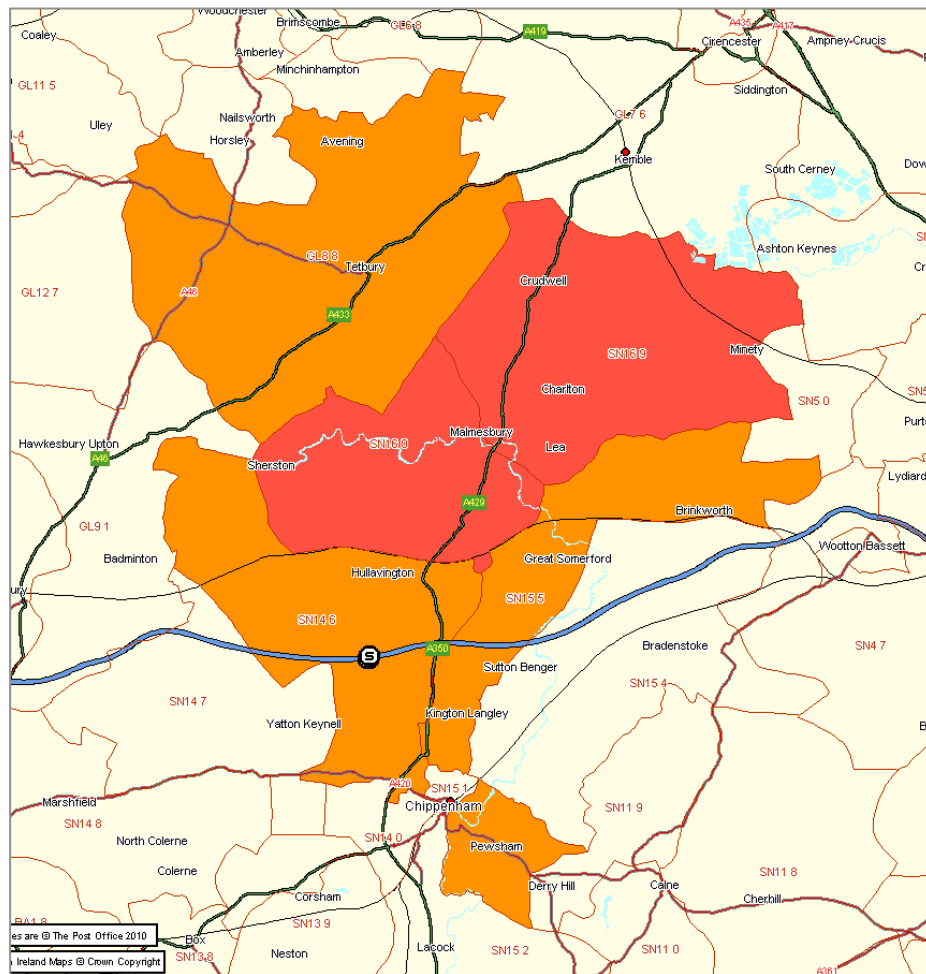
## 2 Project Objectives

### **The key objectives of the study were:**

- To provide a clear and cohesive vision, strategy and action plan for Malmesbury Town Centre
- To provide a detailed and practical Action Plan that is focused on the needs of the future customer base, the role and opportunity in the local competitive hierarchy and the views and aspirations of established stakeholders in the town centre
- To provide an Action Plan to support, grow and improve the prosperity for all; to help improve the performance of the town centre
- To provide ongoing direction and support in the marketing, promotion, implementation and monitoring of the Malmesbury Action Plan

# Research Highlights

### 3 Research Highlights: *Malmesbury's Catchment*



- Based on actual user postcodes
- Local area catchment
- 60% from the core area (red)
- Two postal sectors dominate; SN16 0 and SN16 9
- 8% from the secondary area (orange)
- Extends south to Chippenham and includes Tetbury (to north west)

**33,000 residents within a clearly defined core local area**

### 3

## Research Highlights: *Current Shopper Profile*



*"Families on restricted budgets focusing on discounted / value purchases and catalogue shopping"*



