

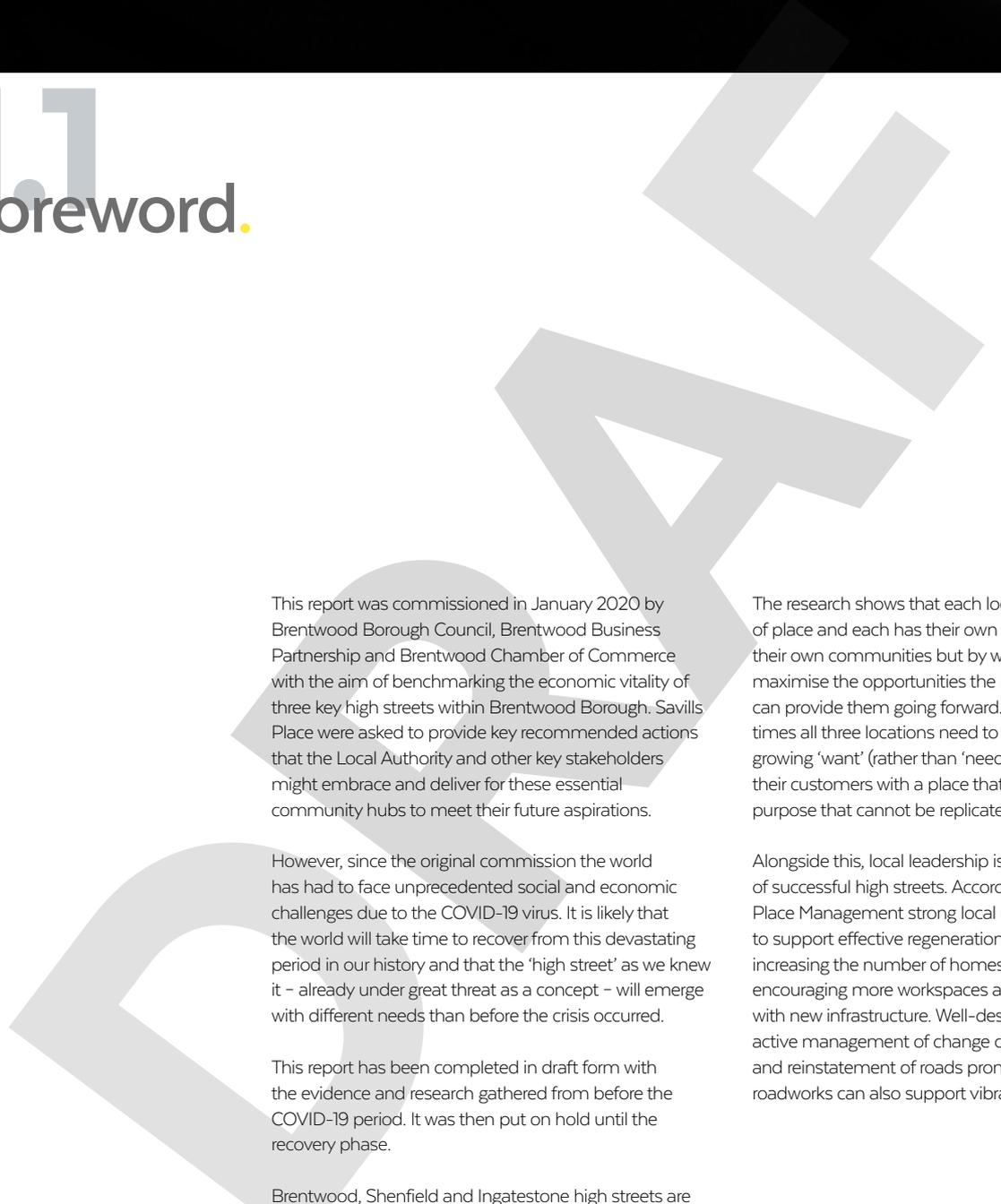
**BRENTWOOD, SHENFIELD AND INGATESTONE
PLACE SHAPING AUDITS**

SEPTEMBER 2020

REPORT TO BRENTWOOD BUSINESS PARTNERSHIP,
BRENTWOOD CHAMBER OF COMMERCE
AND BRENTWOOD BOROUGH COUNCIL

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1.1 Foreword.

This report was commissioned in January 2020 by Brentwood Borough Council, Brentwood Business Partnership and Brentwood Chamber of Commerce with the aim of benchmarking the economic vitality of three key high streets within Brentwood Borough. Savills Place were asked to provide key recommended actions that the Local Authority and other key stakeholders might embrace and deliver for these essential community hubs to meet their future aspirations.

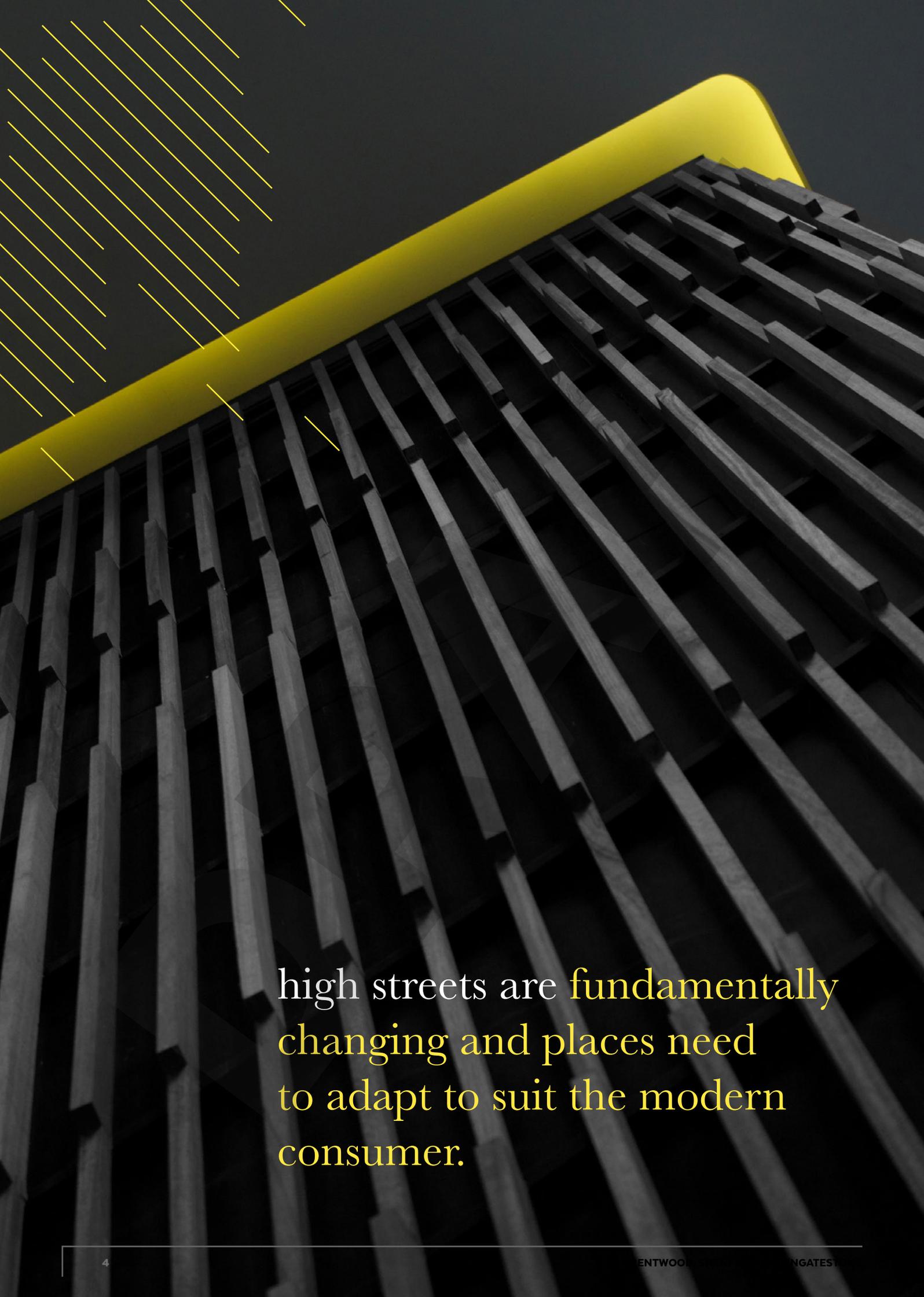
However, since the original commission the world has had to face unprecedented social and economic challenges due to the COVID-19 virus. It is likely that the world will take time to recover from this devastating period in our history and that the 'high street' as we knew it – already under great threat as a concept – will emerge with different needs than before the crisis occurred.

This report has been completed in draft form with the evidence and research gathered from before the COVID-19 period. It was then put on hold until the recovery phase.

Brentwood, Shenfield and Ingatestone high streets are all at the heart of their respective communities. What has been evident in the research for this report is that all three centres are still important to residents and businesses alike and have a vital part to play in the future of the community they serve. It is equally clear that change is needed to reshape and grow these centres with the future in mind.

The research shows that each location has its own sense of place and each has their own audiences. They all serve their own communities but by working together could maximise the opportunities the Borough of Brentwood can provide them going forward. In these rapidly evolving times all three locations need to be focused on the growing 'want' (rather than 'need') economy, providing their customers with a place that has a clear sense of purpose that cannot be replicated online or elsewhere.

Alongside this, local leadership is an important feature of successful high streets. According to the Institute of Place Management strong local leadership is needed to support effective regeneration, reconfiguring space, increasing the number of homes for young and old alike, encouraging more workspaces and reducing congestion with new infrastructure. Well-designed parking policy, active management of change of use of retail units and reinstatement of roads promptly to full use after roadworks can also support vibrant town centres.



high streets are fundamentally
changing and places need
to adapt to suit the modern
consumer.

1.2

The brief.

Place Audits of the retail centres in Brentwood, Shenfield and Ingatestone were commissioned in partnership with the Brentwood Business Partnership and Brentwood Chamber of Commerce. The audits will benchmark each location and provide recommendations for future place shaping initiatives, recognising the importance of each community. High streets are fundamentally changing

and places need to adapt to suit the modern consumer. However, this needs to be informed by an understanding that every place is different and has its own place at the heart of its community.

Key considerations

1. The Council's new Corporate Plan "Brentwood 2025" identifies 'Growing the Economy' as one of five key priorities.
2. To provide more detail about how the Corporate Plan's objective to grow the economy will be achieved, a new Economic Development Strategy is to be prepared. The new strategy is to be informed by place-shaping audits of the retail centres in Brentwood, Shenfield and Ingatestone.
3. It is important that local businesses are engaged in the work so that buy-in is created for meaningful outcomes. Engagement with stakeholders in Brentwood, Ingatestone and Shenfield is a key part of the overall research into how these locations originally developed, how they function now, and how they might need to adapt to meet the needs of future audiences.
4. The aim of the audits is to benchmark each location and create recommendations for future place shaping initiatives, recognising the importance of these communities.

1.3

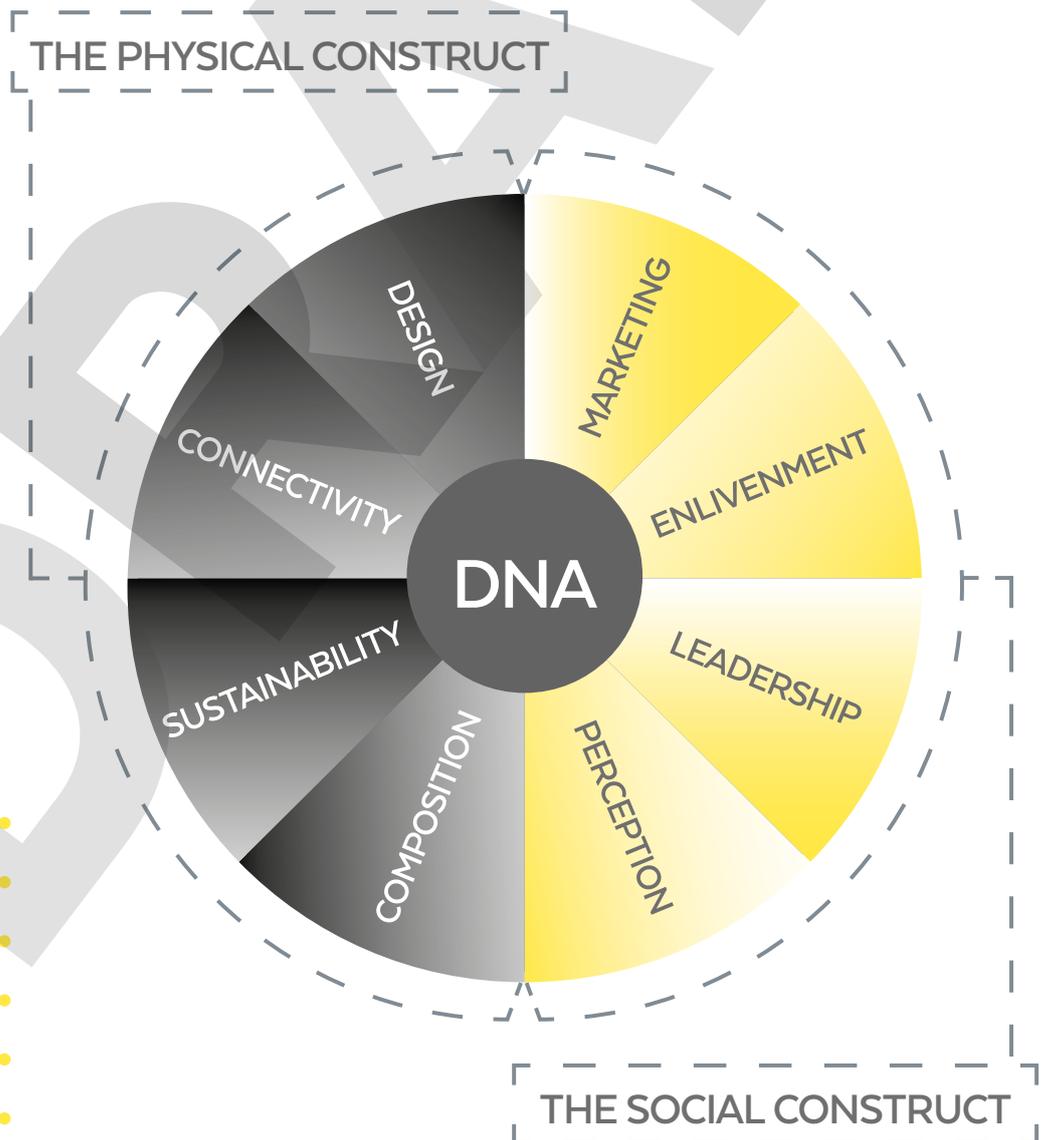
Summary of Recommendations.

The report includes recommendations which has some common themes and some recommendations unique to each location. The following summary table aims to bring the recommendations together in themes to assist with future planning, although each individual audit also has the recommendations within it too.

- Branding – place narrative and vision
- Marketing and communication – to local audiences and wider audiences – on and offline
- Public realm – spaces for experiences and community gatherings
- Wayfinding – signage for general pedestrian and car movement
- Repurposing empty retail – competitive socialisation/residential
- Markets – to suit existing and growing demographic
- Co-working spaces – community hubs and creative sector
- Leisure and experiential-uses to create footfall and dwell
- Carbon initiatives – three centres built along roads
- Street scene aesthetics – kerb appeal
- Business engagement – public/private partnerships to deliver

DNA of Place.

Each audit reviewed eight key themes within a place:



The Physical Construct.

The recommendations in this report were created pre-COVID19. COVID-19 has pressed the fast-forward button on some of the changes already happening, so many of these changes are very relevant but all of them will need to be read with the 'new normal' in mind.

DESIGN

BRENTWOOD	PLANNING	DESIGN	PUBLIC REALM IMPROVEMENTS	MASTERPLANNING
	<ol style="list-style-type: none"> 1. Explore converting first floor of core town centre retail area into residential. 2. Create a strategy around the number of residential units being built around the high street and engaging them with the place. 3. Shrink secondary retail from station. 4. Create a town centre zone planning framework for change of use. 5. Create a strategy for more entrepreneur/start-up businesses in a chosen sector for which Brentwood wants to be known. 6. Pedestrianise the high street at weekends for relevant markets to give the space back to people (i.e. similar to London West End) and to test routing traffic away from the main high street. 7. Work with shopping centre to repurpose the space to include large leisure attraction. 	<ol style="list-style-type: none"> 1. Create a central external community space for people to gather/congregate for key events such as Olympic screenings, light switch-ons. 2. Introduce recognisable entrance points to town centre to create sense of arrival. 3. Highlight the history of the town with more physical (and virtual) reference points throughout the space. 4. Reduce the dominance of the vehicle to allow for a more relaxing environment for people to dwell. 	<ol style="list-style-type: none"> 1. Introduce greenery with potential to absorb carbon and to soften the street scene. 2. Ensure there is an intense cleansing and freshening regime for after the evening economy functions, and that street furniture is replaced/cleansed/repared. 3. Freshening the appearance of the place. Installation of bins, public benches. 4. Use lampposts to introduce bright banners either for advertising, wayfinding or general colour to indicate the town centre zone. 5. Improve pavement quality on routes to the town centre. 	<ol style="list-style-type: none"> 1. Provide an interactive museum/feature within the town to engage families.
SHENFIELD	<p>PLANNING</p> <ol style="list-style-type: none"> 1. Work with station owners to improve the aesthetics of the station and the entrance point to the high street. 	<p>DESIGN</p> <ol style="list-style-type: none"> 1. Consider using pavement space at village end to offer more short stay parking spaces. 	<p>PUBLIC REALM IMPROVEMENTS</p> <ol style="list-style-type: none"> 1. Green the space to make it feel appealing from station end towards the village. Flower beds and hanging baskets to create a drawer along the high street and a sense of place. 	
INGATESTONE	<p>PLANNING</p> <ol style="list-style-type: none"> 1. Bring the market square back into life as the centre of the community and make it feel like the heart of the place. 2. Remove some of the cars to side streets/community centre to create a sense of connection to the premises along the high street. 	<p>DESIGN</p> <ol style="list-style-type: none"> 1. Improve the exterior look and feel of the 60/70s buildings which jar with the older buildings in the area. Restore the village street scene and introduce planning framework around signage style etc. 		

