



informed solutions

Hadleigh Town Centre - Future Vision & Strategy

Volume 1

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Hadleigh Town Centre - Future Vision and Strategy

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Hadleigh Town Centre - Future Vision and Strategy

1.0 Introduction to Project Team

1.1 The Retail Group Company Background & Credentials

The Retail Group has been developing growth strategies and economic action plans for 'places' (cities, towns, local centres, market towns, historic towns, and streets) for almost 30 years and is at the forefront of helping places to become 'multi-purpose' in offer and use. This includes expansion of the offers and experiences in towns as well as improving use and integration of existing assets. Giving consumers more reasons for being in and visiting a centre, creating stronger 'places' to shop, enjoy, use, live, work and visit.

Over the last two years The Retail Group has developed comprehensive and coherent action plans to improve the performance, economy and prosperity of over 50 towns, locations and places. This period includes both pre, during and importantly post the Covid impacted and current economic pressured trading environment. It also includes detailed and multi workstream research studies that have identified the challenges, baseline performance, health checks and evidence base to direct individual town / location growth action plans. The research processes utilised enables the team to get under the skin of each location quickly and effectively, successfully engage with local businesses and stakeholders, understanding its individual future needs and developing bespoke visions, strategies and practical action plans for the short, mid and longer term.

In almost 30 years of providing support to the wider retail, city / town centre and 'place' sectors the prosperity and sustainability of over 350 diverse locations across the UK has been improved. The team has an unrivalled experience in developing, delivering and supporting the implementation of successful action plans and growth strategies. Included within the project team skill set is the awareness of the trends affecting how consumers choose to use town centres, and how places are evolving to meet the needs of consumers, businesses and demographic trends.

The Retail Group project team has direct experience of developing growth plans for places across the region, providing an unparalleled understanding of local and regional consumers. The team is at the forefront of helping places to become 'multi-purpose' in offer and use. This includes expansion of the offers, attracting additional elements, filling gaps, repurposing assets and providing the marketing and promotional content / direction to achieve the growth. Indeed, one of the current core aims for many places and the stated UKSPF objectives, to create and restore local pride and a sense of community in places has been a cornerstone of our work for almost three decades.

The Retail Group has completed several projects on behalf of Castle Point Borough Council as well as others in the area, including business engagement across all five main towns, business support, initial feasibility study of Canvey Island Town Centre Market, market development support and subsequent strategic review of the market five years after it opened.

Hadleigh Town Centre - Future Vision and Strategy

1.0 Introduction to Project Team

1.2 The Urbanists Company Background & Credentials

The Urbanists were formed in 2005 to bring together planning, landscape architecture and architecture (via urban design).

Our goal is to ensure that our advice, effort and ideas are implemented. This means that our approach is based on striking a successful balance between ideas and fresh thinking and making a strong business case. Our history of consistent project delivery proves that our approach works. The fact that we have many trusted and longstanding client relationships suggest that our clients think so too.

We passionately believe that what we do matters. We are motivated by making a positive and real difference, seeing our ideas, our advice, and our efforts come to life, and to have a positive impact on people and the environment.

Our approach to urban design and masterplanning is to work across disciplines and think both strategically and about the details to help our clients create great places.

Specialisms

- Masterplanning
- Urban design frameworks
- Residential masterplanning
- Residential design codes
- Strategic land assessments
- Expert witness
- Development concepts
- Proving layouts
- Development briefs
- Detailed design
- Regeneration strategies
- Town centre strategies
- Strategic regeneration
- Urban regeneration
- Design research

Our range of landscape architectural commissions spans the full spectrum of landscape planning, landscape masterplanning & concept and detailed design schemes. Our landscape service is frequently delivered alongside our planning and urban design services.

We are motivated by making a positive and real difference, seeing our ideas, our advice and our effort come to life and to have a positive impact on people and the environment. Making plans is the easy part, getting it delivered properly is the really important part.

Hadleigh Town Centre - Future Vision and Strategy

2.0 Project Overview

2.1 Project Background and Brief

Castle Point Borough Council on behalf of the Castle Point Place Board has secured funding from HMG's UK Shared Prosperity Fund, to commission a visioning study and report for the future of Hadleigh Town Centre.

The Retail Group and project partner The Urbanists were appointed after an open tender process, to complete a comprehensive research and visioning study. The aim of the study is to provide a vision (descriptive and visual), of what Hadleigh Town Centre could look like in 2040, along with a clear strategy and detailed recommendations in the form of an action plan of how this might be achieved. The report will help enable the Council to plan its policies, future land uses and interventions, to ensure the town centre has a long-term sustainable future as the borough's principal town centre on the mainland.

Research undertaken should include engagement with residents, businesses, stakeholders and visitors. There are many recent and historic studies that can provide important background and context, as well as several parallel studies that will need to be considered for input and direction. The Council is keen to prepare a comprehensive and collaborative / collective vision / strategy which will inform the actions contained in the plan.

Hadleigh is a historic settlement with St James the Less Church (Grade I listed) at its heart. In the late 19th Century, the Salvation Army established a farm colony in Hadleigh to improve the lives of the working poor. Due to Hadleigh's location on the A13 between London and Southend, the town grew over the 20th Century to the place it is today. The combination of an important town centre, major road network, locally important historic sites, multiple user groups, important local facilities along with wider Council aims and policies, provides a challenging regeneration environment for Hadleigh.

The issue of regeneration for Hadleigh Town Centre is complex and often it is the scale, pace of change and complexity of competing needs that stifles progress. There have been previous Hadleigh Masterplans that have delivered limited change. The 2024 study will need to help the Council and the Castle Point Place Board, to implement and direct future initiatives through leadership, engagement, clear gathered evidence, innovative thinking and collaboration investment in the town centre so that Hadleigh can become more diverse, sustainable and thriving place to live and work.

The Castle Point Place Board wish to create a welcoming, accessible and compact town centre with improved amenities, retail and leisure facilities that form an attractive focus for investment, particularly from service industries. By creating a true mixed-use centre with an expanding evening economy, Hadleigh can be revitalised and bring more life and vibrancy to the broader local community and ensure that visitors leave with a positive impression of the town and its environs. This report should also be read and considered alongside Volume 2 - Urban Design Analysis Study.

Hadleigh Town Centre - Future Vision and Strategy

2.0 Project Overview

2.2 Project Methodology

The core workstreams of the study are mapped out below:

1. **Immersion** - Included information collation, stakeholder contacts, stakeholder and business survey methodologies, timetable and sequence.
2. **Centre & place review** - Objective in person reviews by The Retail Group and The Urbanists looking at offer, mix, standards, layout, external impact, marketing and promotions, environment, shopping experience, integration with surrounding offer / nearby attractions etc. Also includes movement analysis and key sites appraisal
3. **Survey of residents** - Online survey capturing views of exiting town centre offer and improvements wanted.
4. **Survey of businesses** - Objective, independent, confidential, high response rate.
5. **Stakeholder engagement** - Individual contact with key stakeholders via email and 121 meetings, with contacts as supplied by client project team.
6. **Resident information and wider policy context** - Review of available customer data, future plans and wider policy context.
7. **Trends and benchmark centres** - Review of emerging trends affecting how consumers use town centres, as well as benchmark centres.
8. **Conclusions** - Analysis of individual research area findings and collective analysis.
9. **Recommendations** - Optimum future vision and strategy.

Hadleigh Town Centre - Future Vision and Strategy

2.0 Project Overview

2.3 Project Outputs

The briefing documentation identified many detailed target outputs / deliverables of the project, these have been summarised as:

- To provide a vision and strategy for Hadleigh that provides a compelling, shared vision for a revitalized and safe town centre. Identify what Hadleigh could be by 2040 and how to get there.
- To identify the future resident and all Hadleigh's customer groups needs for an improved, day, night, leisure, cultural, integrated and accessible offer.
- A place to choose to use, not simply transit through.
- To attract new investment into the town, from businesses, customers and stakeholders.
- To provide the community with an integrated and connected offer.
- To identify opportunities to enhance the place experience and deliver successful, relevant and affordable regeneration.
- To provide an objective evidence base and recommendations for the Castle Point Place Board to use and follow.