*"High income people, combining jobs and families"*

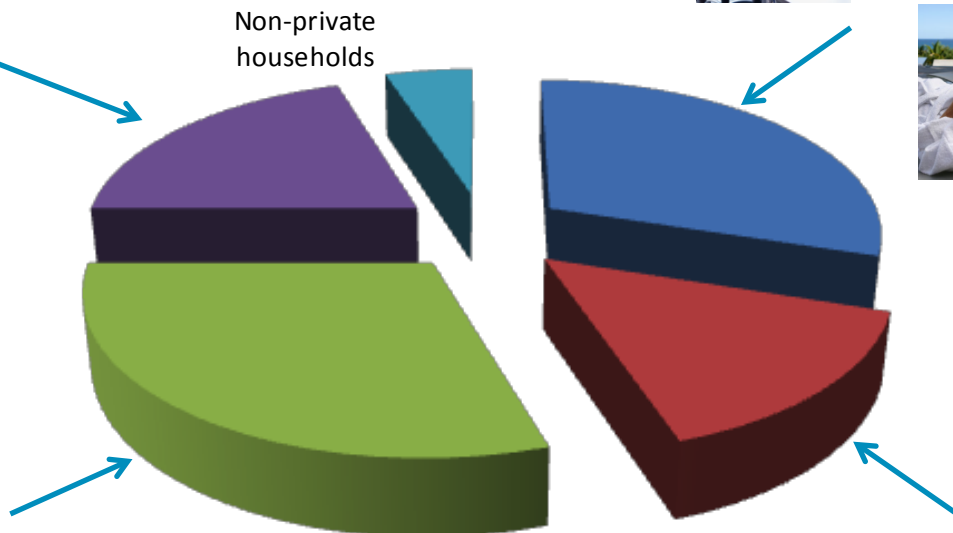
&



*"Older, affluent people with the money and time to enjoy life"*



*"These are the stable suburban families that make up much of Middle Britain"*



*"Generally younger, well educated, most are singles or couples; they are the internet generation"*

**A shopper profile biased towards the mid and upmarket with a layer of mass and value oriented consumers**

### 3 Research Highlights: *What SHOPPERS told us*

- Reason for visiting driven by 'Convenience', however there are a variety of visit drivers
- Visit patterns remain largely the same – there is a core of loyal 'town centre users'
- Malmesbury is also attracting first time visits and in some cases 'more' visits
- Usage for general shopping is good and regular; as is food shopping (75% visit for food shopping typically once a week or more often)
- Services is also an important visit driver with a frequent visit pattern
- Malmesbury is not currently attracting as many visits for leisure; visits are occasional at best
- Usage of restaurants and bars in the daytime is mixed; over 50% do use but frequency is low
- Usage of restaurants and bars in the evening is lower than the daytime, around a third, where they do visit frequency is low
- Markets are not currently visit drivers, most never visit for this reason, if they do it's occasional at best
- Visits for Special Events, as expected, are occasional; however over half rarely or never visit for this reason
- Overall current town centre users are pretty content, the most requested improvements relate to car parking

Over 400 people took part in the Town Centre Survey in July

### 3 Research Highlights: *Town Centre Review, a 'Snapshot'*

- It's well occupied
- Lots of aesthetic appeal – it's a nice place to visit
- Car park spaces fill up quickly; evidenced by double parking
- Independent dominated retail mix
- Presence of non-retail frontages in prime space
- Size of retail can be 'deceptive' – *bigger than it looks*
- Footfall levels low, but regular and consistent
- Lots of car activity
- Cycling popular
- Sociable; locals stop and talk and cafes are popular
- No obvious promotional material for any upcoming events
- Information 'under-load' & Offer 'under-load'
- Local produce a unique selling point but not widely promoted



Malmesbury has lots going for it, but there is little obvious promotion / information & impact can be weak



### 3 Research Highlights: *Malmesbury 'In Context'*

Mix of Regional Centres and smaller Town Centres

Retail offers and easy access will be driving visits

Malmesbury can 'mine' and learn from nearby locations



**'Bath'**



**'Chippenham'**



**'Tetbury'**



**'Malmesbury'**



**'Cirencester'**



**'Swindon'**

### 3 Research Highlights: *What RETAILERS told us*

- Typical shoppers have a female and older age bias
- Customers are described as regulars / locals, families and local workers; tourist and the elderly are also important groups
- Retailers consider their customers typically to be comfortably off, but a mixture of both value seekers / those on a budget and the affluent. Family orientation is also strong
- Primary reasons for visiting, it's nearby, environment, social
- Secondary reasons for visiting, convenience, general shopping, events and catering
- Chippenham and Cirencester appear to be the most used alternative shopping locations; reasons centre on the choice of shops
- Opportunities to extend opening hours to better suit customers needs
- Website and social media are the most popular mediums for business promotion
- Malmesbury continues to 'hold it's own'; most businesses are trading up or level on last year and for many, customer numbers have increased
- Retailers consider their businesses to be successful (71% good or very good), the town centre as a whole less so (38% good, 36% satisfactory)

**70% of retailers surveyed took part; 46 retailers, great response, good quality feedback**

### 3 Research Highlights: *What RETAILERS told us* contd.

#### Strengths

'Individual shops' (20%)

But also...