CONNECTIVITY

BRENTWOOD	WAYFINDING AND SIGNAGE	CAR PARKING	TRANSPORT	BROADBAND
	<ol style="list-style-type: none"> 1. Create a wayfinding strategy for pedestrian movement from the station (short term solution such as lamppost banners) and for vehicular parking availability, shopping centre location both on and offline. 2. Increase signage highlighting distance to town centre upon arriving into Brentwood and make the arrival clear. 	<ol style="list-style-type: none"> 1. Invest in digital signage to assist in car parking availability and location. 2. Explore mixed use solutions for car parking spaces (i.e. open-air secret cinema, markets, flower shows). 3. Implement a consistent car park timing system. 4. Explore implementation of ANPR system for parking and update all parking meters. 5. Provide electric charging points and favourable options for eco cars. 6. Include car clubs in s.106 for all residences built in town centre zone. 	<ol style="list-style-type: none"> 1. Explore development of cycle paths fit for purpose (i.e. catering for SUVs). 2. Create a retention strategy for the opening of the Elizabeth Line. 3. Paths- become a full access-able location for all ages and abilities. 4. Remove HGVs and buses from the high street (relocate to William Hunter Way). 5. Conduct a delivery audit - with specific delivery zones and times on the high street. Look at other delivery models including cycle schemes, shared delivery. 	<ol style="list-style-type: none"> 1. Improve internet speeds and roll out comprehensive scheme to ensure all have access to adequate internet.
SHENFIELD	<ol style="list-style-type: none"> 1. Highlight the parking availability with clear signage and messaging. 2. Turn bays at village-end to allow more cars to pull in for pop'n'go shop approach (availability, redesign, space). Improve signage from A12 to Shenfield - distance and what Shenfield is. 3. Relocate taxi rank at station. 4. Promote Shenfield from the train side. 5. Introduce banners/signage at each end of street to showcase offer. 6. Introduce traffic measures for rush hour periods. 	<ol style="list-style-type: none"> 1. Invest in signage to assist in parking availability. 2. Provide consistency across borough in times for stopping. 3. Explore implementation of ANPR system for parking and update all parking meters. 		<ol style="list-style-type: none"> 1. Improve internet speeds and roll out comprehensive scheme to ensure all have access to adequate internet.
INGATESTONE	<ol style="list-style-type: none"> 1. An easy location to drive through but impossible to find parking - improve signage to parking indicating distance from shops. 2. Introduce more speed measures/traffic measures. 3. Signage - wayfinding. 	<ol style="list-style-type: none"> 1. Provide consistency across borough in times for stopping. 2. Explore implementation of ANPR system for parking and update all parking meters. 		<ol style="list-style-type: none"> 1. Improve internet speeds and roll out comprehensive scheme to ensure all have access to adequate internet.

SUSTAINABILITY

BRENTWOOD, SHENFIELD & INGATESTONE	<p>ENVIRONMENT/EFFICIENCY</p> <ol style="list-style-type: none"> 1. Prioritise car users in electric vehicles - offer free parking, electric charging points, longer parking times. 2. Install charging point zones. 3. Activate low carbon emission zones (i.e. electric buses, biofuel buses). 4. Provide more water fill up/recycling points and promote this. 5. Install air quality monitors to benchmark current high street position and set base for future sustainability initiatives. 6. Introduce electric cleaning vehicles and graffiti removal vehicles. 7. Create a green zone on side street removing traffic to create a rich habitat for wildlife, improving air quality and providing a new, calm public space for people living, working and visiting. Use areas such as Roper's Yard for this idea.
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COMPOSITION

BRENTWOOD	<p>DIVERSIFICATION</p> <ol style="list-style-type: none"> 1. Allow the repurpose of units and liaise with owners/landlords on how to repurpose space and include living spaces/shared work spaces and change of use. 2. Lack of luxury hotel accommodation to be considered. 3. Introduce an anchor leisure offer built around potential competitive socialisation. 4. Consider introduction of more heritage and arts offering to suit the demographic. 5. Introduce a market strategy to suit demographic - food/farmers market to suit some, retro/urban vintage/upcycling to suit others and drive footfall.
SHENFIELD	<p>DIVERSIFICATION</p> <ol style="list-style-type: none"> 1. Maintain the balance which provides the key services to support the local community with quality independent retail and food offering. 2. Create a health, well-being and community hub centre to draw people together and support the range of community ages.
INGATESTONE	<p>DIVERSIFICATION</p> <ol style="list-style-type: none"> 1. A community work-space hub is needed in the centre to allow for the change in human behaviour. 2. Introduce a coffee and work area. 3. Introduce a family soft play centre and coffee environment to encourage families to engage in the space. 4. Create a local pop up shop strategy showcasing local talent. 5. Dress local windows with art and heritage displays creating sense of community.

The Social Construct.

PERCEPTION

BRENTWOOD	<p>1. There are varying perceptions – one which is TOWIE-based and another which is non-existent to an older demographic. Both have their place. There is opportunity to define Brentwood as a place to do business and connecting point between London and Essex – a support hub for City/Canary Wharf or creative sector.</p> <p>2. Create an engaging, authentic narrative for residents, businesses and visitors. Entrepreneurship is a key theme to build on. Leading, taking risks and using initiative to be seen as a place to do business and bring your business to.</p> <p>3. Night Time Economy</p>
SHENFIELD	<p>1. Maximise the community message – a high street which understands, serves and knows the needs of its mainly local customers and residents. Knowledge and customer care at the forefront of the messaging.</p> <p>2. Create a USP and message that Shenfield is not just a station on the way to London – it could be a great meeting place for London and Essex and beyond for weekend family time and a hub for connecting with friends and family at the weekend.</p>
INGATESTONE	<p>1. Peak period of children dwelling – anti-social behaviour (make a space for them to enjoy).</p>

LEADERSHIP

BRENTWOOD	<p>1. Create clarity between Business Brentwood Partnership, Chamber of Commerce, Brentwood Borough Council and Essex County Council on roles and responsibilities of delivery.</p> <p>2. Explore sustainable funding opportunities for some of the initiatives featured here.</p>
SHENFIELD	<p>1. Provide a basis for sustainable funding for events and marketing beyond the strong businesses who lead alongside the public sector at present.</p>
INGATESTONE	<p>1. Provide a basis for sustainable funding for events and marketing beyond the strong businesses who lead alongside the public sector at present.</p>

ENLIVENMENT

BRENTWOOD	<p>1. Create an ambitious enlivenment plan to suite a variety of demographics. An aging, wealthy, educated population will require a different choice to a younger audience or to families. Create a strategy which builds on these core local audiences.</p> <p>2. Provide a platform to market business events alongside commercial activity and council activity to create a stronger, collaborative offering.</p>
SHENFIELD	<p>1. Create a family-focused enlivenment plan.</p> <p>2. Create a key weekend, family event.</p> <p>3. Enhance the existing trails with marketing and communication and additional on the ground activity.</p> <p>4. Make Shenfield known for its weekend family fun trails beyond those carried out at Halloween, Easter and Christmas.</p>
INGATESTONE	<p>1. Provide family trails and retail interaction and utilise community space for summer festival for all the family.</p> <p>2. Create open air screenings in the car park in the community hub for summer months and families.</p>

MARKETING

BRENTWOOD	<ol style="list-style-type: none"> 1. Create a brand and place narrative for inward investment in all forms – business and consumer and to speak to residents too. Brentwood specific so it is not lost under the Essex brand. Open to all, open for business, open space, open minds. 2. Maximise the heritage and history which is currently very underplayed. 3. Create and deliver marketing strategies to underpin the place brand and narrative to include: <ol style="list-style-type: none"> a. SEO strategy b. Destination marketing c. Residents, investors and visitors – a bespoke targeting strategy d. Key message matrix for all audiences 4. Create a calendar of suitable events and markets to cover book fairs, flowers, plants, food and farmers plus vintage, up-cycling etc. 5. Deliver a clear social media strategy which distinguishes Brentwood from USA Brentwood, and highlights what is happening in the area. 6. Create a Brentwood TripAdvisor page and work with local businesses to improve their TripAdvisor page. 7. Create an improved destination website, with a dedicated section for places to stay. 8. Develop an SEO strategy and Google advertising plan for 'shopping in Brentwood' to highlight the offer i.e. boutiques and services. 9. Create an AccessAble (www.accessable.co.uk) location.
SHENFIELD	<ol style="list-style-type: none"> 1. Create a clear place brand and messaging plan around relevant audiences and to cover the same supporting strategies as Brentwood. Combine with Brentwood on one main marketing platform but with unique sense of place for all locations. 2. Create a strategy to target early evening economy – commuters to meet their families. Retailers to support with summer late opening evenings and festive feel with bunting and additional planting/banners. 3. Provide retailer support for engaging, visual displays – to educate the retailers. Provide clear connection to business support workshops including how to create your own marketing plans. 4. Marketing Plan – protect the community feel and enhance it. 5. Provide a combined digital plan with other two high streets to create efficiencies. 6. Create a Shenfield TripAdvisor page and work with local businesses to improve their own TripAdvisor/Google business pages. 7. Provide printed and digital What On bulletins to residents. 8. Create an AccessAble (www.accessable.co.uk) location.
INGATESTONE	<ol style="list-style-type: none"> 1. Create a clear place brand and messaging plan around relevant audiences and to cover the same supporting strategies as Brentwood. Combine with Brentwood on one main marketing platform but with unique sense of place for all locations. 2. Create a strategy to target local families to support their high street. 3. Provide retailer support for engaging, visual displays – to educate the retailers. Provide clear connection to business support workshops including how to create your own marketing plans. 4. Marketing Plan – protect the community feel and enhance it. 5. Provide a combined digital plan with other two high streets to create efficiencies. 6. Create an Ingatestone TripAdvisor page and work with local businesses to improve their own TripAdvisor/Google business pages. 7. Provide printed and digital "What's On" bulletins to residents. 8. Create an AccessAble (www.accessable.co.uk) location.



1.4

Research methodology .

This report has utilised a wide-reaching research methodology to gather a robust understanding of the quantitative and qualitative factors which impact the economic health of the town. These factors range from crime and transport data, to the individual perceptions of key stakeholders and additional flâneur visits.

“The Flâneur” term is used for identifying a specific mode of walking and exploring urban places as a particular type of reflective relationship between people and spaces. Charles Baudelaire coined the phrase ‘as a person who walks the city in order to experience it’.

The flâneur technique was undertaken in this research for a number of reasons. Given ‘place audit’ were to take place it allowed the team to fully immerse themselves in the locations but to also understand how people interacted with the buildings and infrastructure around them, how it felt, sounded, looked and so on.

The flâneur team visited at different times including:

- Friday evening with a stay over to Saturday
- A separate Saturday afternoon visit
- A full week including overnight stays, early morning starts
- Arrival by train
- Arrival by car
- Arrival by bus
- Different hotels both chain and independent
- Use of different car parks
- Travel between three study areas using the aforementioned travel options and to cover visiting the locations at different times of day, evening and night.

Data collected and methodology utilised included:

QUANTITATIVE FINDINGS

- Land use including vacancies
- Residential and employee numbers
- Transport data
- Crime and anti-social behaviour
- Customer profiling (particularly of greater catchment area)
- Business questionnaires

QUALITATIVE FINDINGS

- DNA workshop
- Stakeholder interviews
- Flâneur impressions
- Assessment of communications and engagement
- SWOT analysis

This data is then compared throughout (where available) to a basket of comparable locations including Epping, Chelmsford, Dorking and Woking. These locations were chosen due to their proximity to London, the M25 and their relationship with major A roads running towards the M25.

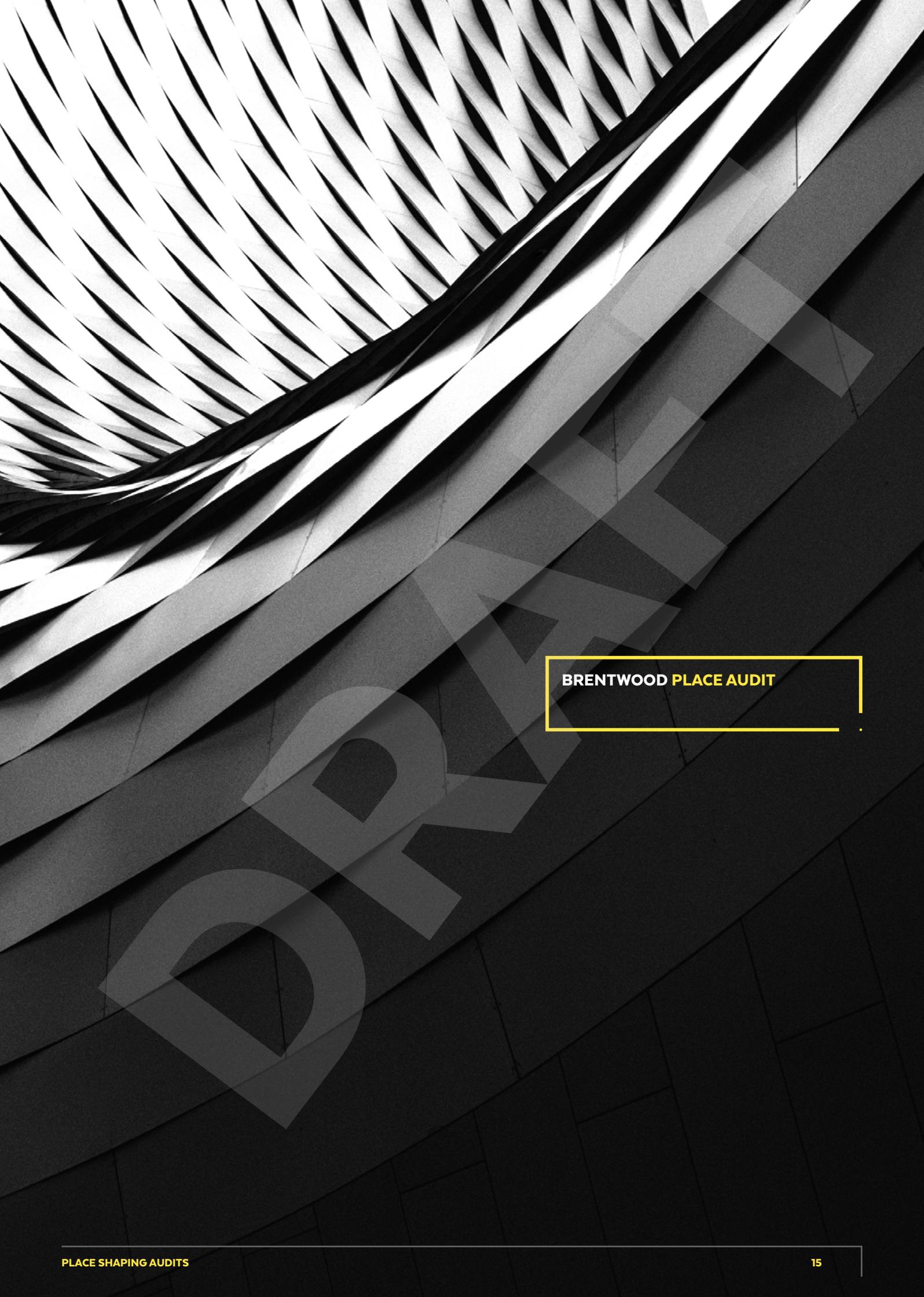
The subsequent sections detail the findings of the research and highlight why the recommendations have been outlined for Brentwood/Shenfield/Ingatstone.

Within this report there are a few data sets that do not differentiate between Brentwood, Shenfield and Ingatstone because the source only covers Borough-wide. Therefore, information collected on claimant counts, internet speeds, the gross yearly and weekly pay and age distribution are compounded into Brentwood Borough. These are summarised below;

- Internet speeds are comparatively lower to other locations
- Yearly pay of residents is above average
- The average full-time wage increase over the past six years is significantly higher than the UK or East of England
- Claimant levels in the Borough are 10% lower than the national average
- The population of Brentwood as a whole is older than the county and national averages

The below average internet speeds and a high percentage that get less than 10 Mbps stands out, due to the affluency of the area and proximity to London. The other data mirrors the research carried out so is not expanded upon further.