Centre & Place Review

Hadleigh Town Centre - Future Vision and Strategy

3.0 Centre and Place Review

3.1 Introduction

Hadleigh is the second largest town within the Castle Point Borough Council administrative area and is located on the eastern fringes of the Borough, between Thundersley / Benfleet and Leigh on Sea.

The town is well known for its historic castle to the south of the town centre, along with the country park, Olympic Bike Track and the Salvation Army Rare Breeds Centre.

The town centre is dissected by the very busy A13 which cuts the town centre in half, as well as dominating the consumer visit experience.

The town centre satisfies the frequently bought day to day and weekly convenience food, top up comparison goods, food & beverage and retail services of consumers.

The town centre has a charm, as well as some interesting historic buildings.

The rest of this section assesses the mix & layout, environment & customer experience, accessibility & ease of movement and marketing & promotion of the town centre offer.



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From the Urban Practitioners / The Landscape Partnership report of 2011

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3.0 Centre and Place Review

3.2 Mix and Layout

There are circa 110 units trading in the core town centre area, with a good mix of convenience, food & beverage and services, supported by some comparison goods. The beauty services offer is especially strong, and indeed continuing to improve, with two units recently opening and one further unit currently being fitted out (ex-cycle shop under conversion to a beauty aesthetics clinics).

The offer is anchored by Morrisons and Lidl food stores, both with dedicated and free car parking. Both appear to be very popular with customers, especially those travelling by car, however at no point did we observe either car park to be 100% full, during several visits to each. Neither store is well integrated within the town centre offer and layout, with limited ease of access on foot.

The mix is dominated overall by independent businesses, although there are also multiple representations from Boots, Savers, Iceland, Costa Coffee. The vacancy rate is circa 7%, although many of the vacant units are on the periphery of the town centre area. The good news is several units have either recently been or are currently being re-occupied / converted into commercial retail premises.

There is no regular street market within the town centre, although HOFS does have a curated program of themed art related event markets.

The layout is relatively straightforward with good sightlines, however the offer is cut in half by the very busy A13!

Finally, the popular attractions near the town centre (Olympic Cycle Track, Country Park, Castle and Rare Breeds Farm) are not well integrated or well signed both from the town centre to them and vice versa.



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3.0 Centre and Place Review

3.3 Environment and Customer Experience

Many shop fascias are in poor condition and would benefit from investment and upgrade. This includes one of the main independent anchor stores, the combined pharmacy and post office. It also includes much of the residential accommodation at first floor level, with many window frames in poor condition and weeds growing out of walls and from underneath roofs.

The experience is very car & van dominated, as a result of volume & speed of traffic, lack of crossing points, dominance of car & van sales plots and also number of motoring services units. Many of the car sales plots are often closed during core trading hours, or at least appear so.

The town centre environment is very 'hard', with little planting / greenery. Furthermore, there are not many places to sit, other than by the church, which pedestrians have to cross several lanes of traffic to get to it. Not enough businesses have external tables and chairs, yet those that do are typically well occupied.

The access through the alley from London Road through to Rectory Road Car Park is covered in graffiti and is a poor transit to enter and exit the town centre from one of the two main town centre car parks.

There are a couple of welcome to Hadleigh signs, but they're in the wrong place, on the edge of the built up area, not the entrance to the town centre. Wayfinding is poor and ineffective. There is no effective signage from either Morrisons or Lidl to rest of town centre, e.g. 'town centre shops this way →'



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3.0 Centre and Place Review

3.4 Accessibility and Ease of Movement

Customers in Hadleigh have many car parking options, including at Morrisons which has plentiful car parking spaces that are free for 3 hours. Lidl also has substantial parking which is free for 1.5 hours. There is another large car park on Castle Lane, although this seems to be much occupied by local residents.

There is no easily accessible / walkable train station. There is a good bus provision, but the main town centre bus stop is in the wrong place! It needs to be in the heart of the town centre, not adjacent to Morrisons.

Indeed, access from Morrisons into the core town centre offer is not especially easy and therefore the store is not well integrated in town centre. The same also applies for Lidl. The pedestrian crossing outside Lidl is also in the wrong place, being further away from the town centre, not close to it. Few pedestrians walk between Lidl and the town centre and vice versa as a result.

It is difficult and dangerous to cross as a pedestrian between the two parts of town centre that are separated by the very busy four lanes of the A13. Traffic on both roads drives very quickly, and the lack of clearly marked crossing points, lack of speed signs and lack of traffic mitigating measures means Hadleigh Town Centre currently presents a very poor experience for consumers using it.

There is one speed camera to the east of the town centre, which is unfortunately in the wrong place. It should be facing eastbound traffic at the entrance to the town centre, near to Morrisons, not as vehicles leave the town centre!.

In short, there is much to do to improve Hadleigh Town Centre as a place to shop and spend time in.



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3.0 Centre and Place Review

3.5 Urban Design Appraisal

The Urbanists team have completed a detailed review of Hadleigh town centre looking at the spatial layout, access and environment with the aim of identifying a baseline of the current Hadleigh experience. The summary findings of the review are summarised in this section, and their full report is accompanies this report as Volume 2. From the analysis and observations of The Urbanists, it is clear there are several issues reducing the appeal of the existing Hadleigh Town Centre offer and experience. These include:



Poor condition of footpaths & pavements

Many footpaths in Hadleigh are in a poor state of repair and/or are too narrow to comfortably accommodate pedestrians. This compromises pedestrian safety and accessibility. It hinders / reduces the desire to move around within the town centre.



Cluttered town centre / shopping areas

The town centre and shopping areas suffer from proliferation of street furniture, signage, and advertisements, which create a cluttered environment. This not only impacts the aesthetic appeal of the area but also creates obstacles for pedestrians, making the streets less navigable and more difficult to move through.



Narrow & enclosed pedestrian footpaths

Some pedestrian footpaths are narrow and enclosed, running for long stretches. This can lead to a feeling of being unsafe, as the lack of openness and space may contribute to a sense of discomfort for pedestrians.

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3.0 Centre and Place Review

3.5 Urban Design Appraisal cont'd.

Additional observations include:



Traffic issues

The town centre of Hadleigh is dominated by heavy traffic which is further exasperated by the fast speeds of vehicles. This can make the pedestrian experience feel unsafe and active travel movement more difficult. Car dominance and width of carriageways, combined with limited crossing points all limit pedestrian movement.



Poor wider connections

Walking routes from nearby residential areas to the town centre are currently poor which can further encourage car-use within Hadleigh.