'Good people / friendliness'

'Variety'

'Tourism'

'Attractive buildings'

'Location'

'History'

#### Weaknesses

'Parking' (67%)

But also...

'Accessibility'

'Choice of shops / variation'

'Empty shops'

'Opening hours'

'Traffic wardens'

'Congestion'

'Public toilets'

#### Priority Actions

Parking (58%)

But also...

'Promotions'

'Rents and Rates'

'Advertising'

Clear strengths and weaknesses, individuality of the shops is a positive, parking is a problem and a priority, as is promotions

### 3 Research Highlights: *What STAKEHOLDERS told us*

#### **Strengths**

- Independents
- Services
- History and Heritage
- Friendly

#### **Weaknesses**

- Lack of promotion
- Customer service
- Car parking
- Not pro-active or collaborative
- Relationship with Local Authority

#### **Opportunities**

- Marketing and promotion
- Themes
- Better 'connected' links

#### **Threats**

- Negative rather than positive mindset
- Lack of action

Generally rate the town centre as 'satisfactory'

\* Stakeholders identified in conjunction with the Town Team; Chamber of Commerce, History Festival, Philosophy Festival, Waitrose, Leisure Centre

### 3 Research Highlights: *What STAKEHOLDERS told us* contd.

#### Views on Malmesbury's Future Role

- 'Local and social'
- Build on leisure, visitor and tourism role
- Value of independents
- Centre for...craft, engineering, history, philosophy...
- 'See' potential
- Benchmarks; Hay-on-Wye, Ludlow, St Ives, food festivals – 'festivals' led
- Creating 'more reasons to visit / choose Malmesbury'
- Play on assets and more personal pride



Hay-on-Wye – 'the Woodstock of the mind'



Ludlow – 'the food town'

**Lots of opportunities identified and evident goodwill from stakeholders towards Malmesbury; they want it to succeed**

### 3 Research Highlights: *What other TOWN CENTRE USERS told us*

- They use Malmesbury Town Centre and they want to use it more
- Visit patterns have stayed the same for most; people remain loyal to the town centre
- Around a third think trading hours don't currently meet customers' needs; comments relating to the need for Sunday opening, later opening and consistent opening times
- They would like to see more independents , regular weekly market and cheaper parking

#### Opening hours...

*"Too many shops close between four and five. If coming in from the villages after school pickup this is far too early. Saturday afternoons are also poor for shops open"*

#### Priorities...

*"Empty shops and untidy or disused buildings. Parking charges are always a nuisance but I believe this is as much about inconvenience as cost. A free first half hour or hour would really encourage people in"*

*"Parking, also more outdoor places to sit would be lovely, especially outdoor street cafe style. Pop up restaurants and shops would be novel as well"*

**An additional 75 people took part in the online survey; there is much evident goodwill towards Malmesbury; people want it to succeed**

# Future Trends Overview

## 4 Future Trends Overview

**“Consumers need to be brought back to the heart of every proposition in the High Street”**

**“As the grey pound becomes more important, an ageing consumer base will increase the requirement for accessible facilities, health services and public conveniences”**

**“Parking remains a controversial issue, especially cost...it is a critical feature in the reinvention of the High Street, if it is to become a place for people to pick up goods purchased on line”**

**“High Street remains a key destination for many customers”**

**“57% want to see more independent stores and one in two want more specialist grocery shops, such as a baker or butcher”**