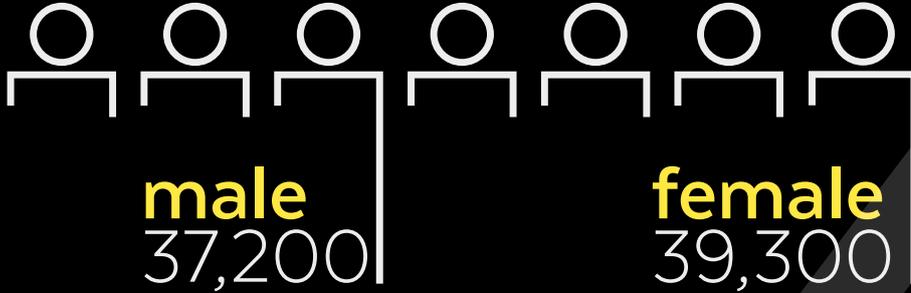




BRENTWOOD PLACE AUDIT

Brentwood

POPULATION 76,500



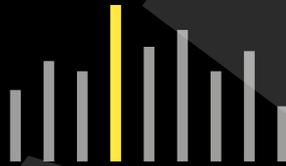
Supervisory, Administrative, and Professional occupations

36.19%

20% higher than national average

MEAN AGE 41.6

(higher than national average)



DAILY COMMUTING



out

20,060

in 17,000



increase in train travel

12% from 2014-2019

bags of POTENTIAL



38% of homes are owner occupied

HOUSE PRICES



Brentwood sits lowest across local wards

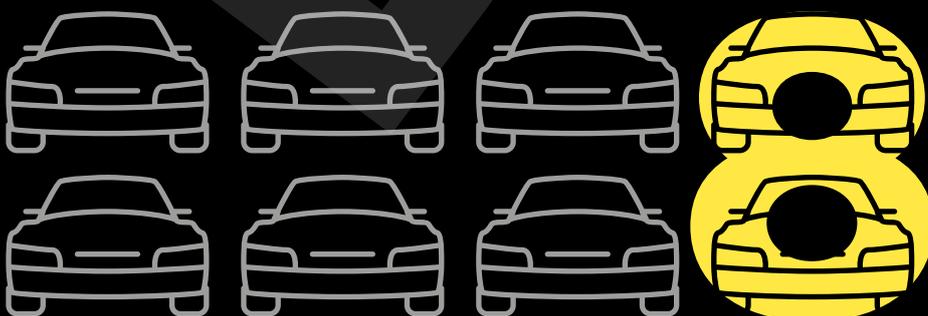


over **50%** retail on the high street



16% CRIME RATE

Lower than Epping, Dorking, Chelmsford and Woking



car parks in the town centre

2.1 Brentwood Quantitative Findings.

2.1.A) LAND USE INCLUDING VACANCIES

Brentwood Borough Council is working with Morgan Sindall Investments on a £1bn joint venture aimed at delivering new homes, public open spaces, commercial and leisure facilities. The 50:50 partnership - the Brentwood Development Partnership will initially focus on three sites located at William Hunter Way Car Park, Westbury Road Car Park and the Maple Close garages site. William Hunter Way and Westbury Road are both within the town centre area and will have bearing on the shape of the town centre in the future via additional residents and reduced parking.

As of January 2020 a local level survey indicates the vacancy rate in Brentwood town centre to be at 11.3% compared against the regional vacancy rate to be 8.4% and the national average to be 10.3% (Springboard Report, August 2019). The current usage on the high street is a mix of hairdressers, shops, financial/professional services alongside restaurants and cafés, drinking establishments, hot food takeaways, non-residential institutions and betting shops etc.

The town currently has 53% traditional retail (A1) with only 12% of the high street currently being used as cafés and restaurants (A3) and 10% under 'general use'. In the main high street area the Night Time Economy has 40 premises, which is less than 5% of the businesses.

Evidence shows that high streets with a wide choice alongside well-designed and planned residential and office space are more resilient to these changes and are adapting more successfully. In contrast, high streets that rely heavily on traditional retail without sufficient office space and housing surrounding the high street have found it harder to adapt to these changes and tend to

be the ones that are struggling (Public Health England, British Property Foundation). Therefore, an increased mixture of alternative use should be encouraged. (It is worth noting that a large number of the letting boards are at what can be considered the Night Time Economy end of the town.)

According to the [Centre for Retail Research](#) in 2020 over 17,500 shops will shut. This is 9% higher than the closures of 2019 and continues the trend seen in previous years. Since 2016 23 retailers have gone through Company Voluntary Arrangements with just over half going into administration at some point later. CVA's are increasingly being seen as a short-term solution, one which does not address the underlying issues that forced the companies into them.

In Brentwood there are national chain retailers in Company Voluntary Arrangements (CVA). These include Accessorize, Dorothy Perkins/Burton Menswear (in one premises), Carpetright, Monsoon, New Look and Prezzo. These retailers make up a considerable presence on the high street and this fact creates stability issues for both businesses and landlords. Moreover, a company in a CVA has a survival rate of less than 50%, subsequently, it may only be a matter of time until these brands enter administration.

According to the Brentwood Borough planning website there are several planning applications in train in this area. The change of a traditional retail (A1) into an office for a solicitor on 30 high street, CM14 4AA, and the change of a premises currently being used as business (B1) into an assembly and leisure (D2) location are a few examples.

2.1.B) RESIDENTIAL AND EMPLOYEE NUMBERS

The Borough of Brentwood is located in Essex, East of England, with the Local Authority sharing borders with Epping Forest District to the north west, Chelmsford to the northeast, and Basildon to the south east. Essex has a population of 1.78 million with an area of 3,670 square kilometres. The Borough is home to 76,600 people and has an area of 153 square kilometres. Brentwood is the largest settlement within the Borough, with a population of 19,321 (2011 Census, North, South and West Ward's) itself, and the remaining settlements in the Borough are smaller villages and hamlets.

Brentwood is located within the London Arc, and is well served with rail and road networks. To the west of the borough is the M25, with the A12 and A127 running through Brentwood. There are four rail stations located in the Borough, with direct lines to Liverpool Street and Southend-on-Sea. As a consequence, a high proportion of the population commute into London for work. There are approximately 20,000 people who commute out of Brentwood for work, with Westminster being the most popular destination and around 17,500 people who commute into Brentwood. In 2016 it ranked third in terms of which locations have the highest number of residents who use rail travel to commute with 56%.

In the 2019 Pre-Submission Local Plan over 7500 new homes are planned within the Borough between 2013-2033. Numbers are limited due to the amount of Green Belt within the Borough which is a positive for those that live here, but a negative for growth and inward investment when areas to develop are required.

The creation of more apartments is likely to create more of a commuting community heading to London but does create opportunity around weekend and evening activity within proximity to these residents.

According to the Office of National Statistics of those employed from Brentwood, the Financial and Insurance sector was most dominant with 13.2%. After this it was health and social work activities at 11.7%. It is below the national average in lower skilled sectors of employment with one notable exception, construction. This is 8.4% of the total employed populace.

Using Nomis Area Reports which collate data from the 2011 census, 81.29% of Brentwood's population have National Vocational Qualifications (NVQ). Breaking it down further, 35.38% have an NVQ4 and above. Of our basket of comparable locations, Epping, Woking and Chelmsford fall behind in NVQ4 with Dorking being the only location not to follow this trend. The population of Brentwood is evidently well educated, with a large number having an NVQ3 and above. Moreover, there are several good schools, such as Ursuline Convent High School (48th in the country), Becket Keys Secondary School, Brentwood School (Private) and St Peter's Primary School.

Brentwood has both a well-educated population and the educational structure in place to continue to support this into the future. It is also an important factor in how people choose place in which to live and set up home.

2.1.C) TRANSPORT DATA

Crossrail

Crossrail aims to relieve congestion and support the development of London by providing new rail lines from east to west and north to south. Crossrail will connect 40 stations, including Brentwood and Shenfield in the east to Heathrow airport and Reading in the west. Once the entire service is fully opened it will be renamed the Elizabeth Line and form part of the Transport for London network.

Using the service will make travelling in the region easier and quicker and help to reduce crowding on London's transport network. It is hoped the line will create a 'golden corridor' providing a huge boost to the economies on the route, with thousands of jobs and homes for local people.

The Council aims to maximise the long-term benefits to the Borough's residents. However, it is worth noting that the opposite is possible - it speeds more people out of the county rather than inwards.

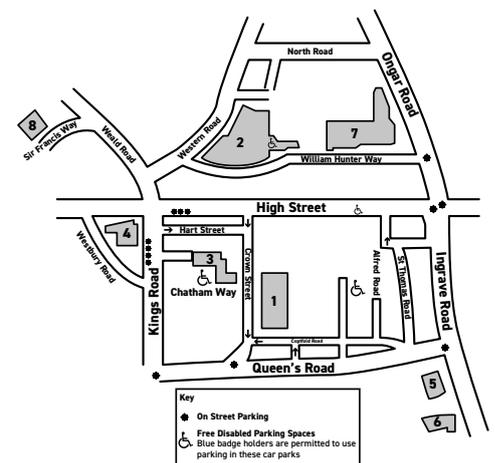
Car Parking

There are eight major car parks in and around the town centre, however, only four serve the high street:

- Coptfold Road Car Park (multi-storey) (523 spaces + 20 disabled)
- William Hunter Way (371 spaces + 35 disabled)
- Chatham Way (122 spaces + 3 disabled)
- Sainsbury's Car Park (507 spaces - privately run by Horizon).

The parking in Brentwood is varying in quality and parking costs are currently not consistent in all locations in the borough. Payment options in car parks are also lacking, with only coin-based payment methods currently available. The development of William Hunter Way also represents a challenge due to its location and size. This loss will need to be off-set elsewhere. Consequently, wherever possible the implementation of a new payment regime which focuses on payment upon exit (Automatic Number Plate Recognition) could be considered. *(cont. pg 22)*

Brentwood Town Centre



Car Parking locations show on the above map

2.1.C) TRANSPORT DATA (CONTINUED)

Bus

Bus data collected from Brentwood Borough shows that there are numerous services run by First and NIBS. In addition, the data indicates that daily bus journeys running through the high street number 608. On a weekend the number is slightly low at 565. In total over the course of a week there are 3605 bus journeys that stop at the station in the centre at some point in their appointed routes. Therefore, bus numbers running through the high street creating pollution are significant.

Combining data gathered from the Department of Transport, the yearly bus usage is decreasing nationally and the whole of the East of England is in line with these trends. The current bus fleets used by operators are diesel powered and with the modern consumer becoming rapidly aware of their carbon footprint and the government target to be carbon neutral by 2050, there is an opportunity to offer advanced, eco-friendly, comfortable, and reliable public transport with a low carbon output. This could be achieved by upgrading the propulsion of the buses (e.g. Bio-fuel, electric, hybrid), and offering on board Wi-Fi and charging points. Investment in the bus network and increasing services throughout the day, coupled with championing more eco-friendly modes of transport could reverse the downward trend in bus usage. What is more, it would remove pollution from the high street and improve its appeal.



Fig 1

Train

Usage data for Brentwood station showed that there were 3,210,516 traversals through the station (entries and exits) in 2018/19. For comparison, Woking's station was used 7,729,100 times, Chelmsford's 8,926,576, and Dorking's 1,284,546. This backs up the view that Brentwood is a 'stop on the way to London'.

However, using data collected by the Office of Rail and Road, it can be determined that usage for Brentwood station between 2014/15 and 2018/19 increased by 12%. There is an increase in usage between 2017/18 and 2018/19 of 7.3%. In comparison, Woking's station usage between 2014/15 and 2018/19 decreased by 3%. In Chelmsford, station usage rose by 7% and in Dorking it fell by 1%. It is evident that train usage is increasing in Brentwood with the comparative basket of locations falling short.

The data reveals that there is a healthy growth in the population of commuters both in and out within the town and borough.

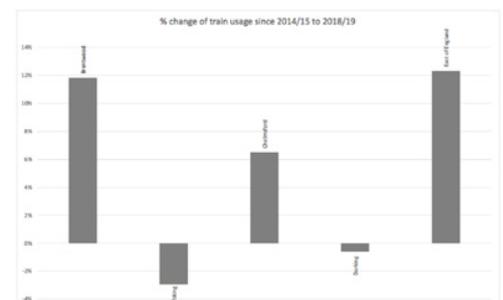


Fig 2

2.1.D) CRIME AND ANTI SOCIAL BEHAVIOUR

Essex Police Crime maps and detail crime statistics inform this section.

Violence and sexual offences and Anti-Social Behaviour (ASB) are two crimes that most affected Brentwood in 2019. It was found that shoplifting sat at 6.3% of all crimes. Compared to other locations this is relatively low with only Epping lower than Brentwood's percentage with 6%.

Type of Crime	Brentwood		Dorking		Woking		Chelmsford		Epping	
	No. Crimes	% of all crime								
Anti-social behaviour	442	18.1%	250	24.3%	421	18.8%	916	19.3%	235	18.8
Bicycle Theft	30	1.0%	54	7.6%	131	0.7%	240	5.1%	9	4.1%
Burglary	128	5.0%	43	1.8%	31	5.2%	117	2.5%	65	1.8%
Criminal damage and arson	174	7.1%	152	5.2%	90	6.9%	244	5.1%	86	11.4%
Drugs	59	2.4%	42	3.4%	58	2.2%	180	3.8%	28	3.2%
Other Crime	40	1.6%	30	1.3%	23	1.0%	194	4.1%	13	2.3%
Other Theft	174	7.1%	129	9.1%	158	6.6%	303	6.4%	82	9.7%
Possession of weapons	21	0.9%	10	0.8%	13	0.2%	30	0.6%	3	0.8%
Public order	177	7.2%	126	9.9%	172	9.4%	378	8.0%	117	9.5%
Robbery	38	1.6%	4	0.4%	7	1.1%	33	0.7%	14	0.3%
Shoplifting	156	6.4%	89	9.8%	170	6.1%	489	10.3%	76	6.7%
Theft from the person	44	1.8%	19	2.8%	48	2.0%	111	2.3%	25	1.4%
Vehicle crime	228	9.3%	52	1.6%	28	12.2%	87	1.8%	153	3.9%
Violence and sexual offences	733	30.0%	329	22.0%	380	27.6%	1417	29.9%	345	24.8%
Total crimes	2444		1329		1730		4739		1251	

Table 1. In Crime and Anti-social behaviour sheet

2.1.E) CUSTOMER PROFILING

The Borough is relatively small in population size which limits the audience from a consumer perspective, especially when there are numerous competing centres via Lakeside, Westfield, Bluewater, Romford and Chelmsford. The Borough's population is approximately 73,000 and is made up of a significant number of retirees - this is an ageing population trend which is projected to continue.

The town area's population (based on the CM14 postcode) is approximately 19,000 . Figures based

on areas of between 5,000 and 15,000 households called the Middle layer Super Output Areas (MSOA) indicate that the average income before housing costs is between £34,900 and £38,600.

House prices across the CM14 area (includes Brentwood Town as well as Warley and several other locations) are an average of £451,379. The East of England average is £369,051 and the United Kingdom average is £234,742. In comparison, Epping's and Woking's average sits higher than Brentwood's with Chelmsford below. The prices limit access to the market for a younger audience.

(cont. pg 24)

BRENTWOOD WARDS (NORTH, SOUTH AND WEST)

POPULATION - 19,321	
MALE - 9,227	FEMALE - 10,094
38% HOMES OWNED	
37.2% MORTGAGED	10.3% PRIVATELY RENTED
AVERAGE HOUSE PRICE £451,379	
ECONOMIC ACTIVITY	
% FULL TIME EMPLOYEES	% RETIRED
HOUSEHOLD INCOME £34,900 - £38,600	

Table 1. In Crime and Anti-social behaviour sheet

2.1 Brentwood Quantitative Findings

2.1.E) CUSTOMER PROFILING (CONTINUED)

As can be seen below, Brentwood has 12% more Higher and Intermediate managerial, administrative or professional households than Essex and England with C1 being the dominant social grade.

SOCIAL GRADE	BRENTWOOD	ESSEX	ENGLAND
AB - Higher & intermediate managerial, administrative, professional occupations	32.18%	22.55%	22.96%
C1 - Supervisory, clerical & junior managerial, administrative, professional occupations	36.19%	33.54%	30.92%
C2 - Skilled manual occupations	17.22%	22.53%	20.64%
DE - Semi-skilled & unskilled manual occupations, Unemployed and lowest grade occupations	14.41%	21.39%	25.49%

The above social grades describe the classifications based on occupation and enables a household to be categorised according to job of the primary income earner.

Based on a national report [published by Experian](#), looking at how online behaviour and digital adoption varies across the UK population, the below demonstrates 11 personas types. Brentwood appears in the top 10 locations for 'upmarket browsers'. Upmarket browsers comprise of affluent older families in suburban areas with upmarket tastes making practical use of digital technology.

The UK population can be segmented into 11 digital personas

GROUP	DESCRIPTION	%	%		
A	Capital Connections	4.18	3.76		
B	Digital Frontier	6.15	7.47	Leading Edge	
C	Mobile City	8.24	7.23		34.89%
D	First-Gen Parents	10.75	11.59		37.07%
E	Aspirant Frontier	5.57	7.02		
F	Online Escapists	18.62	20.16	Day-to-Day	
G	Upmarket Browsers	12.87	13.92		50.24%
H	Savvy Switchers	12.21	13.96		55.07%
I	Cyber Commuters	6.54	7.03		
J	Beyond Broadband	3.39	3.62	Being Left Behind	
K	Tentative Elders	11.48	14.83		14.87%
				37.07%	

G. UPMARKET BROWSERS

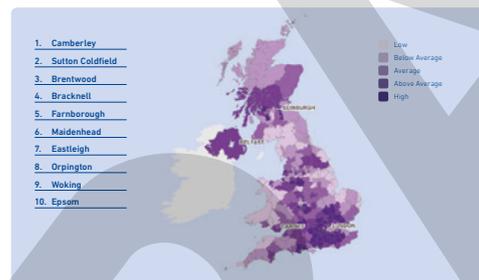
1. Epsom
2. Maidenhead
3. St. Albans
4. Woking
5. Camberley
6. Bromley
7. Kingston-upon-Thames
8. Orpington
9. Brentwood
10. Redhill

2.1.E) CUSTOMER PROFILING (CONTINUED)

According to a White Paper published by Experian 'Key trends in the UK population', Brentwood appears 3rd in category B08 Bank of Mum and Dad. These are the most affluent extended families whereby adult children make the most of living at home, earning high incomes and benefiting most from disposable income. Additionally, 21% of Brentwood households are made up of 'career builders', 'legacy elders' and 'alpha families'.