Poor sightlines and visibility

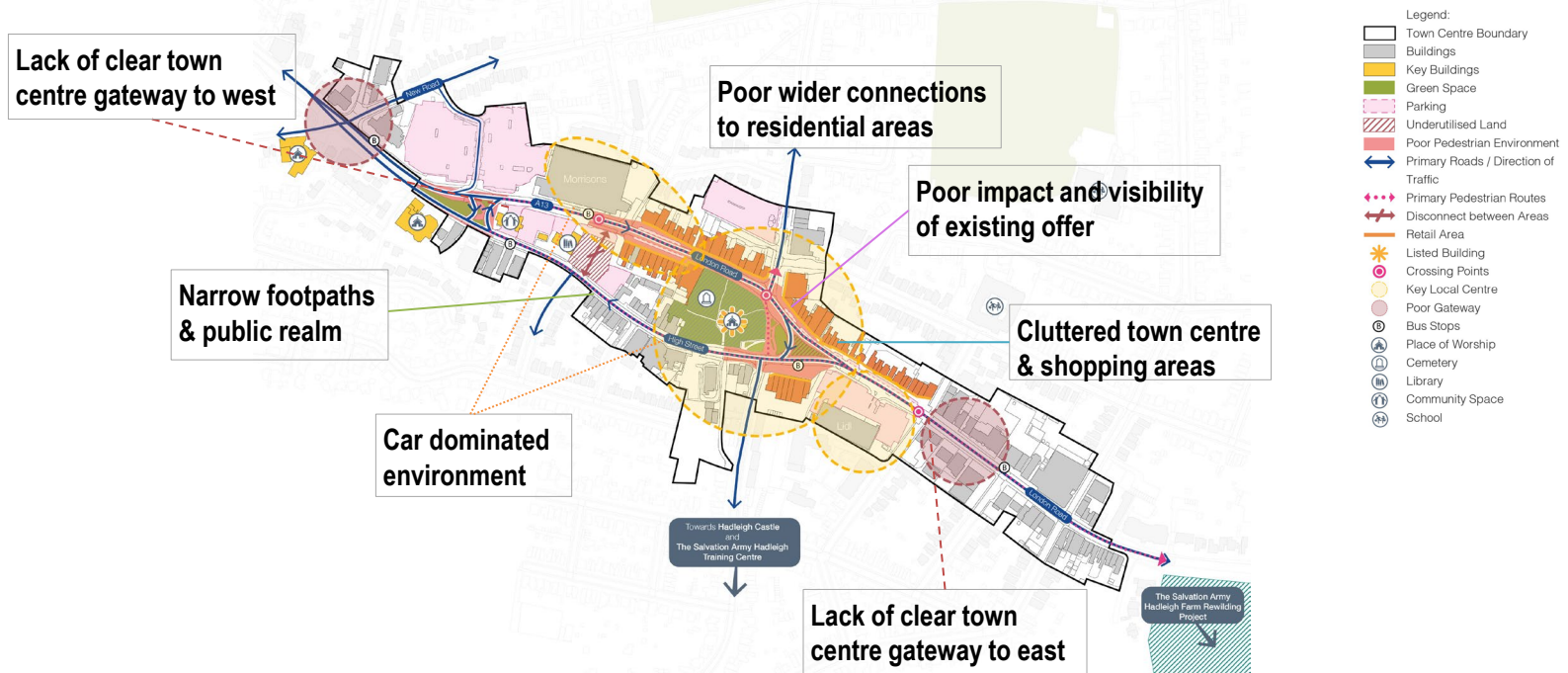
The impact of the towns retail offer is reduced by the speed of traffic, volume of traffic and large areas of inactivity. The strengths of the town, from its historic buildings, links to nearby attractions and the breadth of the offer are not impactful or easily seen or noticed as a result. The town lacks clear gateway / arrival signage, limiting the 'sense of place'

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3.0 Centre and Place Review

3.6 Spatial Improvement Opportunities

The diagram below summarises the negative issues present in the town centre, and summarises them spatially, in regards movement analysis, key sites appraisal and review of the physical environment. See illustration on page 8 of accompanying Volume 2 report for more detail.



The priority future interventions based on this analysis are included in section 10 Recommended Vision and Strategy section.

Survey of Residents

Hadleigh Town Centre - Future Vision and Strategy

4.0 Survey of Residents

4.1 Introduction

The aim of this bespoke consumer survey was to engage with residents of Hadleigh and ascertain their usage and views of the town centre, as well as capture their future improvement aspirations of it.

The questions were developed by The Retail Group project team, based the requirements of the project brief and included tried and tested questions used elsewhere on similar projects we have undertaken. Also, wherever possible, the same or similar questions as used in the surveys of businesses and stakeholders were included so that responses could be compared and cross-analysed.

A copy of the questionnaire is contained in Appendix I.

The survey was hosted on the Council's website and was available for residents to complete online, on their phones, tablets and desktop computers. Hard copies were also available to complete at the Library in Hadleigh.

The survey ran from 30 September to 20 October 2024 and was promoted via the Council's social media channels.

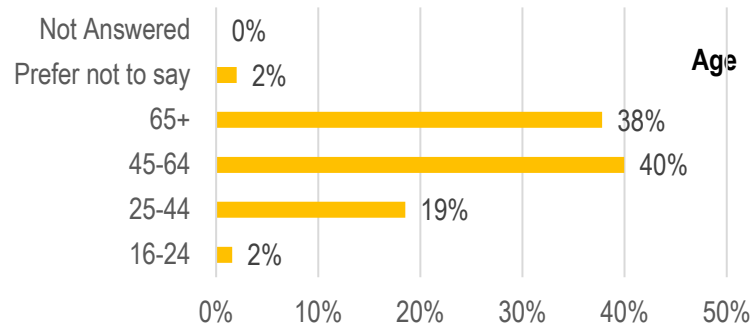
We are especially thankful for the Engagement Officer in Planning Policy that facilitated and promoted the online resident survey.

In total, 640 residents took part in the survey and the results are analysed in the rest of this section of the report.

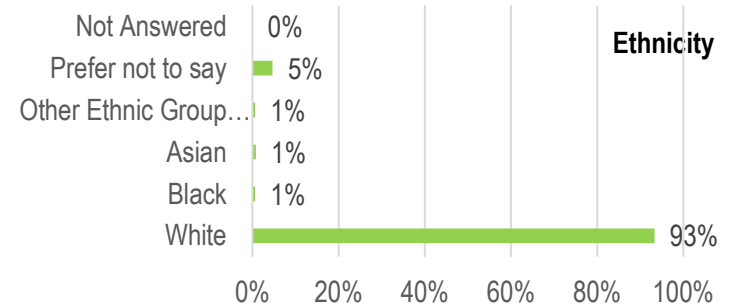
Hadleigh Town Centre - Future Vision and Strategy

4.0 Survey of Residents

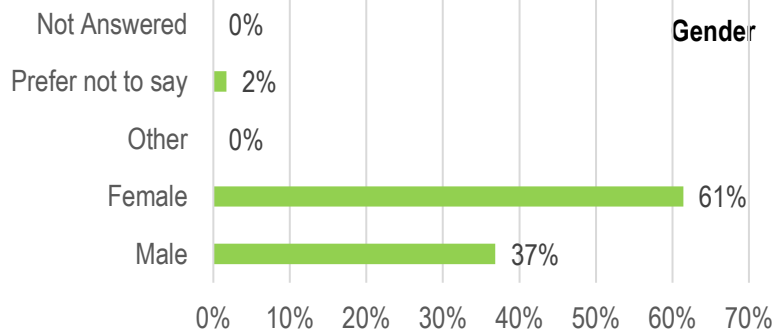
4.2 Research Sample



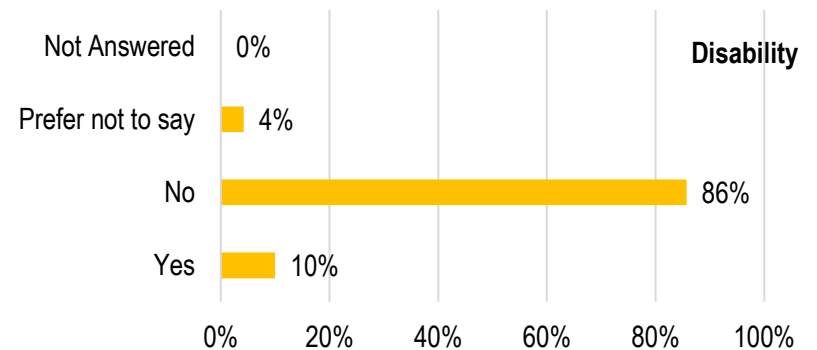
Respondents in the survey have a broad age range but are dominated by those 45+.



The survey is overwhelmingly dominated by respondents who state their ethnicity is white.



Survey respondents are split 2/3 female and 1/3 male.