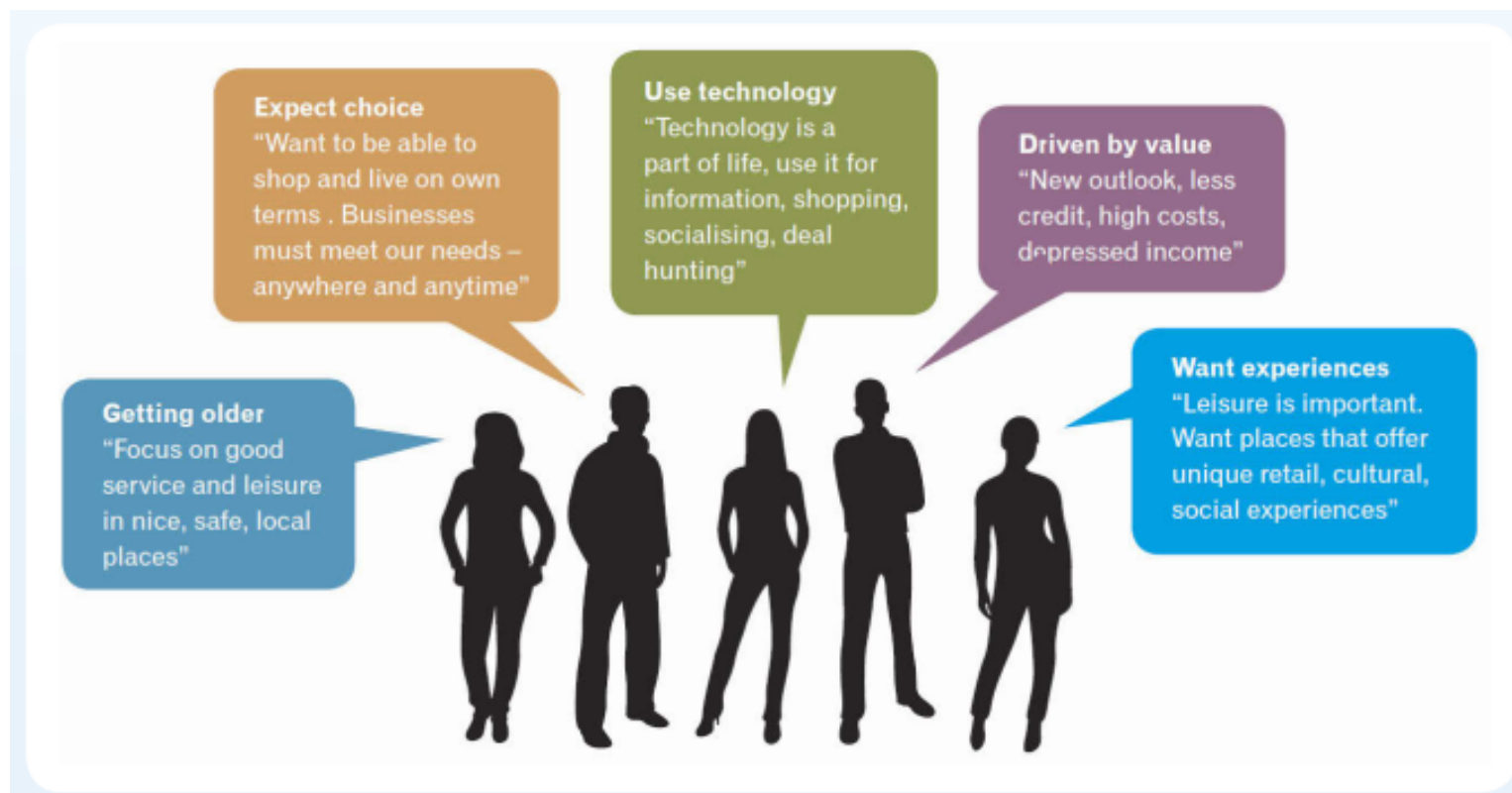
**“Nearly half of consumers would like to see more community activities such as festivals and markets in the High Street”**

\* Deloitte, High Street Review



## 4 Future Trends Overview contd.

### Emerging Consumer Trends



\* Town Centre Futures: An ATCM Thought Leadership Paper Prepared with Experian Marketing Services

# Conclusions

**Strengths...**

Local  
Quality consumers  
Convenience  
Loyalty  
Positivity  
Aesthetic appeal  
Relatively well occupied  
Individual shops  
Pleasant / peaceful  
Friendly  
Not 'broken'

History and heritage  
Sociable  
Evident goodwill  
Tourists / visitors  
Events  
Festivals  
'Holding its own'  
Local employment  
Rural  
Quirky 'not me too'

## 5 Conclusions

### Weaknessess...

Car parking

Limited retail mix

Low retail impact

Little to attract local 'families'

Limited leisure

Choice

Vacancies

Facilities

Independent operators

Lack of promotion

Relationship with local authority

Information 'under-load'

Stakeholder engagement

No cohesive, collaborative approach

Current 'silo' mentality

Rumour mill

Customer service

Opening hours

## 5 Conclusions

### Opportunities...

Local workers and tourists

Ageing population

Digital technology

Marketing and promotion

Events

Markets

Themes

Connectivity

Established USPs

Experience

Expand the offer

Loyalty

Business start up

Independents / individuality

Leisure / tourism

Play on assets

Personal pride

Opening hours

Belonging and community

Integration

Convenience; ease of use

Collective ambition

## 5 Conclusions contd.

### Threats...

- Appeal of competing locations
- Role and appeal of traditional high streets
- Negative mindset
- Lack of action
- Internal conflicts / bickering
- Lack of collaboration
- Red tape / barriers
- Doing nothing
- Prevarication