Compared with the national average, Brentwood has a lower rate of outright home ownership and a higher rate of mortgaged households, with a considerable private rental sector.

Top 10 towns for Type B08 Bank of Mum and Dad



MOSAIC is a tool for identifying the characteristics of households within an area. There are 66 different household types in MOSAIC and some or all of them can be present in an area. The top three most prevalent household types in Brentwood, representing 21% of households are:

"J40 Career Builders" 7.6% of households	"F22 Legacy Elders" 6.6% of households	"B07 Alpha Families" 6.4% of households
<ul style="list-style-type: none"> • Singles and couples in their 20s and 30s without children. • Renting or owning nice apartments in pleasant neighbourhoods. • Good incomes of £20-49k from career jobs. 	<ul style="list-style-type: none"> • Elderly singles, with average age of 78. • Now mostly living alone in their own comfortable suburban homes on final salary pensions. • Household incomes of under 30k. 	<ul style="list-style-type: none"> • High-achieving families with school age children. • Married couples aged 36-55 with two professional careers. • High salaries – household incomes of over £70k - and large mortgages.

TENURE	BRENTWOOD	ESSEX	ENGLAND
Owned	26%	34.7%	30.6%
Mortgage	36.3%	36.7%	32.8%
Shared	1.6%	0.6%	0.8%
Social Rented (Council)	11%	7.9%	9.4%
Social Rented (Housing Assoc)	6.6%	6.4%	8.3%
Private Rented	16.3%	11.4%	15.4%
Other	1.2%	1.2%	1.4%
Rent Free	1.2%	1.1%	1.3%

2.1.F) BUSINESS QUESTIONNAIRES

Over the course of the research period 135 people were contacted with a specific set of survey questions. E-mails were also sent out to the Brentwood Business Partnership and Chamber of Commerce members asking them to take part in the survey.

There were 68 detailed responses with over 75 business and stakeholders contacted via the methods stated above.

- Parking availability, the cost of parking, the quality of retail outlets, the quality of events, external marketing, congestion on the high street and theft of goods were major issues that concerned business respondents.
- Positive words used to describe Brentwood; busy, beautiful, pleasant, rustic, clean, tidy, characterful, historical, friendly, vibrant, community, loyal, friendly, warm.
- Negative words used to describe Brentwood; average, boring, dying, outdated, TOWIE, mediocre, shabby, decline, small, non-diverse, empty, dirty, dismal, no character, parking, non-communal, in danger.

GENERAL THEMES:

1. Marketing for Brentwood is not happening at any level. Some people mentioned Brentwood Centre but said it used to market but now does not
2. Not enough parking
3. Quality of parking is low and only 30 minutes free. Disparity to other locations
4. Signage from major road networks – no brown signs about what the town has to offer and on the M25 for Brentwood – you can miss Shenfield completely
5. Leadership – unsure about current leadership as it's new. SME and Council need better connection than historically
6. Evening Economy – a broader offer to appeal to a range of audiences is needed
7. Diversity – range of products need to meet all audiences
8. Rents and rates – always challenging for small and large businesses alike
9. Culture and arts – underplayed – not discussed
10. Heritage – underplayed – not discussed
11. Youth facilities – missing
12. Only one supermarket (this is not correct but is a perception)
13. Night time economy ASB, the main demographic of older people don't feel safe at night
14. Lack of vision
15. Tired
16. Areas directly off the high street are at risk of failure (apart from Crown Street)
17. Water fountains – fill your water bottles

2.2

Brentwood Qualitative Findings.

2.2.A) DNA WORKSHOP

A DNA workshop was held with key stakeholders. The purpose of the workshop was to supplement stakeholder interviews/questionnaires with a group session around two key questions:

1. What is the essence of the locations and what do you want for the places in five years' time?
2. What should they be known as and what should they be known for?

ESSENCE

- Major anchors
- Broadband speed
- Pedestrianised high street
- Market Town
- Leisure - Cinema
- Retro-vintage
- Day to night - seamless link
- More independents
- Good signage
- Social media promotion
- Not only TOWIE
- No pollution
- Culture

FUTURE

- Historic town
- Pleasant/classy
- Homely
- Low crime - relatively
- Convenient - well positioned
- Education
- Green (parks)
- Commutable
- Cultural offering
- Investment evident
- Accessible
- Historic town
- Make it a destination for green. Incentivise green
- WorkHub for Entrepreneurs
- Entice people in small teams spend money in town
- Broadband points
- Charging points for computers, phones
- Pedestrianisation of high street at weekends
- Proper market town

2.2.B) STAKEHOLDER INTERVIEWS

A number of stakeholder interviews were also carried out and ranged from telephone interviews to face-to-face interviews with businesses and stakeholders in each location.

Physically, stakeholders largely felt that Brentwood needed to understand its relationship with the car. A long, linear high street with parking bays lends itself to a certain style of shopping which was welcomed but needed clarity. Whilst parking along the high street was seen as a benefit as people could park and shop, it was also limiting the overall enjoyment of the place. A predominance of larger 4 x 4 cars also adds to perceived pollution levels. Also it was felt that uniformity of car park pricing/stay times was needed across Brentwood Borough high streets. To many the place feels bland and lacking in personality. It was also felt that side streets were ignored – customers were unaware of them and what was on offer but could be real hives of independent business activity – not just retail.

Stakeholders felt that the high street was not appealing and not a ‘destination-visit’. It was felt that locals they could not buy anything here but could do a food shop with Sainsbury’s and Iceland available.

Interestingly Brentwood was seen as a place of juxtaposition with Eric Pickles and Joey Essex both having premises on one street at one time, perfectly showcasing the variety of residents and demographic the town has to serve.

Marketing was commonly felt to be lacking to residents, potential visitors and to businesses looking to expand/set up/relocate.

A constant theme was that of TOWIE and the fear that now it was abating it had left a gap in the economy with no replacement.

2.2.C) FLÂNEUR IMPRESSIONS

The flâneur visits identified the following observations:

The main high street felt like a road with shops alongside it, rather than the heart of a thriving retail zone.

Traffic and congestion felt dominant over the people using the space. The place felt noisy and polluted with buses and lorries/vans passing down the high street as well as cars. Cycling was not a priority form of transport and cycling ‘parks’ were difficult to locate.

In many places pavements had uneven paving slabs which made it difficult to walk along when looking up. This feels like a significant barrier to disabled users of the high streets or a more elderly demographic.

Flâneurs stumbled upon some great independent businesses nestling at the station end of the high street and also at the far end of the high street but more through luck and seeking them out than being able to navigate to them.

Brentwood high street does not have a sense of arrival – as a new person visiting the place by car, train and foot it was difficult to know you had ‘arrived’. It felt like you suddenly happened upon it.

Venues such as Wetherspoons were very popular at lunchtime with some great offers to draw people in including an app to order and pay at the table and charging points for devices. This sort of innovation was not prominent/prevalent/available in independent eateries/restaurants which puts them at a disadvantage in today’s society of working in public places.

An evening economy exists and flourishes for a young demographic but seemed to not exist for an older audience or even for a family audience. With no hook to draw people in for leisure it felt very disconnected.

Signage for car traffic and foot traffic is non-existent both on and offline. It felt very difficult to reach the high street from the station and the surrounding secondary retail. The uphill approach made it more worrying – ‘am I heading to the right place? What should I expect when I get there?’

Brentwood high street felt like a place for a convenience shop and nothing more. National retail is middle of the road and peppered with independents.

Street furniture was damaged, dirty or not clear.

There appeared to be a lot of ‘To Let’ boards at the Evening Economy end of the high street adding to a feeling of neglect and emptiness in this area for daytime trade. One premises had a broken window and roadworks with turned over bollards led to a feeling of shabbiness.

Walking routes – the pavements varied from wide and easily navigable to poorly maintained and uneven. Difficult for an average user of the space but likely very difficult for the older generations and wheelchair users.

Groups of youths gathering after school added to the feeling of uncertainty for a new visitor.

No real public art or sculptures to speak of and history seemed to be missing.

Shops which were not on the high street did not feel connected into the business community whilst offering some excellent products.

The high street felt very distant from the station.

Hotels mid-range with no high-end hotels one would expect with the demographic in the area.

Shopping centre felt empty and slightly unsafe during early evening.

It felt as if there was no compelling reason to visit – for any particular audience.

2.2D) ASSESSMENT OF COMMUNICATIONS AND ENGAGEMENT

Residents, visitors and investors more often than not start their place research online and will be immediately influenced by how each location presents itself on the internet. Therefore this report has carried out an assessment on some of these channels and search methods.

Google Search

The most popular listing when searching for 'Brentwood' is the Government website, followed by Wikipedia, Brentwood School, TripAdvisor, The Crazy Tourist and Discover Brentwood. 'Discover Brentwood' does not appear first and as the only real location for visitor information it is concerning low on information about Brentwood.

The Only Way is Essex is nowhere to be seen on the first Google search page. This is surprising but also a positive as Brentwood won't be battling against those pages to get a higher ranking. This also shows that TOWIE is no longer a commonly searched or spoken about topic.

With this in mind, there is a real opportunity to raise the profile of the Discover Brentwood brand, or to create a new and stronger brand and destination website. This will help to raise the profile of Brentwood through a strong brand with a clear vision and key messages. A big part of raising the profile would be to create an SEO plan for the chosen destination website, so that it is the top-ranking link for things to do and information about Brentwood.

Businesses Investing in Brentwood

When looking at investment opportunities online, not much appears other than the business page on Discover Brentwood. This is good for the brand, however there isn't enough information for inward investors to begin to whet their appetite. To attract more inward investors, it is recommended that the digital activity is focused and targeted in line with the Brentwood Economic Strategy. Brentwood is home to some major businesses and with such good connectivity into London and proximity to Heathrow it should be a place that investors are hugely interested in.

Discover Brentwood

This appears to be the only brand promoting Brentwood. The brand logo and website appearance provide an opportunity to be updated in line with other key

destination brands for all types of economic activity. Social media platforms are also linked to the council, which can be quite confusing for visitors as the council talk on several topics and would therefore have a different audience to that of a destination brand. There is also the Visit Essex brand, which is a private organisation run by 4 people, and part funded by Brentwood Borough Council. This is fed by the Discover Brentwood brand, so all information displayed by Visit Essex will have come from Discover Brentwood, so they are promoting similar content.

Social media

Top 10 Twitter pages when searching for Brentwood:

1. City of Brentwood (America)
2. Brentwood Baptist (America)
3. Brentwood Town FC (UK)
4. Diocese of Brentwood (UK)
5. Brentwood College School (Canada)
6. Mayor of Brentwood (UK)
7. Brentwood NH Police (UK)
8. Brentwood Country Mart (America)
9. Brentwood Borough Council (UK)
10. Brentwood Partners (America)

Top displayed pages / groups on Facebook when searching for Brentwood:

- Brentwood Chatter UK
- Brentwood - buy and sell UK
- The Brentwood Discussion Page
- Minnies (Official Shop)
- Brentwood Borough Council

From researching Brentwood on social media, it is clear that it's not the only Brentwood in the world, with a lot of content being from USA based companies. Therefore, Brentwood (UK) isn't portrayed as well as it could be and there is an opportunity to build a better social media presence for the area. This would come from a dedicated brand with a clear strategy to focus on Brentwood (UK) social media promotion.

TripAdvisor

To gain a feel for what is offered in Brentwood, a TripAdvisor assessment was undertaken.

Looking at the top 10 things to do in Brentwood, only two of these were in the town centre and were in 8th and 10th place. There are attractions in the town centre that should be featured on TripAdvisor, so there is an opportunity to improve/create the TripAdvisor pages for these attractions, they can then eventually be featured on the top 10.

Brentwood does have a calendar of events, but none of these are visible enough and are not promoted well enough both online and offline to those in the area. Also, introducing leisure facilities close to or into the heart of the town centre would help bring people to Brentwood and dwell in the area.

Hotels

On Discover Brentwood, there are 11 listed hotels under 'Places to Stay', however, due to the website being slightly old, they are not promoted in the best way and do not look very attractive.

A new destination website that has a dedicated section to promote places to stay in the area is necessary to help bring visitors to Brentwood.

On TripAdvisor, there are 5 hotels listed as the best places to stay in Brentwood. All of these hotels are 3 stars+.

Equally there does not appear to be many hotel beds in the Brentwood area of a five star quality which is surprising bearing in mind proximity to London and Heathrow.

Shopping

Currently, the top link when searching 'shopping in Brentwood' is Baytree Shopping Centre. However, a destination brand (Discover Brentwood) should be appearing first with information on best places to shop e.g. Baytree Shopping Centre, the high street (what shops are there) and any other shopping locations in the area. Equally the Baytree Shopping Centre does not feature many brands that are featured on the high street and could therefore not create a fair representation of the overall high street.

To get the destination brand as the top link, there is

SEO work to be considered along with potential Google advertising. The page and user journey of the website will also need to improve and be more visually attractive to keep visitors using the site.

There is also limited signage in the area directing you to the shopping centre, or to anywhere in the town. So, if you are in the town, the shopping centre can be easily missed. Wayfinding signage will help direct people to the shopping centre and other areas of the town.

Leisure

When researching 'leisure in Brentwood', the top links are focused on The Brentwood Centre, which is situated a 7-minute drive from the town centre. Other leisure activities in Brentwood can be found on Discover Brentwood, however, are not easy to find via a Google search. These are places such as Parks, Trails, Farms, Go Karting and more.

There is not a huge leisure offering in Brentwood so there is a real need for some investment in things such as a cinema, bowling etc. along with better promotion of the dining in the area.

It is also worth noting that an opportunity does present itself to reposition Brentwood to cover a variety of audiences. To some it is TOWIE and to others it isn't but each audience is equally valid.

- The perception of a young person (aged 18 - 30) is that Brentwood is known from the show TOWIE.
- The perception of age group 40+ is a 'non-perception' and just somewhere close to the M25/London.

2.2.E) SWOT

A SWOT session was held with members of the Brentwood Business Partnership and Brentwood Chamber of Commerce on 14th February.

<p>STRENGTHS</p> <ul style="list-style-type: none">• Hospitals• History• Variety• Affluent area• Transport links• Leisure/Cultural offering• Open spaces• Woods and countryside• Fairly safe and secure	<p>WEAKNESSES</p> <ul style="list-style-type: none">• Length of opening hours• Parking prices / spaces• Diversity• Evening buses / transport• Lack of gift shops• Hairdressers, restaurants, cafés and dog parlours
<p>OPPORTUNITIES</p> <ul style="list-style-type: none">• Hubs• Cinema• Leisure centre• Creative sector• Covered space• Daytime dwell time• Regeneration• “Brand Essex”• Festivals• Wellness• Accessibility	<p>THREATS</p> <ul style="list-style-type: none">• Demographic changing• Theft• Lack of proactive activity• School activity• Study centre

2.3 Brentwood Recommendations.

BRENTWOOD – town

Settlement that is bigger than a village but smaller than a city

PHYSICAL

DESIGN

PLANNING

1. Explore converting first floor of core town centre retail area into residential.
2. Create a strategy around the number of residential units being built around the high street and engaging them with the place.
3. Shrink secondary retail from station.
4. Create a town centre zone planning framework for change of use.
5. Create a strategy for more entrepreneur/start-up businesses in a chosen sector for which Brentwood wants to be known.
6. Pedestrianise the high street at weekends for relevant markets to give the space back to people (i.e. similar to London West End) and to test routing traffic away from the main high street.
7. Work with shopping centre to re-purpose the space to include large leisure attraction.

DESIGN

1. Create a central external community space for people to gather/congregate for key events such as Olympic screenings, switch-ons.
2. Introduce recognisable entrance points to town centre to create sense of arrival.
3. Highlight the history of the town with more physical (and virtual) reference points throughout the space.
4. Reduce the dominance of the vehicle to allow for a more relaxing environment for people to dwell.

PUBLIC REALM IMPROVEMENTS

1. Introduce greenery with potential to absorb carbon and to soften the street scene.
2. Ensure there is an intense cleansing and freshening regime for after the evening economy functions and that street furniture is replaced/cleansed/repared.
3. Freshening the appearance of the place. Installation of bins, public benches.
4. Use lampposts to introduce bright banners either for advertising, wayfinding or general colour to indicate the town centre zone.
5. Improve pavement quality on routes to the town centre.