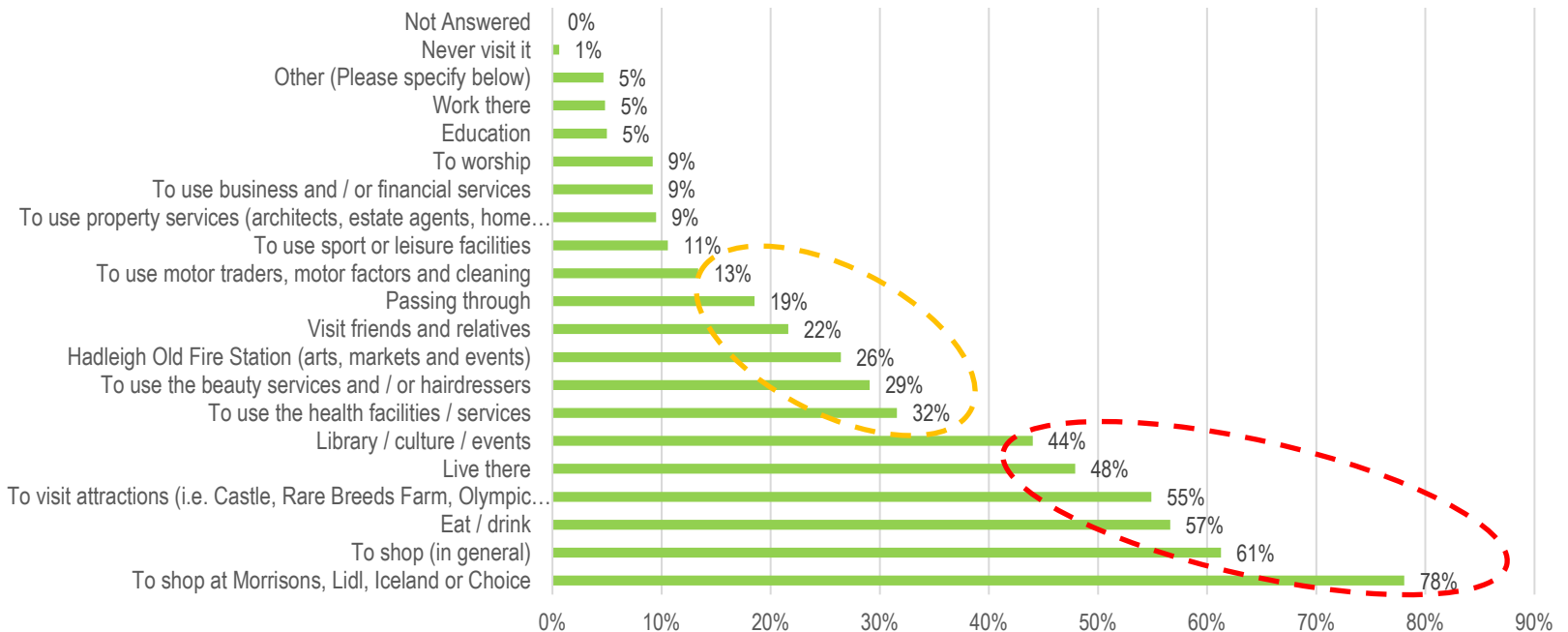


Most respondents do not consider themselves to be disabled.

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4.0 Survey of Residents

4.3 What are your main reasons typically for visiting Hadleigh Town Centre? Please select all the options that apply to you



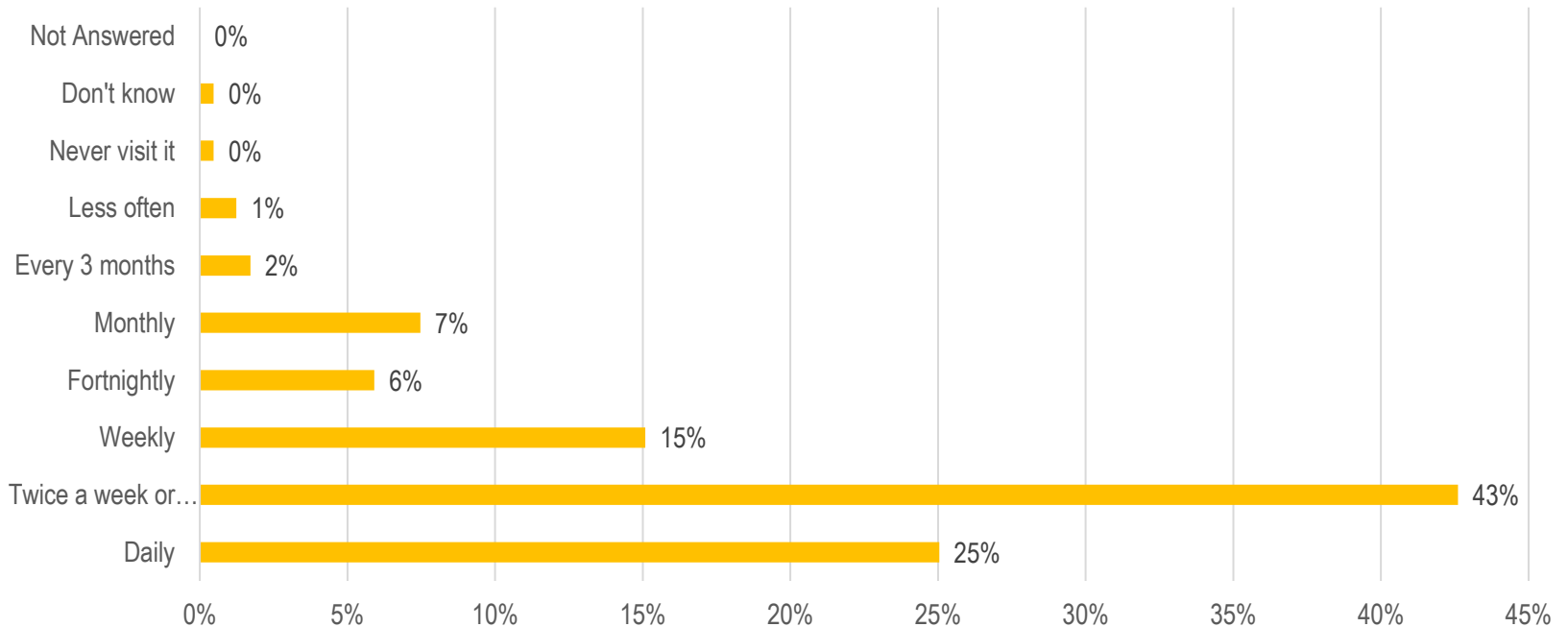
Residents report that they **visit the town centre for six main reasons**; to shop at the main anchor stores and in general, plus eat / drink, visit the nearby attractions, live there and / or use the library / culture / events offer. The other main reasons to visit the town centre include using the health facilities / services, use the beauty services / hairdressers, visit HOFs, visit friends & relatives, passing through and use the motor traders / services.

The good news is that many of these reasons for visit tend to involve high frequency of visits.

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4.0 Survey of Residents

4.4 How often do you typically visit Hadleigh Town Centre? Select up to three responses



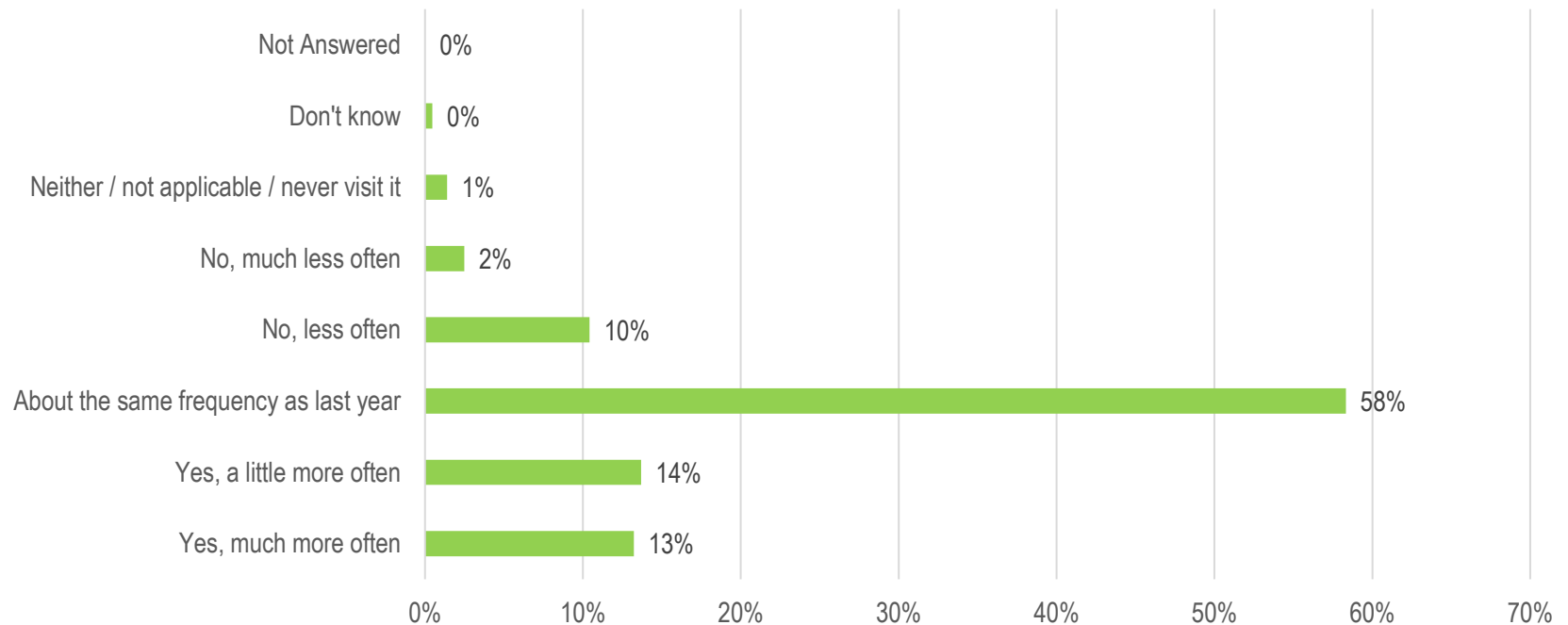
Many residents do indeed visit the town centre frequently, with two thirds of respondents reporting they visit the town centre at least twice per week or more.