Whilst Malmesbury is not 'broken'; there are plenty of aspects that are limiting performance – and many of these are major aspects

There are lots of possible actions to improve performance

Standing still is going backwards

*“Our vision is to help Malmesbury preserve its heritage and the quality of life which makes our town so appealing to live in and visit.*

*We will work with all stakeholders to help create a collaborative environment where businesses, tourism, art and music can thrive and develop new ways to strengthen the town’s appeal”.*

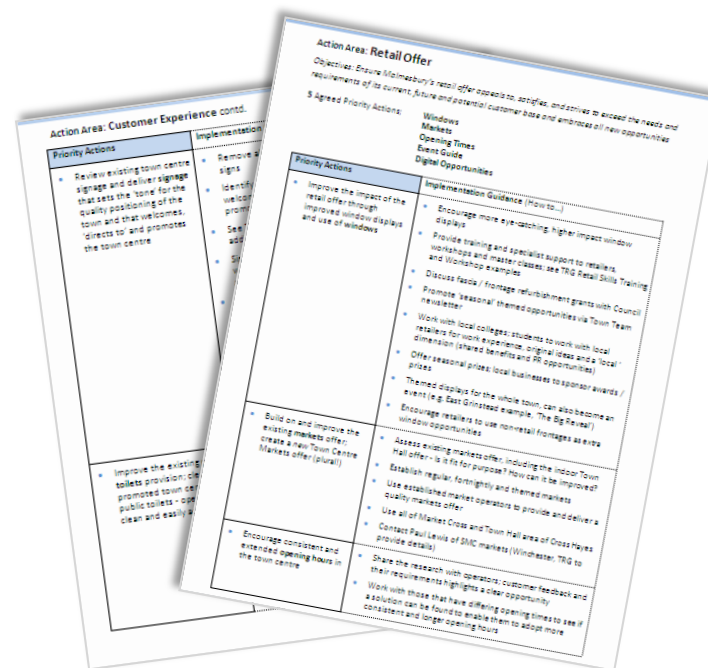


# 7 Malmesbury Action Plan – 2015 and beyond

- 5 Action Areas
- Action Plan contains detailed delivery actions to support delivery and implementation
- The delivery actions are detailed under the 5 Action Area headings
- Actions have been divided into Priority Actions and Mid / Longer Term Actions
- Many of the delivery actions are interrelated and occur / overlap within more than one Action Area



- ❖ Customer Experience
- ❖ Retail
- ❖ Events
- ❖ Marketing and Promotions
- ❖ Business Support





## Action Areas and Objectives

### Action Area: **Customer Experience**

*Objective: Make visiting Malmesbury easy and rewarding for the customer; address any perceived 'barriers' and ensure the customer experience meets customers' needs and strives to exceed them*

4 Priority Actions	✓
Shopping Guide	
Parking	
Signage	
Public Toilets	



**A range of mid / longer term actions**

## Action Areas and Objectives contd.

### Action Area: **Retail**

*Objective: Ensure Malmesbury's retail offer appeals to, satisfies, and strives to exceed the needs and requirements of its current, future and potential customer base and embraces all new opportunities*

5 Priority Actions	✓
Windows	
Markets	
Opening Times	
Event Guide	
Digital Opportunities	



**A range of mid / longer term actions**

## Action Areas and Objectives contd.

### Action Area: **Events**

*Objective: Make it easy for events to happen and benefit the town; embrace, optimise and grow the events offer*

4 Priority Actions	✓
Events Calendar	
Organisers Guide	
Food Festival	
Event Signage	



**A range of mid / longer term actions**

## Action Areas and Objectives contd.

### Action Area: **Marketing and Promotions**

*Objective: Market and promote Malmesbury to a wide range of potential consumers; spread the word to the right target audiences (new and old) using the right messages*

4 Priority Actions	✓
Malmesbury Identity	
Marketing Information Pack	
General Promotion Leaflet (This is Malmesbury)	
Loyalty Programme	



**A range of mid / longer term actions**

## Action Areas and Objectives contd.

### Action Area: **Business Support**

*Objective: Share information and work together with local businesses and other stakeholders in a collaborative way. Provide a variety of support to both existing and new businesses to optimise opportunities and secure future growth*

4 Priority Actions	✓
Business Advice	
Workshops and Training	
Newsletter	
Grant funding	

**+** A range of mid / longer term actions



informed solutions



[www.malmesburytownteam.co.uk](http://www.malmesburytownteam.co.uk)