MASTERPLANNING

1. Provide an interactive museum/feature within the town to engage families.

BRENTWOOD - town

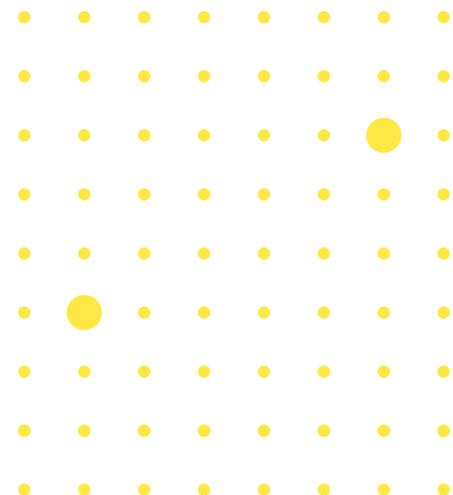
Settlement that is bigger than a village but smaller than a city

PHYSICAL	
CONNECTIVITY	<p>WAYFINDING AND SIGNAGE</p> <ol style="list-style-type: none"> 1. Create a wayfinding strategy from pedestrian movement from the station (short term solution such as lamppost banners) and for vehicular parking availability, shopping centre location both on and offline. 2. Increase signage highlighting distance to town centre upon arriving into Brentwood and make the arrival clear. <p>CAR PARKING</p> <ol style="list-style-type: none"> 1. Invest in digital signage to assist in car parking availability and location. 2. Explore mixed use solutions for car parking spaces (i.e. open-air secret cinema, markets, flower shows). 3. Implement a consistent car park timing system. 4. Explore implementation of ANPR system for parking and update all parking meters. 5. Provide electric charging points and favourable options for eco cars. 6. Include car clubs in s.106 for all residences built in town centre zone. <p>TRANSPORT</p> <ol style="list-style-type: none"> 1. Explore development of cycle paths fit for purpose (i.e. catering for SUVs). 2. Create a retention strategy for the opening of the Elizabeth Line. 3. Bus 4. Paths - become a full access-able location for all ages and abilities. 5. Remove HGVs and buses from the high street (relocate to William Hunter Way). 6. Conduct a delivery audit - with specific delivery zones and times on the high street. Look at other delivery models including cycle schemes, shared delivery. <p>BROADBAND</p> <ol style="list-style-type: none"> 1. Improve internet speeds and roll out comprehensive scheme to ensure all have access to adequate internet.
SUSTAINABILITY	<p>ENVIRONMENT/EFFICIENCY</p> <ol style="list-style-type: none"> 1. Prioritise car users in electric vehicles. 2. Install charging point zones. 3. Activate low carbon emission zones (i.e. electric buses, biofuel buses). 4. Provide more water fill up/recycling points and promote this. 5. Install air quality monitors to benchmark current high street position and set base for future sustainability initiatives. 6. Introduce electric cleaning vehicles and graffiti removal vehicles. 7. Create a green zone on side street removing traffic to create a rich habitat for wildlife, improving air quality and providing a new, calm public space for people living, working and visiting.
COMPOSITION	<p>DIVERSIFICATION</p> <ol style="list-style-type: none"> 1. Allow the repurpose of units and liaise with owners/landlords on how to repurpose space and include living spaces/shared workspaces and change of use. 2. Lack of luxury hotel accommodation to be considered. 3. Introduce an anchor leisure offer built around potential competitive socialisation. 4. Consider introduction of more heritage and arts offering to suit the demographic. 5. Introduce a market strategy to suit demographic - food/farmers market to suit some, retro/urban vintage/upcycling to suit others and drive footfall.

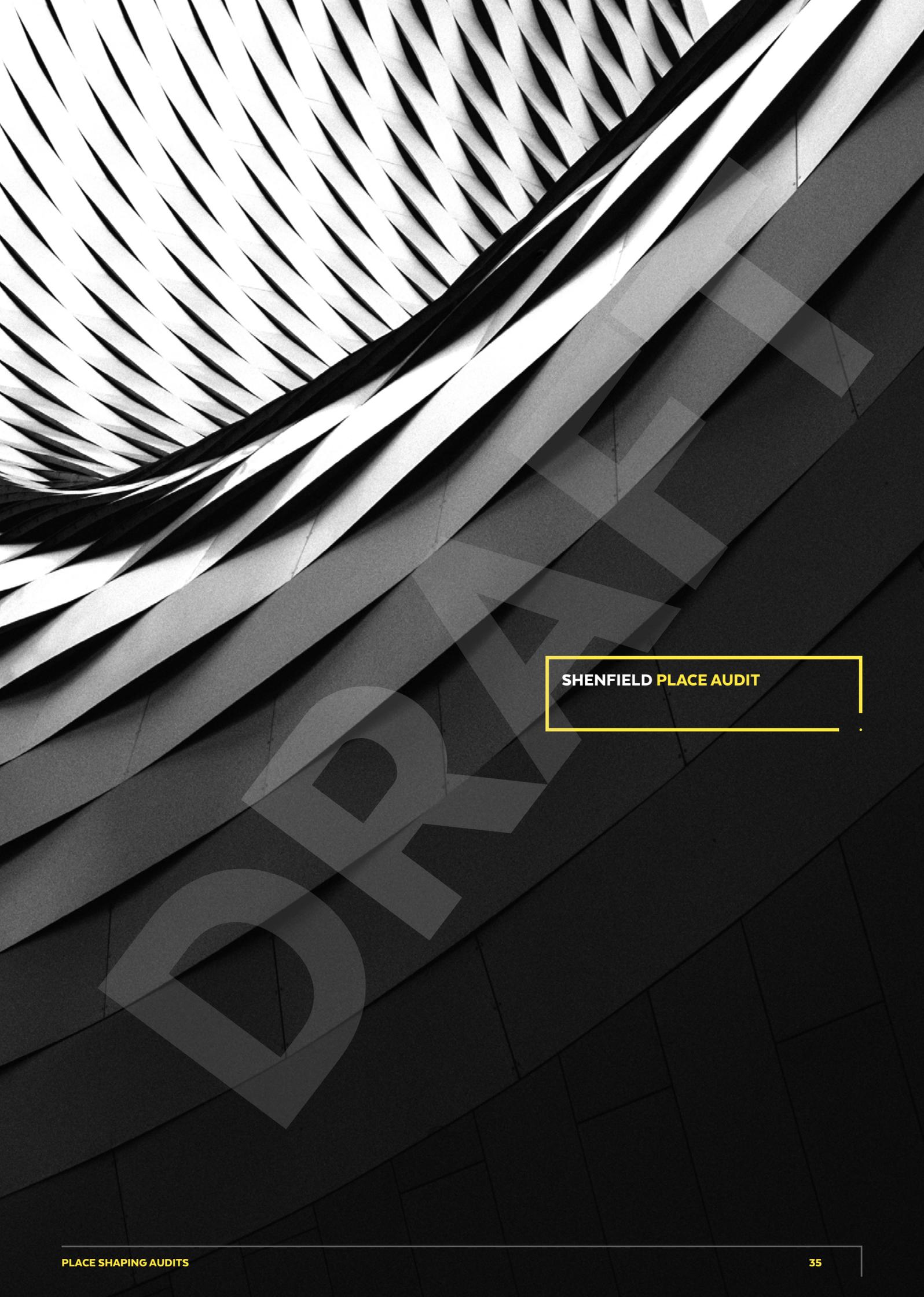
BRENTWOOD - town

Settlement that is bigger than a village but smaller than a city

SOCIAL	
<p>PERCEPTION</p>	<ol style="list-style-type: none"> 1. There are varying perceptions - one which is TOWIE-based and another which is non-existent to an older demographic. Both have their place. There is opportunity to define Brentwood as a place to do business and connecting point between London and Essex - a support hub for City/Canary Wharf or creative sector. 2. Create a vision. 3. Create an engaging, authentic narrative for residents, businesses and visitors. Entrepreneurship is a key theme to build on. Leading, taking risks and using initiative to be seen as a place to do business and bring your business to. 4. Night-time Economy.
<p>LEADERSHIP</p>	<ol style="list-style-type: none"> 1. Create clarity between Business Brentwood Partnership, Chamber of Commerce, Brentwood Borough Council and Essex County Council on roles and responsibilities of delivery. <p>Explore sustainable funding opportunities for some of the initiatives featured here.</p>
<p>ENLIVENMENT</p>	<p>DIVERSIFICATION</p> <ol style="list-style-type: none"> 1. Create an ambitious enlivenment plan to suite a variety of demographics. An aging, wealthy, educated population will require a different choice to a younger audience or to families. Create a strategy which builds on these core local audiences 2. Provide a platform to market business events alongside commercial activity and council activity to create a stronger, collaborative offering
<p>MARKETING</p> <p>*ONE PLACE BRAND FOR ALL THREE LOCATIONS</p> <p>*ONE OVERARCHING VISION</p> <p>*ONE DESTINATION WEBSITE</p>	<ol style="list-style-type: none"> 1. Create a brand and place narrative for inward investment in all forms - business and consumer and to speak to residents too. Brentwood specific so it is not lost under the Essex brand. Open to all, open for business, open space. Open minds. 2. Maximise the heritage and history which is currently very underplayed. 3. Create and deliver marketing strategies to underpin the place brand and narrative to include: <ol style="list-style-type: none"> a) SEO strategy b) Destination marketing c) Residents, investors and visitors - a bespoke targeting strategy d) Key message matrix for all audiences 4. Create a calendar of suitable events and markets to cover book fairs, flowers, plants, food and farmers plus vintage, up-cycling etc. 5. Deliver a clear social media strategy which distinguishes Brentwood from USA Brentwood, and highlights what is happening in the area. 6. Create a Brentwood TripAdvisor page and work with local businesses to improve their TripAdvisor page. 7. Create an improved destination website, with a dedicated section for places to stay. 8. Develop an SEO strategy and Google advertising plan for 'shopping in Brentwood' to highlight the offer i.e. boutiques and services. 9. Create an AccessAble (www.accessable.co.uk) location.







SHENFIELD PLACE AUDIT

3.1

Shenfield Quantitative Findings.

3.1.A) LAND USE INCLUDING VACANCIES

According to Springboard (August 2019) vacancy rates on Shenfield high street were 0%, whereas nationally they were 10.3%. Usage on Shenfield High Street includes shops, hairdressers, professional services, restaurants, cafés, drinking establishments, hot food takeaways, non-residential institutions, business, general industry, a betting shop and tanning salons.

The high street is predominantly A1 traditional retail and hairdressing (40%) and A2 financial and professional services (21%), with non-residential institutions being third most prominent at 11%. There are currently no businesses in a CVA, which, is due to the number of local independent shops and the lack of national chain retailers along the Broadway.

As seen from the figures below there are multiple planning applications currently being considered or that have been accepted in the Shenfield Ward around the Broadway. The demolition of the Eagle and Child public house and the construction of a three-storey apartment building in its place, providing 15 residential units is just one example.

Shenfield Library is also to be developed by Essex County Council. Whilst there might be need for change here, there is opportunity to provide other use which could also incorporate the library needs of the community, such as a health centre.

3.1.B) RESIDENTIAL AND EMPLOYEE NUMBERS

Shenfield's usual resident population is 5,432 (figure based on Ward population). The Broadway generally serves as a local shopping area for residents. It sits on the A12 relief road and both the A12 and M25 are in close proximity, with Shenfield station providing links into London and across the rest of the country. In addition, the station is the beginning and end point for national rail services and, hence, the town acts as a change point for commuters on their way home to Chelmsford or Colchester, for example.

Shenfield has 2,403 people in employment, of those 22.83% work in financial and insurance activities, 11.64% work in professional, scientific and technical activities, 11.47% work in Education and 10.55% in Human Health and Social Work Activities. However, it under-performs in wholesale and retail trade. Comparatively, the other locations do not stack up in terms of financial and insurance activities or professional, scientific and technical activities. The ascendancy of the financial and insurance, scientific and technical activities supports the position of Shenfield as a prime London-commuter town.

Shenfield has a significant population of well-educated individuals, with 45% of Shenfield's population having NVQ4 and above and only 12% having no qualifications. 88% have some form of qualification. Only Dorking in the basket locations breaks the 40% barrier in NVQ4 and above with the rest far behind that of Shenfield. Schooling in Shenfield is exceptional with Shenfield High School and Shenfield St. Mary's Church of England Primary School in the area. Consequently, Shenfield has both a good level of educated people and the network to maintain this. The education available also adds to the location being highly desirable place to live.

3.1.C) TRANSPORT DATA

Car Parking

In Shenfield there are two main car parks with 114 total spaces that serve the high street:

Hunter Avenue (48 spaces + 3 disabled)
Friars Avenue (62 spaces + 1 disabled).

Business feedback indicated that the differences in free periods throughout the three high streets were a source of animosity. The lack of thoughtful parking, up and down the Broadway proper was also raised as an issue. Therefore, addressing these should be a priority. In addition, consumers are looking for ease of use and, hence, parking should be made as painless and as quick as possible. This could be achieved by implementing more modern forms of payment. ANPR for example, could be explored. Moreover, digital signage allows for better route finding and the passing of information to drivers regarding parking availability. The upsurge in electric vehicle users, especially so close to London, means there is an opportunity to offer fast charging points. This could promote the use of such vehicles and lower emissions around the area.

Bus

In Shenfield there are 5 buses run by First and NIBS that service the area with 96 journeys running through the Broadway during the day. Over the course of the weekend there are 58 bus journeys. The weekly total that runs through Shenfield Broadway is 538. Bus usage overall is down in line with national trends.

In order to halt this downward spiral in bus usage, the introduction of more services, that are better equipped and more eco-friendly could arrest the issues at play. In future, it may even increase usage, due to the modern consumers preferences towards environmentally friendly forms of transport.

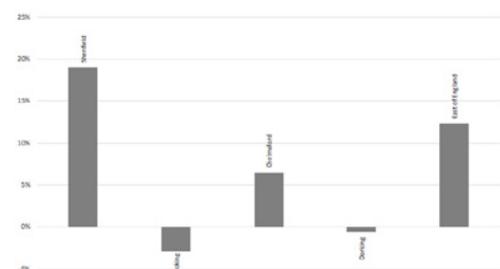
Train

Shenfield station has seen an increase in usage. As can be seen from the figure above in 2014/15 traversals through the station were 3,486,772 and in 2018/19 there were 4,149,488. This is a 19% increase in usage since 2014/15. All comparable locations are outpaced by Shenfield station in these terms.

The data suggests that Shenfield has a stable commuter population that is growing year on year. With the introduction of the Elizabeth Line there is potential for rapid growth in this grouping. This could also have an adverse affect on other forms of transport such as car usage increasing and adding to congestion to reach the station, parking prices and the need to improve the usage/frequency/eco-friendly bus offering.



% change of train usage since 2014/15 to 2018/19



3.1 Shenfield Quantitative Findings.

3.1.D) CRIME AND ANTI SOCIAL BEHAVIOUR

In 2019 reported crimes in Shenfield were low in comparison to other locations. Of those crimes reported vehicle crime and violence and sexual offences were the stand-out statistics with 21.6% and 22.2% respectively. Theft related crimes account for 21.07% of all crimes committed in Shenfield. Broken down further, there were 38 reported shoplifting incidents, which is 7%. Shoplifting levels are middle of the park when contrasting Shenfield with the basket locations.

Type of Crime	Shenfield		Dorking		Woking		Chelmsford		Epping	
	No. Crimes	% of all crime								
Anti-social behaviour	70	12.9%	250	24.3%	421	18.8%	916	19.3%	235	18.8
Bicycle Theft	26	4.8%	54	7.6%	131	0.7%	240	5.1%	9	4.1%
Burglary	42	7.8%	43	1.8%	31	5.2%	117	2.5%	65	1.8%
Criminal damage and arson	21	3.9%	152	5.2%	90	6.9%	244	5.1%	86	11.4%
Drugs	7	1.3%	42	3.4%	58	2.2%	180	3.8%	28	3.2%
Other Crime	8	1.5%	30	1.3%	23	1.0%	194	4.1%	13	2.3%
Other Theft	46	8.5%	129	9.1%	158	6.6%	303	6.4%	82	9.7%
Possession of weapons	3	0.6%	10	0.8%	13	0.2%	30	0.6%	3	0.8%
Public order	31	5.7%	126	9.9%	172	9.4%	378	8.0%	117	9.5%
Robbery	8	1.5%	4	0.4%	7	1.1%	33	0.7%	14	0.3%
Shoplifting	38	7.0%	89	9.8%	170	6.1%	489	10.3%	76	6.7%
Theft from the person	4	0.7%	19	2.8%	48	2.0%	111	2.3%	25	1.4%
Vehicle crime	117	21.6%	52	1.6%	28	12.2%	87	1.8%	153	3.9%
Violence and sexual offences	120	22.2%	329	22.0%	380	27.6%	1417	29.9%	345	24.8%
Total crimes	541		1329		1730		4739		1251	

Table 1. In Crime and Anti-social behaviour sheet

3.1.E) CUSTOMER PROFILING

Ward data states there is a 50/50 gender split. 49% of homes are owned outright, with 38% mortgaged and 10% of homes privately rented.

In Shenfield 40% of the population are full time employees and 16% are retired. Due to Crossrail's development a potential spike in population is to be expected. According to MSOA Shenfield's average household income is £41,100.

Shenfield (CM15) has the second highest house prices between Brentwood, Shenfield and Ingatstone, with £554,578. When comparing this with the basket locations, Epping and a portion of Woking top this figure, with all others having a lower average.

SHENFIELD WARD

POPULATION - 5,432

MALE - 2,707

FEMALE - 2,725

49% HOMES OWNED

38% MORTGAGED

10% PRIVATELY RENTED

AVERAGE HOUSE PRICE £554,578

ECONOMIC ACTIVITY

40% FULL TIME EMPLOYEES

16% RETIRED

HOUSEHOLD INCOME - £41,100

3.1.E) CUSTOMER PROFILING (CONTINUED)

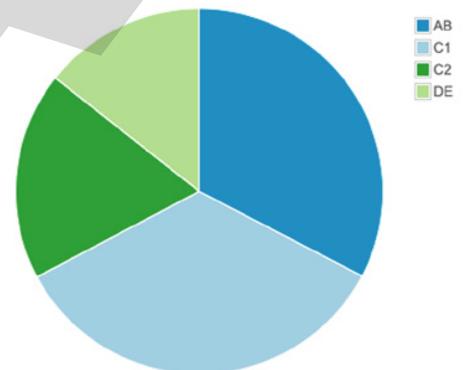
C1 is the dominant social grade, with AB being the second most prominent. Both are above the county and national averages with AB being 10% higher than both. This again affirms the view that Shenfield is well educated, with a professional commuter population, who have disposable income.

SOCIAL GRADE	SHENFIELD	ESSEX	ENGLAND
AB - Higher & intermediate managerial, administrative, professional occupations	32.67%	22.55%	22.96%
C1 - Supervisory, clerical & junior managerial, administrative, professional occupations	34.55%	33.54%	30.92%
C2 - Skilled manual occupations	18.44%	22.53%	20.64%
DE - Semi-skilled & unskilled manual occupations, Unemployed and lowest grade occupations	14.33%	21.39%	25.49%

The above social grades describe the classifications based on occupation and enables a household to be categorised according to job of the primary income earner.