A further significant minority (15%) visit weekly and circa 10% visit monthly or less of often.

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4.0 Survey of Residents

4.5 Would you say you are using Hadleigh Town Centre more often or less often than this time a year ago? Please select one answer



The above reveals that most consumers (2/3) are visiting the town centre at the same frequency as last year.

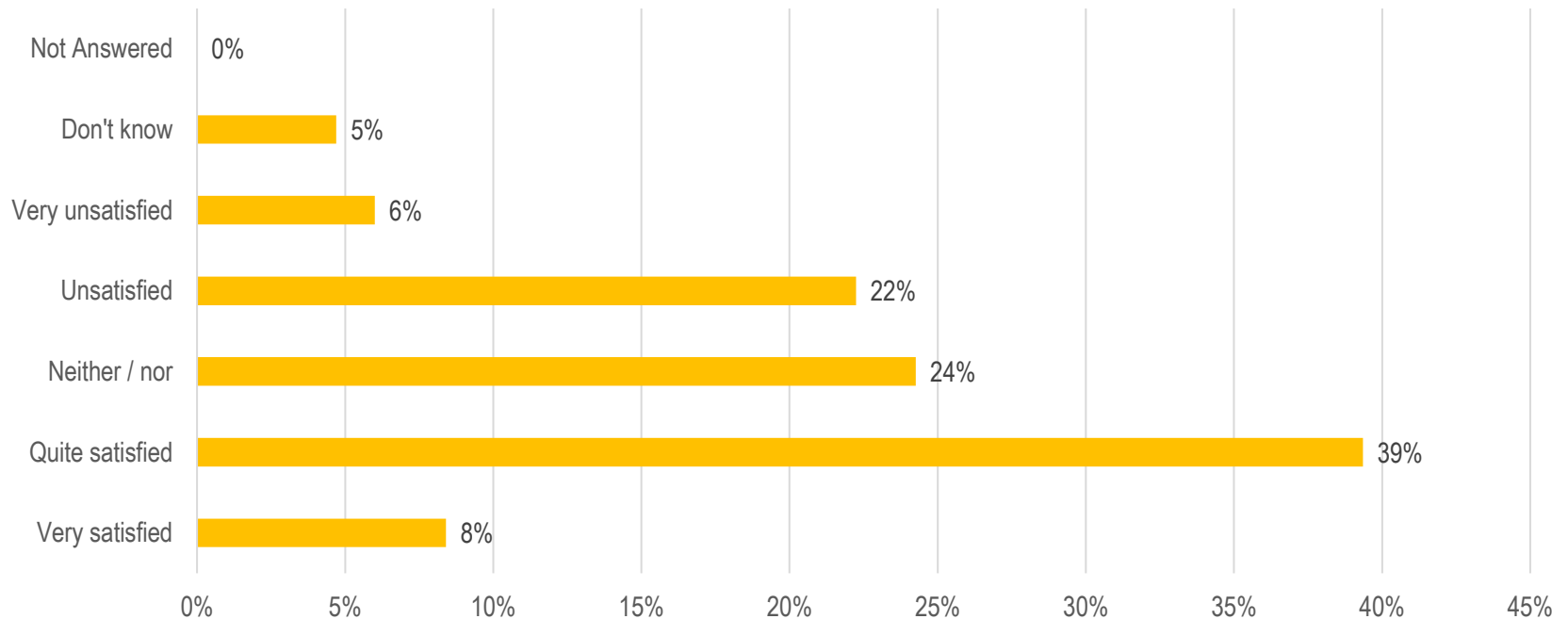
The good news is a further quarter are visiting the town centre more frequently and, at the same time, very few consumers are visiting less frequently.

A good result all-round.

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4.0 Survey of Residents

4.6 How satisfied are you with Hadleigh Town Centre in terms of meeting your needs? Please select one answer



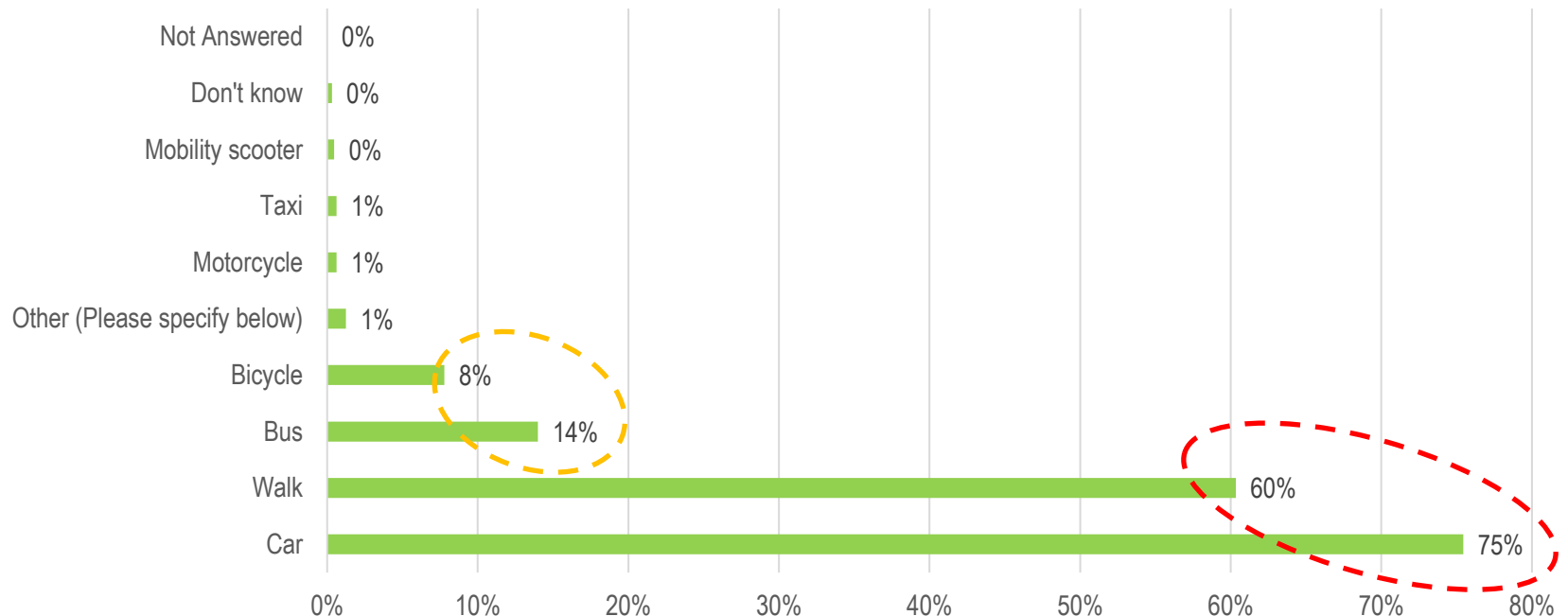
Interestingly this question produces a broad mix of responses. Nearly half of responses were positive about the town centre in terms of meeting their needs and a quarter were ambivalent. Circa a third of residents said they were unsatisfied with the town centre in terms of meeting their needs.

On balance this is certainly a positive response.