Social Grade

AB - Higher and intermediate managerial, administrative, or professional positions	2408
C1 - Supervisory, clerical, and junior managerial/administrative/professional positions	2546
C2 - Skilled manual workers	1359
DE - Semi-skilled and unskilled manual workers; those on state benefit/unemployed, & lowest grade workers	1056
Total	7369



Compared with the national average, Shenfield (ward) has a higher rate of outright home ownership and a higher rate of mortgaged households, with a smaller private rental sector.

TENURE	SHENFIELD	ESSEX	ENGLAND
Owned	49.6%	34.7%	30.6%
Mortgage	38.7%	36.7%	32.8%
Shared	0.1%	0.6%	0.8%
Social Rented (Council)	0.5%	7.9%	9.4%
Social Rented (Housing Assoc)	0.1%	6.4%	8.3%
Private Rented	9.2%	11.4%	15.4%
Other	0.8%	1.2%	1.4%
Rent Free	0.9%	1.1%	1.3%

RAFE

3.1.F) BUSINESS QUESTIONNAIRES

Over the course of the research period 135 people were contacted with a specific set of survey questions. E-mails were also sent out to the Brentwood Business Partnership and Brentwood Chamber of Commerce members asking them to take part in the survey.

In Shenfield there were 68 detailed responses with over 75 business and stakeholders contacted via the methods stated above.

- Car parking availability and its cost, signage, theft of goods, crime and anti-social behaviour were all issues that respondents raised.
- Positive words; clean, expensive, busy, affluent, community, convenient.
- Negative words; none.

3.2

Shenfield Qualitative Findings.

3.2.A) DNA WORKSHOP

A DNA workshop was held with key stakeholders. The purpose of the workshop was to supplement stakeholder interviews/questionnaires with a group session around two key questions:

1. What is the essence of the locations and what do you want for the places in five years' time?
2. What should they be known as and what should they be known for?

ESSENCE

- Commuter market town
- Village shops – small town
- Cradle to grave community
- Community pride
- It hasn't changed
- Independent retail
- Supported by affluent local family audience
- Wide pavements
- Convenient
- Recognised business cluster
- Safe
- Everything a community needs
- Friendly
- Sense of belonging
- Residential plus retail good mix

FUTURE

- The same – a place with a sense of belonging
- Fresh and pretty high streets bustling with independents
- Taxis moved up high street
- Signage for parking
- Library as community hub
- Bring station into 21st Century and improve aesthetic
- Improved traffic flow
- Health Centre to anchor the town
- Enhanced yet balanced evening social scene
- Electric charging points for cars
- Keep the unique quality of it

3.2 Shenfield Qualitative Findings

3.2.B) STAKEHOLDER INTERVIEWS

A number of stakeholder interviews were also carried out and ranged from telephone interviews to face-to-face interviews with businesses and stakeholders in each location.

Generally it was felt that the high street in Shenfield functioned as well as it was supposed to, serving its local, affluent audience. It focuses around community for short stay meeting of friends and functional, independently-sourced purchasing on a day-to-day basis.

The general maintenance and aesthetic appeal of the high street was a concern – broken paving slabs and falling crab apples for the older customers caused concern.

It was also raised that if you did not know Shenfield was there then you would miss it completely but there was uncertainty whether an external audience was needed – it just needs to work well for those it already serves and should continue in this vein.

It was felt that it was not a location that could sustain high end clothing retail due to the nature of competition in London and Bluewater.

Clarity of purpose for the community to unite around was raised regularly. A vision/brand based around community spirit and being The Hub of a True Community

Shenfield high street is hugged by schools providing an audience which is predominantly school mums. Surges in trade around the school run times seem to back this up however it is very much a community from cradle to grave. A health centre would also bring footfall, dwell time and spend and keep the local audience anchored in their high street rather than leaving for these services.

Here more so than the other locations it was felt that the DNA as community and this was just right at the moment.

The purpose suits the need at present but if things are not protected and nurtured issues arise.

Also it was perceived to be a safe location with anti-social behaviour (in the main) designed out and self-policed but with the feeling crime was on the rise.

Finally it was noted that there is an ageing and older demographic here, with younger people buying the larger houses but there is a need to ensure the place is fit for purpose for an older age group.

3.2.C) FLÂNEUR IMPRESSIONS

The flâneur visits identified the following observations:

Shenfield high street felt busy – both from a pedestrian and a vehicle perspective. The route in via car was well sign-posted when off the A12 but not on the A12 itself.

The high street is a long, linear high street, anchored by the railway station at one end. This was busy, even at 11am in the morning with traffic backing up as soon as the pedestrian crossing was in use.

The station was visually very unappealing – an austere 70's building with little if no architectural interest. The high street immediately felt useful and busy with a mix of independent businesses and franchises such as Subway. These are nestled alongside estate agents, solicitors, salons, gift shops, Tesco and the Co-op. There are also bakeries, cafés and restaurant/bars. There was a general bustling nature to the place with people walking dogs, nipping in and out of shops and generally getting on with things.

Some general floral aesthetic pieces would certainly brighten and enhance the feel of the area as it was not overly charming although this was offset by the large residences surrounding it and the sense of space they gave between each end of the street.

Parking at the station end indicated free parking for one hour no return within four hours which differed from the provision at the opposite end. Premises in the main hub included charity shops, nails and beauty, a funeral directors, tanning salon, hairdressers and café.

Whilst exploring the services available the team noted a real sense of community: shop owners talking to their customers by name, referencing their orders from memory and assisting with goods selection. This presented as excellent customer service and a real point of difference in the modern world.

Approaching by train was simple enough from Brentwood. Using a car as a visitor was more problematic. Whilst straightforward enough to find – if you knew where to go – it was nigh on impossible to find anywhere to park. Two flâneur visits involved nearly driving away in frustration and going elsewhere.

The high street also felt like a 'High Street of Two Halves' with residential premises and the library slicing the facilities somewhat but not necessarily detrimentally. It did feel as if the non-station end was less frantic and slightly higher end although this might not be borne out in products and services.

It felt very much like a place well placed to serve its local community and which understood it – no 'To Let' boards to be seen anywhere, but also it felt as if it might lose its local feel if more national franchises arrive.

3.2.D) ASSESSMENT OF COMMUNICATIONS AND ENGAGEMENT

An assessment of how Shenfield is presented online was undertaken. Key online channels and searches have been reviewed.

Google Search

The top Google search when looking for 'Shenfield' is the Wikipedia page for Shenfield and Shenfield Railway Station. These precede Shenfield High School, TripAdvisor and property news.

There appeared to be nothing specific for Shenfield from a marketing/what's on - what's available perspective.

TripAdvisor

The top things to do in Shenfield on Trip Advisor are: Epping Ongar Railway, Brentwood Theatre, Brentwood Karting, The Brentwood Centre, Nuclear High Ropes, Essex Wine School, Adventure Island and the Great Western Railway. However, all of these attractions are between 5 minutes to an hour drive from Shenfield. An opportunity exists to update Shenfield and things to do in the area on TripAdvisor.

Leisure

The dining offering online shows as being minimal with only a few restaurants/cafés to eat at, with an average review/rating. Top restaurants and cafés include, Sienna's Restaurant, The Rose Shenfield, The Lot Bar & Restaurant and Onaplate.

Hotels

All hotels that are promoted when searching for hotels in Shenfield are situated at least 2 miles from the centre.

Social media

When searching Shenfield on Twitter, the discussions are mainly around the train line and other travel news.

Top Twitter accounts:

1. Shenfield High School
2. Shenfield Cricket Club News
3. The Rose Shenfield
4. Shenfield Wine Co
5. Shenfield Cricket Club
6. SSP Shenfield
7. Shenfield St Mary's
8. The Travel Boutique, Shenfield
9. Shenfield AFC

Top displayed groups on Facebook:

- Hutton & Shenfield and Surrounding Areas Chatter
- Hutton, Shenfield and Surrounding Chatter, Business Groups & Services
- Hutton and Shenfield
- Neighbourhood Watch Notices
- Hutton and Shenfield Community Chit Chat
- Shenfield & Hutton Local Business Page

All are community focused which is to be expected but provides further opportunity to raise the profile of the location amongst its own residents and beyond.

3.2.E) SWOT

A SWOT session was held with members of the Brentwood Business Partnership and Brentwood Chamber of Commerce on 14th February.

<p>STRENGTHS</p> <ul style="list-style-type: none">• Village hall• Bakeries• Captive audience• Eco-system• Owners / occupiers• Up-market• Proximity to London and transport connections	<p>WEAKNESSES</p> <ul style="list-style-type: none">• Lack of theatre• Congested road through at peak times• Unequal parking charges• Taxis blocking the road near station• Unattractive station building
<p>OPPORTUNITIES</p> <ul style="list-style-type: none">• Shenfield tax - deemed to be wealthy so brings exclusive products• Library area to be redeveloped with community in mind• Leisure and health facilities can be expanded to add to area appeal• Commuters create a captive audience at various times of the day• Crossrail will bring more people through the area and station	<p>THREATS</p> <ul style="list-style-type: none">• Replacement bus services• Shopping centre• Imbalance of investment• No health services• Crossrail• Night-time economy mix• Banking

3.3 Shenfield Recommendations.

SHENFIELD - market town

A market town is a town, especially in a country area, that has or used to have a market in it.

PHYSICAL	
DESIGN	<p>PLANNING</p> <ol style="list-style-type: none"> 1. Work with station owners to improve the aesthetics of the station and the entrance point to the high street. <p>DESIGN</p> <ol style="list-style-type: none"> 1. Consider using pavement space at village end to offer more short stay parking spaces. <p>PUBLIC REALM IMPROVEMENTS</p> <ol style="list-style-type: none"> 1. Green the space to make it feel appealing from station end towards the village. Flower beds and hanging baskets to create a drawer along the high street and a sense of place.
	<p>CONNECTIVITY</p> <p>WAYFINDING AND SIGNAGE</p> <ol style="list-style-type: none"> 1. Highlight the parking availability with clear signage and messaging. 2. Turn bays at village-end to allow more cars to pull in for pop'n'go shop approach (availability, redesign, space). Improve signage from A12 to Shenfield - distance and what Shenfield is. 3. Relocate taxi rank at station. 4. Promote Shenfield from the train side. 5. Introduce banners/signage at each end of street to showcase offer. 6. Introduce traffic measures for rush hour periods. <p>CAR PARKING</p> <ol style="list-style-type: none"> 1. Invest in signage to assist in parking availability. 2. Provide consistency across borough in times for stopping. 3. Explore implementation of ANPR system for parking and update all parking meters. <p>TRANSPORT</p> <ol style="list-style-type: none"> 1. Utilise Elizabeth Line train-side to promote Shenfield as a place to visit. <p>BROADBAND</p> <ol style="list-style-type: none"> 1. Improve internet speeds and roll out comprehensive scheme to ensure all have access to adequate internet.

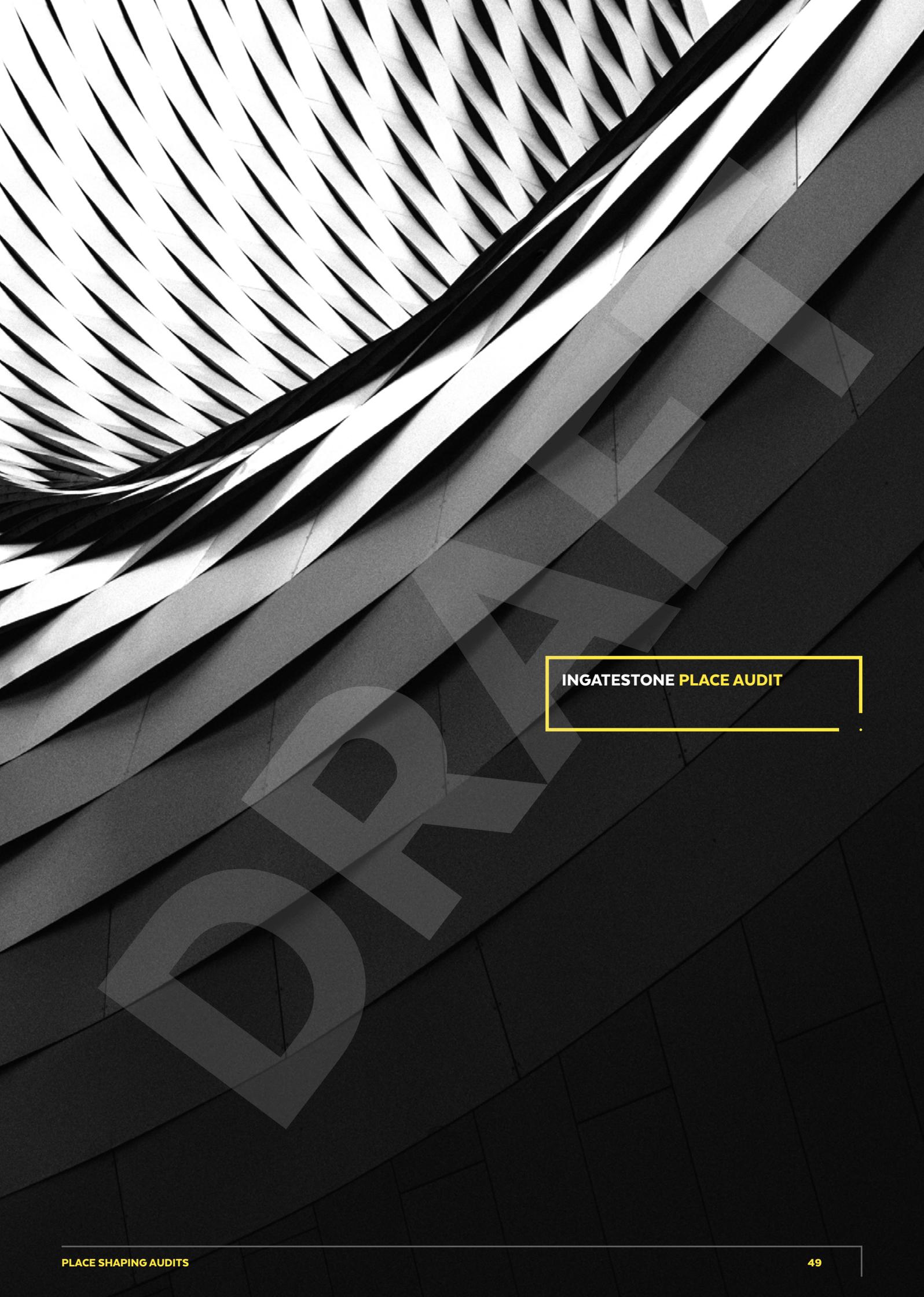
SHENFIELD - market town

A market town is a town, especially in a country area, that has or used to have a market in it.

PHYSICAL	
SUSTAINABILITY	<p>ENVIRONMENT/EFFICIENCY</p> <ol style="list-style-type: none"> 1. Prioritise car users in electric vehicles. 2. Install charging point zones. 3. Activate low carbon emission zones (i.e. electric buses, biofuel buses). 4. Provide more water fill up/recycling points and promote this. 5. Install air quality monitors to benchmark current high street position and set base for future sustainability initiatives. 6. Introduce electric cleaning vehicles and graffiti removal vehicles.
COMPOSITION	<p>DIVERSIFICATION</p> <ol style="list-style-type: none"> 1. Maintain the balance which provides the key services to support the local community with quality independent retail and food offering. 2. Create a health, well-being and community hub centre to draw people together and support the range of community ages.
SOCIAL	
PERCEPTION	<ol style="list-style-type: none"> 1. Maximise the community message – a high street which understands, serves and knows the needs of its mainly local customers and residents. Knowledge and customer care at the forefront of the messaging. 2. Create a USP and message that Shenfield is not just a station on the way to London – it could be a great meeting place for London and Essex and beyond for weekend family time and a hub for connecting with friends and family at the weekend.
LEADERSHIP	<ol style="list-style-type: none"> 1. Provide a basis for sustainable funding for events and marketing beyond the strong businesses who lead alongside the public sector at present.
ENLIVENMENT	<ol style="list-style-type: none"> 1. Create a family-focused enlivenment plan. 2. Create a key weekend, family event. 3. Enhance the existing trails with marketing and communication and additional on the ground activity. 4. Make Shenfield known for its weekend family fun trails beyond those carried out at Halloween, Easter and Christmas.
MARKETING	<ol style="list-style-type: none"> 1. Create a clear place brand and messaging plan around relevant audiences and to cover the same supporting strategies as Brentwood. Combine with Brentwood on one main marketing platform but with unique sense of place for all locations. 2. Create a strategy to target early evening economy – commuters to meet their families. Retailers to support with summer late opening evenings and festive feel with bunting and additional planting/banners. 3. Provide retailer support for engaging, visual displays – to educate the retailers. Provide clear connection to business support workshops including how to create your own marketing plans. 4. Marketing Plan – protect the community feel and enhance it. 5. Provide a combined digital plan with other two high streets to create efficiencies. 6. Create a Shenfield TripAdvisor page and work with local businesses to improve their own TripAdvisor/Google business pages. 7. Provide printed and digital 'What's On' bulletins to residents. 8. Create an AccessAble (www.accessable.co.uk) location.







INGATESTONE PLACE AUDIT

4.1 Ingatestone Quantitative Findings.

4.1.A) LAND USE INCLUDING VACANCIES

This section is informed by data collected at a local level in 2020 and from Springboard in 2019. In Ingatestone, vacancy rates are 11%, regionally 8% and nationally they are 10.3%. Therefore, Ingatestone's vacancies are 3% above the regional percentage and 0.7% above national.

The usage of units is weighted towards A1 (Shops and Hairdressers) which makes up 57% of the high street, 21% are A2 (financial and professional services) and 11% are food and drink establishments. Usage on the high street is shops, grocery stores, hairdressers, financial and professional services, restaurants, cafés and drinking establishments, hot food takeaways, non-residential institutions and a betting shop.

In Ingatestone, due to the dominance of independent shops, there are no businesses in company voluntary arrangements. However, vacancies in Ingatestone are above national and regional averages and the high street is weighted heavily towards A1 traditional retail.

There are several small-scale development plans currently under review or that have been accepted. The change of use of a first-floor office into 2 residential flats and then repair works to existing ground floor units, is one example.

Opportunity exists for family-based space usage to be created.

4.1.B) RESIDENTIAL AND EMPLOYEE NUMBERS

Data collected in the 2011 census by the Office of National Statistics and then collated into Nomis area reports states that there were 5,620 usual residents in the built-up area (including Mountnessing). The high street serves the local population and is a part of the

relief road for the A12. The area is commuter territory and therefore a large proportion of the population spend the majority of their time in London. The challenge is to attract these people back into Ingatestone and get them to spend their free time during the weekends in the area.

There are 2,498 people in employment with financial and insurance activities, wholesale and retail trade, and education being the biggest sectors of employment for the population of Ingatestone. There is also a strong contingent who work in construction, professional, scientific and technical activities and human health and social work activities.

The comparable locations hold the edge in professional and scientific and social work/human health activities, however, fall well behind Ingatestone in financial services and construction. This is in line with its position as a commuter village and the existence of large construction companies based in the Borough.

Ingatestone's population is well educated with 33.08% having an NVQ4 or above and 11.21% having an NVQ3. Only Epping and Woking stand above Ingatestone in this regard with the rest of the locations being notably less well educated. In addition, Ingatestone has very good educational establishments with the Anglo-European School, Ingatestone and Fryerning Church of England Junior School and the Margaretting Church of England School.

Ingatestone's population are well educated and supported by schooling, with many being employed in commuter sector jobs. What is more, there are a healthy level of retail jobs that attract outside workers.

4.1.C) TRANSPORT DATA

Car Parking

In Ingatestone there are 3 main car parks with 131 total spaces:

- The Market Place (17 spaces + 3 Disabled)
- The Community Centre Car Park - (75 spaces)
- Bell Mead (36 spaces)

According to business feedback, parking availability was viewed as an integral reason for the lack of footfall. However, its cost was not seen as an issue, due to 2 hours free at Bell Mead and the Market Place.

Locations across the country are increasingly offering better quality, faster, more advanced methods of payment, with an inclusion of better signage and charging points for electric vehicles. In this regard the challenge is how to improve the offer, whilst maintaining the aesthetic of the village.

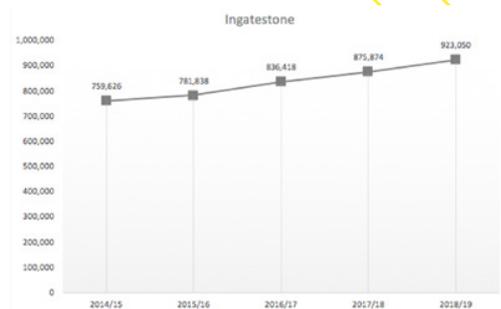
Bus

According to data collected from Brentwood Borough Council, there is 1 bus that services the village. The service is run by First and 48 journeys are made on a daily basis. A total of 58 journeys are made during the weekend. In total, over the course of the week there are 106 bus journeys. The number of journeys and bus services that run through the village are low. Thence, a better provisioned network could perhaps be explored, to connect Ingatestone with Brentwood and Shenfield.

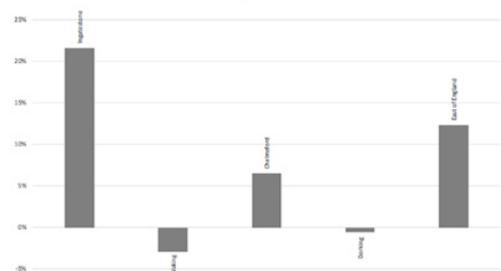
Train

Data from the Office of Rail and Road indicates that there were 759,626 traversals through Ingatestone station in 2014/15. In 2018/19 it was 923,050 which is an increase of 22%. Between 2017/18 and 2018/19 there was a 5.4% increase in traversals.

As seen from the figure below there was a year on year increase in station usage. Only Chelmsford matched the constant upward trend with all other locations dipping in usage at some point throughout the years. Thus, evidence dictates that there is a growing number of commuters within the village, either travelling to London or farther afield. The upward trend examined here may increase further with the introduction of the Elizabeth Line in the Borough.



% change of train usage since 2014/15 to 2018/19



4.1.D) CRIME AND ANTI SOCIAL BEHAVIOUR

In Ingatestone crime does not appear to be an issue. There is a current spike in ASB, vehicle crime and violence and sexual offences, however, this is lower than similar locations such as can be seen in the figure below. More notable is the prominence of burglary and criminal damage and arson in Ingatestone which exceeds the others by some margin.

Type of Crime	Ingatestone		Dorking		Woking		Chelmsford		Epping	
	No. Crimes	% of all crime	No. Crimes	% of all crime	No. Crimes	% of all crime	No. Crimes	% of all crime	No. Crimes	% of all crime
Anti-social behaviour	54	14.1%	250	24.3%	421	18.8%	916	19.3%	235	18.8
Bicycle Theft	4	1.0%	54	7.6%	131	0.7%	240	5.1%	9	4.1%
Burglary	43	11.2%	43	1.8%	31	5.2%	117	2.5%	65	1.8%
Criminal damage and arson	52	13.6%	152	5.2%	90	6.9%	244	5.1%	86	11.4%
Drugs	3	0.8%	42	3.4%	58	2.2%	180	3.8%	28	3.2%
Other Crime	6	1.6%	30	1.3%	23	1.0%	194	4.1%	13	2.3%
Other Theft	22	5.7%	129	9.1%	158	6.6%	303	6.4%	82	9.7%
Possession of weapons	0	0.0%	10	0.8%	13	0.2%	30	0.6%	3	0.8%
Public order	19	5.0%	126	9.9%	172	9.4%	378	8.0%	117	9.5%
Robbery	2	0.5%	4	0.4%	7	1.1%	33	0.7%	14	0.3%
Shoplifting	21	5.5%	89	9.8%	170	6.1%	489	10.3%	76	6.7%
Theft from the person	2	0.5%	19	2.8%	48	2.0%	111	2.3%	25	1.4%
Vehicle crime	68	17.8%	52	1.6%	28	12.2%	87	1.8%	153	3.9%
Violence and sexual offences	87	22.7%	329	22.0%	380	27.6%	1417	29.9%	345	24.8%
Total crimes	383		1329		1730		4739		1251	

Table 1. In Crime and Anti-social behaviour sheet

4.1.E) CUSTOMER PROFILING (PARTICULARLY OF GREATER CATCHMENT)

INGATESTONE, FRYERNING AND MOUNTNESSING WARD

POPULATION - 5,966	
MALE - 2,828	FEMALE - 3,138
45% HOMES OWNED	
30.7% MORTGAGED	10.8% PRIVATELY RENTED
AVERAGE HOUSE PRICE £725,110	
ECONOMIC ACTIVITY	
34% FULL TIME EMPLOYEES	20% RETIRED
HOUSEHOLD INCOME - £36,000	

In the CM4 area the population is circa 10,181 with a significant number of people in the age category 45-59. In the Ward there are 2,608 Males and 2,909 females. 45% of homes are owned outright with 10% being privately rented. In Ingatestone 34% of the population are full time employees and 20% of them are retired. It is an affluent commuter village with a high average household income of £45,000.

The average house price in the CM4 area according to Zoopla is £725,110, making it the most expensive place to live when comparing it to the basket locations, with it being the highest across Brentwood, Shenfield and Ingatestone. The cost of housing limits access to the market for a younger populace.

In Ingatestone, the MSOA illustrates that the average household income is £36,000, in line with national averages. However, when considering housing costs this figure is skewed as most of that income is retained. This shows that a sizable proportion of the population are retired or people who own their homes outright.

Within the village CI is the dominant social grade with AB following close behind. As can be seen below in both social grades the county and national averages fall below Ingatestone with AB being 10% below. The evidence points to an affluent, well educated, high paid positional population.

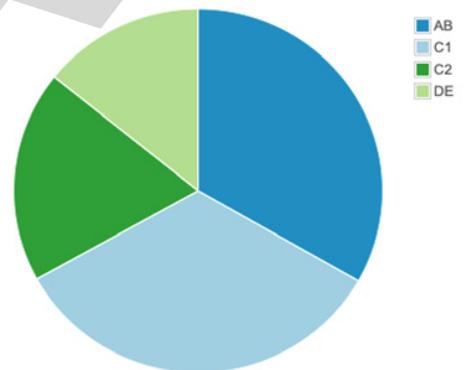
4.1.E) CUSTOMER PROFILING (CONTINUED)

SOCIAL GRADE	INGATESTONE	ESSEX	ENGLAND
AB - Higher & intermediate managerial, administrative, professional occupations	33.24%	22.55%	22.96%
C1 - Supervisory, clerical & junior managerial, administrative, professional occupations	33.70%	33.54%	30.92%
C2 - Skilled manual occupations	18.80%	22.53%	20.64%
DE - Semi-skilled & unskilled manual occupations, Unemployed and lowest grade occupations	14.24%	21.39%	25.49%

The above social grades describe the classifications based on occupation and enables a household to be categorised according to job of the primary income earner.

Social Grade

AB - Higher and intermediate managerial, administrative, or professional positions	1232
C1 - Supervisory, clerical, and junior managerial/administrative/professional positions	1249
C2 - Skilled manual workers	697
DE - Semi-skilled and unskilled manual workers; those on state benefit/unemployed, & lowest grade workers	528
Total	3706



Compared with the national average, Ingatestone has a higher rate of outright home ownership and a lower rate of mortgaged households, with a considerably smaller rental sector.

TENURE	INGATESTONE	ESSEX	ENGLAND
Owned	44.6%	34.7%	30.6%
Mortgage	30.9%	36.7%	32.8%
Shared	0.3%	0.6%	0.8%
Social Rented (Council)	10.3%	7.9%	9.4%
Social Rented (Housing Assoc)	1.5%	6.4%	8.3%
Private Rented	9.3%	11.4%	15.4%
Other	1.2%	1.2%	1.4%
Rent Free	1.9%	1.1%	1.3%

DRAFT

4.1.F) BUSINESS QUESTIONNAIRES

There were 22 responses with over 30 businesses and stakeholders contacted.

- Car parking availability and its cost, public transport cost, theft of goods, crime and anti-social behaviour, marketing, internet speeds and congestion were all worries for business respondents.
- Positive words; supportive, quaint, attractive, independent, clean, pretty
- Negative words; sad, unrecognised.

4.2

Ingatestone Qualitative Findings.

4.2.A) DNA WORKSHOP

A DNA workshop was held and stakeholders were given some of the initial findings from the telephone interviews. They were then asked to consider and elaborate further by answering the following two questions:

1. What is the essential essence of the place, given its unique history, catchment, and make-up?
2. What would you like the future to look like?

ESSENCE = VILLAGE

- Village look but not feel - Expensive
- Eclectic mix of shops (not always open)
- Not evolving - can't draw commuters in
- Not perceived as family orientated - hard to walk along high street
- Difficult to park - signage
- Pretty and picturesque
- Independent shops
- Commuter demographic
- Quaint - problem narrow streets/pavements
- Nice village
- Green spaces
- Stones
- Good schools

FUTURE

- Behave as a village and market it as such with events such as Dickensian evenings
- Stronger business partnership
- A Destination building on the history - a mini-Holt
- Market
- Stronger marketing
- Flexible working hub
- Community centre as a hub

4.2.B) STAKEHOLDER INTERVIEWS

A number of stakeholder interviews were also carried out and ranged from telephone interviews to face-to-face interviews with businesses and stakeholders in each location.

As a conservation area Ingatestone was felt to be well looked after but damaged street furniture was not replaced and was beginning to make the street scene feel shabby.

Internet speeds were a major concern as was the phone signal. If people are looking to home-work they could not do so well from here at present. The road that runs through the Ingatestone town centre is the A12 by-road which brings with it challenges when the A12 is closed or congested creating pollution. The car parking in Ingatestone is not perceived by stakeholders as an issue. There is plenty of it, there is just a lack of awareness of where it is. Public transport is available and there is good signage for visitors.

There is a feeling of a good independent business community but one that needs to do more together. There is a general view that Ingatestone and its offer is not well communicated beyond its own community and awareness of the village-feel here would be beneficial to traders.

It was also felt that as a location it had a big opportunity to change and suit a young, affluent audience and create a village environment fit for the 21st century with home working, creative services and family life at the epicentre. Equally it is a dog-walking area and this could be accommodated to create a real village environment.

There was also a general feeling that crime was increasing and this was causing concern for businesses.

Generally concern was raised that as a place it was not going to serve the family audience – younger families live in and around Ingatestone but could not spend time/money here with family even if minded to so a desire to shift some of the experience here to suit a different audience would be well received by professionals who may commute out during the week but want to be local with friends and family at the weekend.

4.2.C) FLÂNEUR IMPRESSIONS

The flâneur visits identified the following observations:

Ingatestone was a pleasant surprise to the visitors as they had no pre-conceived idea of the place before visiting, despite having lived and worked in Essex and Suffolk for a number of years. It felt as if it had the makings of a beautiful historic high street – whilst narrow for traffic, parked cars and pedestrians it was in the main aesthetically pleasing. Obvious challenges to this are the Co-Op building which is in stark contrast to the rest of the high street. Also, some of the units were in need of some maintenance to maintain a village/boutique feeling.

The central community building offered car parking and what felt to be a natural hub for activity locally.

Whilst it had the feeling of being quaint and historic it was quite quiet at non-peak travel times.

A visit during the end of school period created a different impression. Large crowds of youths gathering for buses and very busy traffic made the visitors want to drive straight through but it felt vibrant and busy and a place which could support a strong local community.

There was a perception of vacant units here and being hemmed in between shops and cars when on the pavement walking. A difficult relationship exists between the car, the need to park and the narrowness of the pavements taking away from the ownership of the space by people rather than the car.

4.2.D) ASSESSMENT OF COMMUNICATIONS AND ENGAGEMENT

An online assessment was carried out of how Ingatestone was displayed to visitors of all kinds online.

Google Search

Top Google search when searching 'Ingatestone' is Wikipedia, Ingatestone Saddlery, TripAdvisor, Ingatestone Hall and Essex Live.

As there is no destination brand for Ingatestone, there are no other pages that should be featuring above the current links. However, we would recommend either a dedicated website, or a section within a website that focuses on Ingatestone and its offerings. SEO work would need to be focused on to get this page as the top ranking. However, as there aren't many competitors, it should be easy to do.

TripAdvisor

The two top things to do in Ingatestone are Ingatestone Hall and The Bell (Pub). Our recommendation would be to work on how Ingatestone and things to do in the area are displayed on TripAdvisor.

When searching for 'things to do in Ingatestone' one of the links is dayoutwiththekids.co.uk. All of the activities listed are based outside of Ingatestone.

There is a great opportunity for a calendar of family focused activities on the high street. We would recommend a marketing and events strategy for the area, along with a dedicated website or web page to promote what is happening in Ingatestone.

Leisure

Online it appears there are a few restaurant / pubs in Ingatestone, these include The White Hart Inn, The Star Inn, Piero's and The Red Lion. All of these have good TripAdvisor reviews; however, there are pubs such as The Bell and The Cricketers which do not feature as prominently as they could.

Hotels

All hotels that are promoted when searching for hotels in Ingatestone are situated at least 4 miles from the centre. Ingatestone is a location which should be part of a hub and spoke visitor experience to Brentwood. Transport is good and the area could benefit from working with the rets of the Borough to cross-promote.

Social media

When searching Ingatestone on Twitter, the discussions are mainly around the train line and train station. Other posts include offers by local pubs or housing information.

Top 10 Twitter pages:

1. Ingatestone & Fryerning Parish Council
2. IngatestoneEssexCM4
3. Ingatestone Fire Station
4. The Ingatestone Dog Walkers
5. Ingatestone Lass
6. Pellini Ingatestone* (now closed)
7. The Star Inn
8. Ingatestone Saddlery
9. Aura
10. The Bell Ingatestone

Top results on Facebook:

- Ingatestone News
- Ingatestone
- Ingatestone Business Page
- Ingatestone Wines
- Ingatestone & Fryerning Parish Council
- Ingatestone & Blackmore Riding Club

With a calendar of events for Ingatestone and a marketing strategy to promote these, the conversation on social media could become very engaging beyond the local community.

4.2.E) SWOT

A SWOT session was held with members of the Brentwood Business Partnership and Brentwood Chamber of Commerce on 14th February.

<p>STRENGTHS</p> <ul style="list-style-type: none">• High net worth• Wide variety of small independents• Village-feel• Sports• History• Old-money• Community centre	<p>WEAKNESSES</p> <ul style="list-style-type: none">• A base for commuters only• Narrow pavements• Lack of parking• Parking on the streets ruins streetscene
<p>OPPORTUNITIES</p> <ul style="list-style-type: none">• Cafés• Professional approach• Village feel• Genuine Essex• 1st real Essex village• Dog-friendly• Tourism• Place marketing/wider marketing• Economy	<p>THREATS</p> <ul style="list-style-type: none">• Banking• Little ability to chase• “It’s dead” view of those who don’t live in the area• Theft• Parish Council: neighbourhood plan

4.3 Ingatestone Recommendations.

INGATESTONE - village

A group of houses and associated buildings, larger than a hamlet and smaller than a town, situated in a rural area.