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4.0 Survey of Residents

4.7 What are the main modes of travel that you typically use when travelling to Hadleigh Town Centre? Please select all the options that apply to you



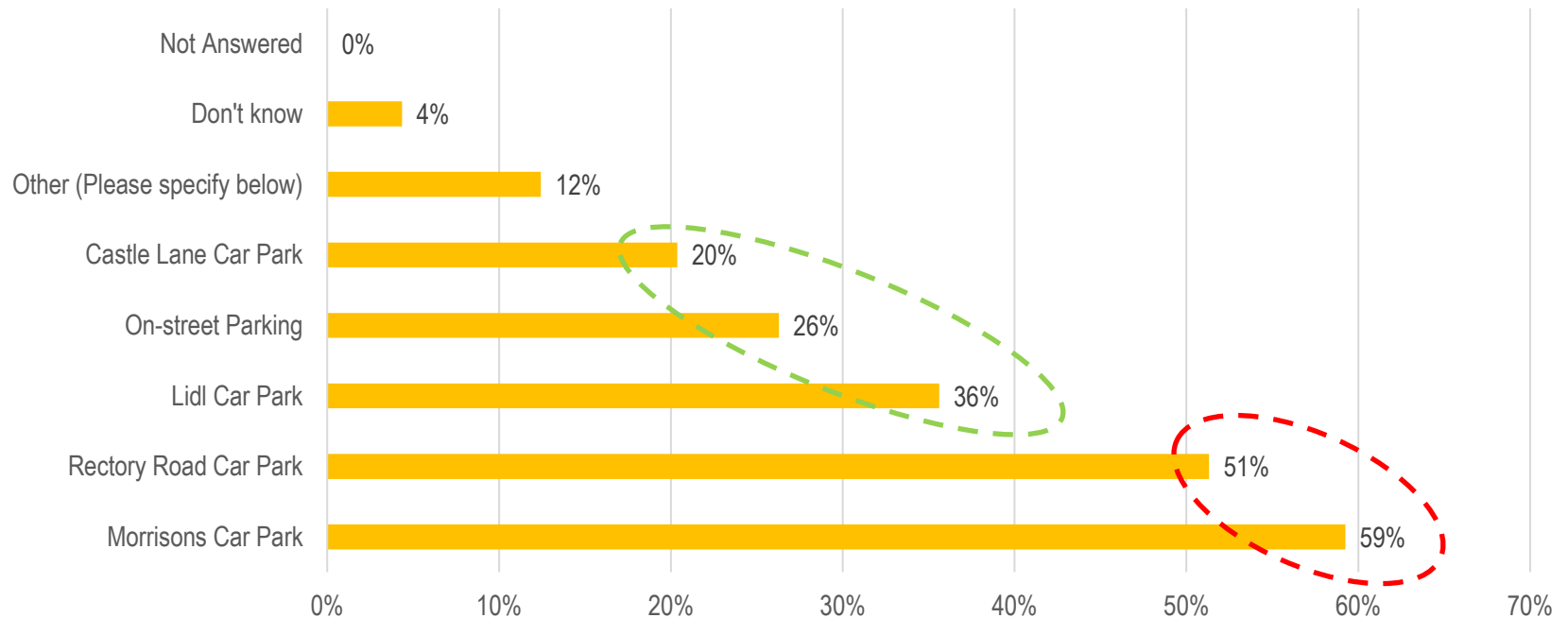
In regards main modes of travel that consumers use when visiting the town centre, driving and walking are by far the dominant responses (multi-choice responses allowed). A limited number of consumers say they also visit by bus and by bike.

This question highlights that the sense of arrival for consumers visiting by car and by foot are crucial in setting the tone for the visit experience for most consumers.

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4.0 Survey of Residents

4.8 If you typically travel to Hadleigh Town Centre by car, where do you normally park? Please select all the options that apply to you



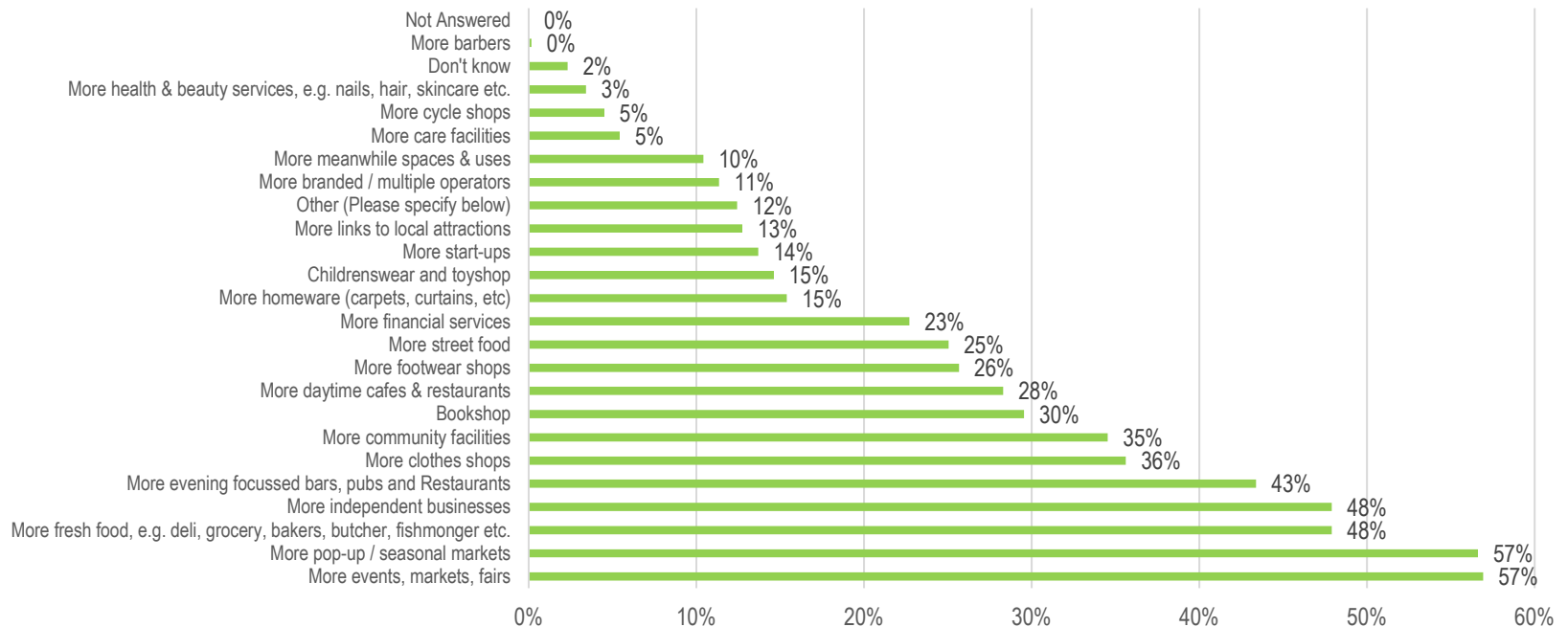
When consumers do visit the town centre by car, they mostly tend to park in either Morrisons or Rectory Road Car Park, the two biggest car parks in the town centre. Many consumers also park in Lidl, on-street or Castle Lane Car Park.

It is worth highlighting therefore, that other than for those parking on-street (many of which spaces are in the core of the town centre offer), the pedestrian access routes for most people from car park into the town centre offer are either not particular easy, integrated or well signed.