PHYSICAL	
DESIGN	<p>PLANNING</p> <ol style="list-style-type: none"> 1. Bring the market square back into life as the centre of the community and make it feel like the heart of the place. 2. Remove some of the cars to side streets/community centre to create a sense of connection to the premises along the high street. <p>DESIGN</p> <ol style="list-style-type: none"> 1. Improve the exterior look and feel of the 60/70s buildings which jar with the older buildings in the area. Restore the village street scene and introduce planning framework around signage style etc.
	<p>CONNECTIVITY</p> <p>WAYFINDING AND SIGNAGE</p> <ol style="list-style-type: none"> 1. An easy location to drive through but impossible to find parking - improve signage to parking indicating distance from shops. 2. Introduce more speed measures/traffic measures. 3. Signage - wayfinding. <p>CAR PARKING</p> <ol style="list-style-type: none"> 1. Provide consistency across borough in times for stopping. 2. Explore implementation of ANPR system for parking and update all parking meters. <p>BROADBAND</p> <ol style="list-style-type: none"> 1. Improve internet speeds and roll out comprehensive scheme to ensure all have access to adequate internet.

INGATESTONE

PHYSICAL	
SUSTAINABILITY	ENVIRONMENT/EFFICIENCY <ol style="list-style-type: none"> 1. Prioritise car users in electric vehicles. 2. Install charging point zones. 3. Activate low carbon emission zones (i.e. electric buses, biofuel buses). 4. Provide more water fill up/recycling points and promote this. 5. Install air quality monitors to benchmark current high street position and set base for future sustainability initiatives. 6. Introduce electric cleaning vehicles and graffiti removal vehicles.
COMPOSITION	DIVERSIFICATION <ol style="list-style-type: none"> 1. A community work-space hub is needed in the centre to allow for the change in human behaviour. 2. Introduce a coffee and work area. 3. Introduce a family soft play centre and coffee environment to encourage families to engage in the space. 4. Create a local pop up shop strategy showcasing local talent. 5. Dress local windows with art and heritage displays creating sense of community.
SOCIAL	
PERCEPTION	<ol style="list-style-type: none"> 1. Peak period of children dwelling – anti-social behaviour (make a space for them to enjoy).
LEADERSHIP	<ol style="list-style-type: none"> 1. Provide a basis for sustainable funding for events and marketing beyond the strong businesses who lead alongside the public sector at present.
ENLIVENMENT	<ol style="list-style-type: none"> 1. Provide family trails and retail interaction and utilise community space for summer festival for all the family. 2. Create open air screenings in the car park in the community hub for summer months and families
MARKETING	<ol style="list-style-type: none"> 1. Create a clear place brand and messaging plan around relevant audiences and to cover the same supporting strategies as Brentwood. Combine with Brentwood on one main marketing platform but with unique sense of place for all locations. 2. Create a strategy to target local families to support their high street. 3. Provide retailer support for engaging, visual displays – to educate the retailers. Provide clear connection to business support workshops including how to create your own marketing plans. 4. Marketing Plan – protect the community feel and enhance it. 5. Provide a combined digital plan with other two high streets to create efficiencies. 6. Create an Ingatestone TripAdvisor page and work with local businesses to improve their own TripAdvisor/Google business pages. 7. Provide printed and digital What's On bulletins to residents. 8. Create an AccessAble (www.accessable.co.uk) location.



5.1

The Savills Place Team.

Savills Place has a team of over 60 people, specialising in place shaping, making locations enduring, endearing, and memorable places to visit and live. The team is spread across three locations, Manchester, London and East Anglia.



PAUL CLEMENT BSC MA
DIRECTOR, HEAD OF PLACE SHAPING

Paul has over a decade of experience in place management, starting his first town centre management company in April 2000.

He has a Master's Degree in global influences on urban centres from De Montfort University. His cumulative experience and wealth of knowledge led to the creation of Central Management Solutions (CMS) in 2011 and has helped to re-shape locations around the UK. CMS has now become Savills Place with Paul becoming Director, head of place shaping.



FIONA WRIGHT LLB
DIRECTOR

Fiona has worked in place-marketing for over 20 years with a focus on large-scale mixed-use developments in town centres, city centres and tourism projects. Fiona has worked at Savills Place since its creation under a different name, Central Management Solutions in 2011 and is a Director.



LUKE WINTER BA HONS
PROJECT EXECUTIVE

Luke is a new addition to the team. He studied Politics and International Relations at the University of Kent, with a focus on philosophy, history and political science. As one of the research team, he collected quantitative data and acted as one of the Flâneurs, visiting all three locations.



EMILY RICHARDS BA HONS, IDM DIP DIGM

MARKETING AND COMMUNICATIONS MANAGER

Emily has developed and improved brands for places and has a strong understanding of the changing needs of consumers when identifying with one place as opposed to another. Emily studied social sciences at Nottingham University where she developed skills in analysing the ways in which consumers and society behave.



SOPHIE ALEXANDER-PARKER

ASSOCIATE DIRECTOR, OPERATIONS AND COMPLIANCE

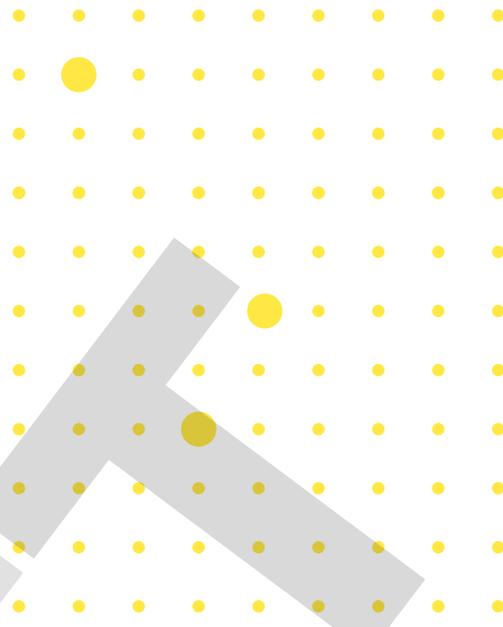
Sophie has worked in place-shaping since 2007, being involved with the development and management of Business Improvement Districts (BID) across the UK, working in many different locations.



JADE COSTA

SENIOR MARKETING EXECUTIVE

Jade has recently joined the team as Senior Marketing Executive at Savills Place. With over 4 years' marketing experience and keen to develop her career, Jade has joined the team to manage and deliver strategic marketing and communication solutions for a variety of Savills Place clients.



6.1

Recommendation Case Studies/Examples.

DESIGN

Master planning: Decisions taken around pedestrianisation of Oxford Street
<https://www.bbc.co.uk/news/uk-england-london-44405730>

Plans for Camden high street pedestrianisation during festive and summer months.
<http://camdennewjournal.com/article/move-to-pedestrianise-camden-high-street-to-cut-toxic-emissions>

Installation of car charging points and better cycle paths. In bid to cut pollution and traffic around Camden. Make deliveries via bicycle where possible rather than vehicle.
<https://www.ianvisits.co.uk/blog/2019/06/24/trial-pedestrianisation-of-camden-high-street/>

Carnaby street and the Carnaby market. Very popular area of West End.
<https://www.carnaby.co.uk/>

Streatham, south London 2013; Tesco built store plus 250 homes in various forms. Next supermarket should do something similar in Brentwood. Lidl and Waitrose also build homes when within their planning.
<https://www.theguardian.com/business/2013/sep/01/supermarkets-live-over-the-shop>

Kent, Canterbury; redevelopment of Debenhams store getting underway. 75 new flats and the division of the large store into 11 smaller ones with more restaurants and experience based shops.
<https://www.kentonline.co.uk/canterbury/news/new-shops-and-76-flats-to-replace-debenhams-208303/>

Design and public realm improvements; New West End Garden project. The garden has transformed a quiet street on The Portman Estate in Marylebone, by removing traffic to create a rich habitat for wildlife, improving air quality and providing a new, calm public space for people living, working and visiting London's West End. Since its opening dwell time on the street has increased by 44%.
<https://www.newwestend.com/transformation-projects/>

Huckletree Shoreditch; co working space. Both have private offices, desks and breakout spaces. Repurpose empty retail or old offices around Town Centre.
<https://hubblehq.com/blog/the-coolest-co-working-spaces-in-london>

Edinburgh installs new recycling bins. Used bright colours to ensure they are easy to see. Marketed well and made a #taggable and good thing to do.
<https://blog.sustainability.ed.ac.uk/2019/intheloop/>

Leeds also installed colourful recycling bins - 1.2million cups recycled since trial scheme introduced in October 2018
<https://www.bbc.co.uk/news/uk-england-50551925>

SIGNAGE; Lowestoft. Wayfinding signs to guide round town. Signs will improve navigation around the town and highlight places of interest, interesting side streets and 'hidden gems'. Signs also give walking times between key attractions. Different coloured signs denoting different areas.

<https://www.eastsuffolk.gov.uk/2018/new-wayfinding-signage-officially-unveiled/>

PARKING; Canterbury – Car parking. The roll out of ANPR. Remove the possibility of people not paying when parking and frees up wardens to tackle people parking in illegal spots or areas. Also only pay for how long you stay.

<https://www.kentonline.co.uk/canterbury/news/ticketless-parking-rolled-out-191969/>

Barcelona – sensors at parking spots and cameras give real time information on parking availability in car parks.

<https://www.ft.com/content/6d2fe2a8-722c-11e7-93ff-99f383b09ff9>

TRANSPORT; Northampton – 'Norbital' (aka Route 539), an 18-mile circular cycle route around its edges. It connects residential areas with areas of employment and education such as the University, Brackmills and Moulton Park.

<https://www.cyclinguk.org/cycle/cycling-northamptonshire>

Hangzhou: Public Cycling System; boasts 67,000 public bikes with 3,000 service points, had an average daily renting volume of 230,000 bikes in June 2013. Bikes can be rented using either a smart card that can also be used for other types of public transport, or with a cash deposit paid by non-local travellers who do not have a smart card.

Taff Trail. The trail offers you the chance to cycle from Cardiff Bay all the way to the Brecon Beacons, a route of over 50 miles.

<https://www.visitwales.com/things-do/adventure-and-activities/walking/walk-or-cycle-cardiff-pontypridd-and-back>

ACCESSIBILITY; Breda Accessibility; dug up medieval streets, cut and flipped the same cobbles to make them flat and easy to traverse for disabled people. All shop keepers have ramps for the pavements and the hotels have accessible rooms with more high tech bathrooms. Buses and public transport made very accessible and the drivers are trained in awareness. Forest accessible and Breda host the ParaGames (large European sporting event for disabled people. This is a USP and also a paragon of what accessibility should be like in towns and cities. Breda website made usable for all impaired.

<https://www.theguardian.com/cities/2019/may/28/people-arent-disabled-their-city-is-inside-europes-most-accessible-city>

WiFi; Hertford. Free WiFi on the street in the area of Bull Plain, Fore Street, Maidenhead Street, Market Place, Market Street, Old Cross, Parliament Square, Railway Street, Salisbury Square, St Andrew Street, The Wash and Warren Place.

<https://gohertford.co.uk/directory/c/free-wifi/>

TRANSPORT; Buses in Canterbury. Stagecoach introduced new biofuel buses in Canterbury for students to travel to the city centre and out to the wider villages and towns. The buses are powered by Euro 5 engines and Stagecoach expects the combination of biofuel and engine to result in a 50% reduction in pollutants.
<https://cbwmagazine.com/bio-buses-arrive-for-stagecoach-in-canterbury/>

Bio-bus scheme in Kilmarnock, 100% biofuel made from used cooking oil and other food industry by-products, all of which are from sustainable sources. Bio-bus project has reduced CO2 emissions from the vehicles by 80%, saving 2450 tonnes of carbon. 70 tonnes of used cooking oil has been recycled at East Ayrshire Council's recycling plant, a significant increase on the volume usually recycled at the facility.
<https://www.eltis.org/discover/case-studies/bio-bus-and-cooking-oil-recycling-project-kilmarnock-uk>

Nottingham public transport. Award winning and crucial to congestion. Multi-operating tickets to use across different companies and transport forms.

Electric Charging Points; Leeds introducing more charging points. May attract taxis or private cars into moving to hybrid or electric to reduce emissions.
<https://news.leeds.gov.uk/eighty-eight-new-free-electric-vehicle-charge-points-to-be-installed-across-west-yorkshire/>

WATER FOUNTAINS; London several locations. Already installed in Valentines Park, Redbridge, Kingly Court, off Carnaby Street, Westminster, two at Liverpool Street Station. More than 8,000 litres of drinking water, the equivalent of 16,000 water bottles, has been dispensed from the Liverpool Street Station fountains in less than one month. Carnaby Street, one of London's busiest shopping areas, has been used more than 10,000 times a month this summer. Clear success.
<https://www.london.gov.uk/press-releases/mayoral/mayor-reveals-location-of-20-new-water-fountains>

ENLIVENMENT

EVENTS; Altrincham, near Manchester was turned into a ghost town when the Trafford Centre opened 7 miles away. However, it has recently won award as best high street in the UK which was achieved through creating community events. This ranged from 'Veg Out', an initiative to get people to sample local eateries, to indie shopping event Shoptober, to the annual music festival Goose Green, now in its fifth year, which attracts more than 8,000 people.
<https://www.retail-week.com/stores/from-ghost-town-to-high-street-of-the-year/7031008.article?authent=1>

Ed Sheeran concert in Ipswich. Colchester high street closed for Christmas events.

Peckham levels; Former multi storey car park. Now a gathering space. Hub of food, music, and culture. Studio space, street food market, live music venue. First 4 floors offices for variety of businesses, mostly arts and crafts. Levels 5 and 6 now a place of fun. Restaurants and street food plus live music at night. Yoga and gym also available. Basement is now crazy golf course.
<https://secretldn.com/peckham-levels-food-art-culture/>

Children's Play Area; Woods of Net Japan. Part playground part art sculpture. City Museum Missouri; very innovative, made of reclaimed materials from the city. Sustainable and looks really original.

COMPOSITION

DIVERSIFICATION; Altrincham town centre has undergone much change during the past decade and retail plays a less prominent role. The high street now hosts two gyms, an Everyman cinema and a bustling food market, which houses a plethora of eateries and a 180-seater dining area.

<https://www.retail-week.com/stores/from-ghost-town-to-high-street-of-the-year/7031008.article?auth=1>

The Forum complex in the Dutch city Groningen; A library, cinema, cafés, auditorium, roof top market square, restaurant and bar. 700,000 people – three times the city’s total population – have visited the library since it opened late last year. Point is to bring people in. Not to buy but to experience, to hang out as it were.

<https://www.theguardian.com/world/2020/mar/11/dutch-mall-groningen-netherlands-forum-urban-hub>

COS Los Angeles; Pop up shop that was also made to be an interesting place to visit. Snarkitecture.

<https://blog.hubspot.com/marketing/creative-pop-up-events>

The RealReal in 2016 New York; Combined high end apparel, with café and flower shop. Made over US\$2m over the course of the pop up. Clearly can be successful. They created an experience coupled with retail.

<https://www.shopify.co.uk/retail/pop-up-shop-ideas-lessons-from-10-successful-shops-to-help-you-get-started>

PAVEMENTS Beckenham High Street; Pavements have been improved. Laid new high-quality paving. Standardised the carriageway and, therefore, been able to widen streets in places. New street trees, planters and benches. These improvements have seen increases in pedestrian footfall. New businesses opening, existing shops and cafe have invested in their interiors and facades and the widened pavements have enabled cafés and restaurants to have licensed seating outside on the pavement.

<https://beckenhamsociety.com/beckenham-high-street-improvements/>

MARKETING

Bologna and Blogville; 1200 blog posts, 18 million visitors, 18 million reached users. All of that in less than 5 years.

Blogville (Emilia Romagna) is a specially designed accommodation that hosts travel bloggers in Bologna. Guests have the opportunity to explore the area, live like locals, and – well – write about it. Bologna focusing on people’s tales, and what history, visitors and experts identified as characteristic features of the place has drawn people in.

<https://www.blog-ville.com/>

SHENFIELD

York – Library; The site is home to the new Explore Centre, which will provide a reading café, learning spaces, a local history service, free access to the internet and wifi, lending and reference library as well as space for community groups.

Manchester – Gorton Community Centre/Medical Centre; pharmacy, surgery, training space. Attempt to become carbon neutral and self-sustaining

<https://secure.manchester.gov.uk/news/article/7757/west-gorton-goes-from-strength-to-strength-as-community-hub-is-completed>

<https://www.manchestereveningnews.co.uk/news/greater-manchester-news/what-gortons-huge-new-22m-16700902>

The Air bench; sucks polluted air up, filters it and then pumps it out clean.

<https://www.airbench.com/all-products/airbench-downdraught-benches/>

The Station end; Redevelopment of Kings Cross brought greater customer satisfaction as did Birmingham New Street. Birmingham also created a new shopping and restaurant area. Something on smaller scale could be carried out at the Shenfield station.

<https://www.networkrail.co.uk/communities/passengers/our-stations/birmingham-new-street>

INGATESTONE

Dressing shops and fill empty retail space; Invite pop up shops such as The Gift Boutique in North West London. Became a successful shop in its own right.

<https://www.theguardian.com/lifeandstyle/2019/may/02/meanwhile-spaces-the-empty-shops-becoming-a-creative-force-across-the-country>

Traffic curbing - white lines removed in Norfolk villages and white lines are drawn closer together on run up to roundabouts. Sheffield introduced a number of 20mph zones to help decrease speeding down residential zones.



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