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4.0 Survey of Residents

4.9 Which of the following would you like to see more of, or a better representation in Hadleigh Town Centre? Please select all the options that apply



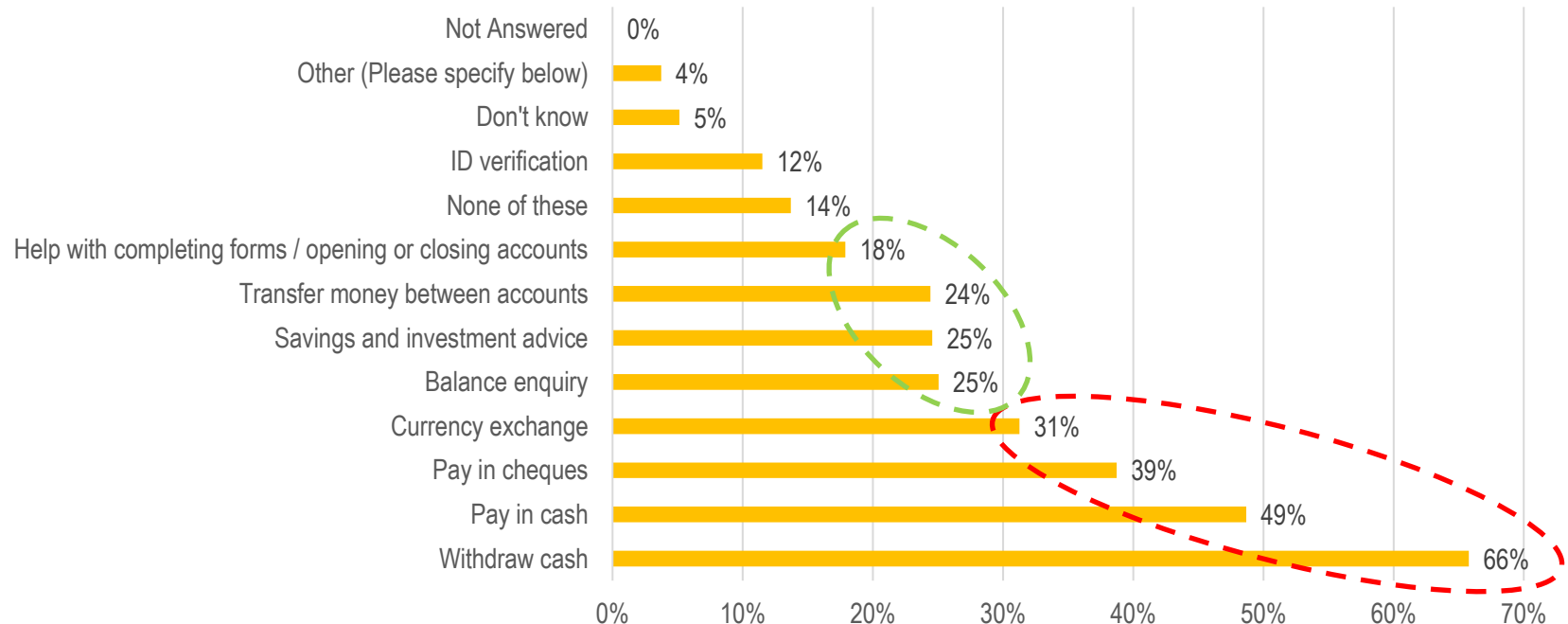
In regards the mix and content of the offer, respondents would like to see several areas improved, which can be grouped under the following headings:

- Better events & facilities (more markets / fairs / pop-up's / seasonal / activity, community and meanwhile spaces)
- Stronger / improved food offer (evening, daytime, fresh, street food and markets)
- More choice within existing categories (clothing, bookshop, children's, toys, homeware, financial / health & beauty services and independents)

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4.0 Survey of Residents

4.10 Which of the following financial services would you use if available in Hadleigh Town Centre? Please select all the options that apply to you



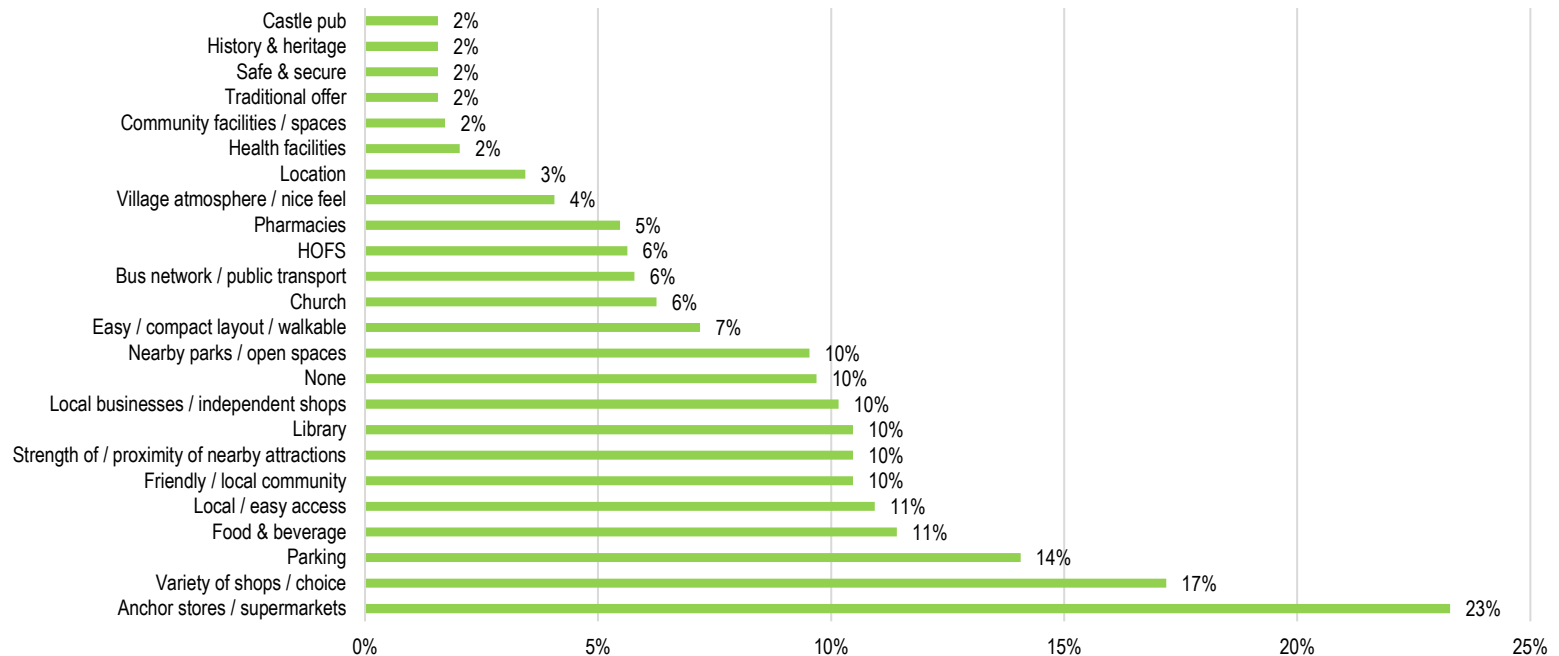
In regards financial services, the services most wanted typically involved cash, i.e. accessing, depositing or exchanging it.

The next key services wanted typically revolved around information and advice.

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4.0 Survey of Residents

4.11 What do you consider to be Hadleigh Town Centre's key strengths?



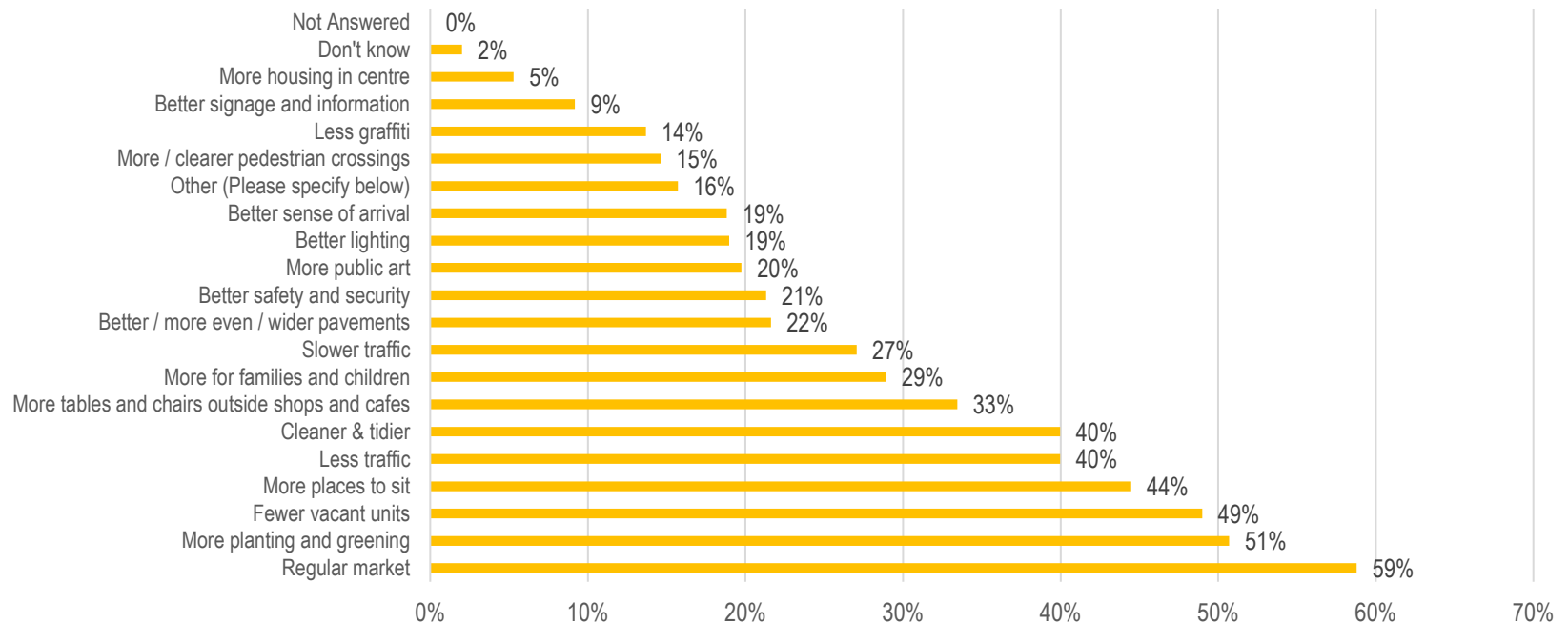
As can be seen, many different aspects of Hadleigh Town Centre were highlighted by residents as strengths, which can be broadly grouped under the:

- Retail mix (including the food / anchor stores, with and choice, independent businesses and food & beverage).
- Facilities (including parking, library, nearby attractions, parks / open spaces, bus network, HOFS, Church and pharmacies).
- Appeal / experience (local / easy access, friendly community, environment, walkable and atmosphere).

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4.0 Survey of Residents

4.12 Which of the following priority improvements would you like to see in the town centre? Please select all the options that apply to you



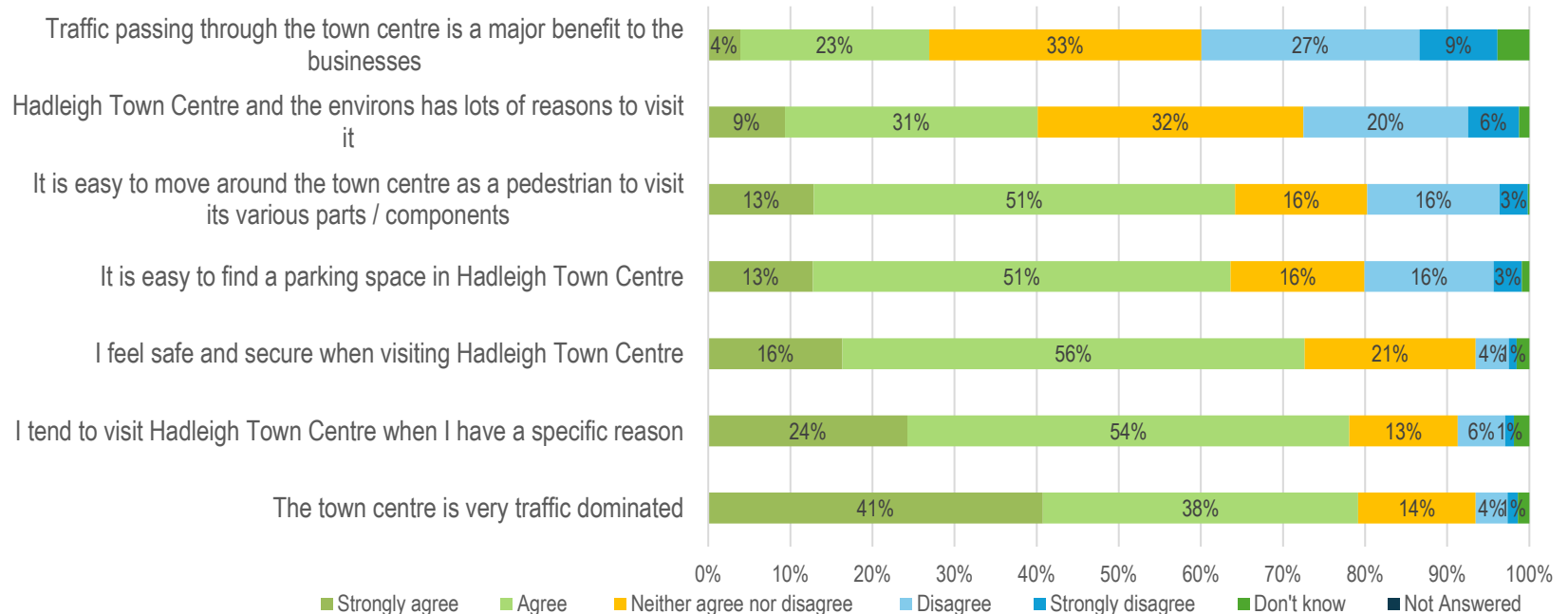
Residents tell us they would like to see the town centre improved in many ways under three key headings:

- Better / extended offer - regular market, fewer vacant units and more for families & children.
- Improved experience - more places to sit, less / slower traffic, more tables & chair outside shops, improved safety & security, cleaner & tidier, better sense of arrival and less graffiti.
- Better environment - more planting & greening, better lighting, more public art, more / better crossings & better / more even / wider pavements.

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4.0 Survey of Residents

4.13 To what extent do you agree or disagree with the following statements?



Residents overwhelmingly agree that the town centre is traffic dominated, they tend to visit the town centre when they have specific reason, feel safe and secure when visiting the town centre, it's easy to find a parking space and it's easy to move around the town centre as a pedestrian.

There was broad agreement that the town centre and its environs has lots of reasons to visit it.

There was no consensus that traffic passing through the town centre is a major benefit to its businesses.

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4.0 Survey of Residents

4.14 Summary

- The survey achieved a great response from Hadleigh's residents.
- The sample included a broad age range, mainly white, mainly non-disabled females.
- Residents mainly use the town centre to shop (at anchor stores or in general), eat / drink, visit nearby attractions live there or use the library / culture / events offer.
- Residents tend visit the town centre multiple times per week or weekly.
- Three quarters of consumers say they visit the town centre at the same or an increased frequency these days.
- Half of residents are satisfied with the town centre, a quarter ambivalent and a third unsatisfied with it.
- Residents mostly drive or walk into the town centre.
- If driving, they park at the two supermarket car parks (mainly Morrisons), or the two Council operated car parks or at on-street bays. In that order of usage.
- There are many aspects that consumers want to improve in regards the town centre, in particular better events & facilities, stronger / improved food offer and more choice within several existing categories.
- In regards financial services, residents mainly want to able to withdraw and deposit cash.
- Residents identify lots of strengths regarding the town centre, in particular the offer, experience and environment.
- Having said that, the priority improvements that residents want to see are dominated by a better / extended offer, an improved experience and a better environment.
- And finally, residents overwhelmingly agree the town centre is traffic dominated, visit when they need to, say its easy to find a space to park and easy to move around as a pedestrian. They also broadly agree the town centre has lots of reasons to visit it, and that they feel safe and secure when they do.
- On the whole residents want a better, bigger and nicer version of the existing Hadleigh Town Centre offer.

Survey of Businesses

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.1 Introduction

A bespoke questionnaire was developed for the project, based on the required outputs of the brief, and focussed on the core town centre area (shown overleaf).

Questions in the survey were designed to capture information about the customer base, reasons for using the town centre, current and historic performance, views and opinions of the current town centre offer and how this might be improved. Many of the questions and the survey format are based on previous tried and tested questionnaires and also echo those used in the survey of residents as well as stakeholders.

The questionnaire is attached as Appendix II. We recommend that it is used as the basis for ongoing monitoring of performance and improvement initiatives.

Circa 100 surveys were distributed in person on 18 and 19 September 2024. An online version of the survey was also created and a link to it shared via the Council's business newsletter and social media feeds. Again, we thank the Senior Economic Development Officer that facilitated and actioned this.

The survey achieved an excellent response and completion, with 82 completed surveys received, which produces a comprehensive dataset of respondents for robust analysis and interpretation, on which the graphs in this section are based.

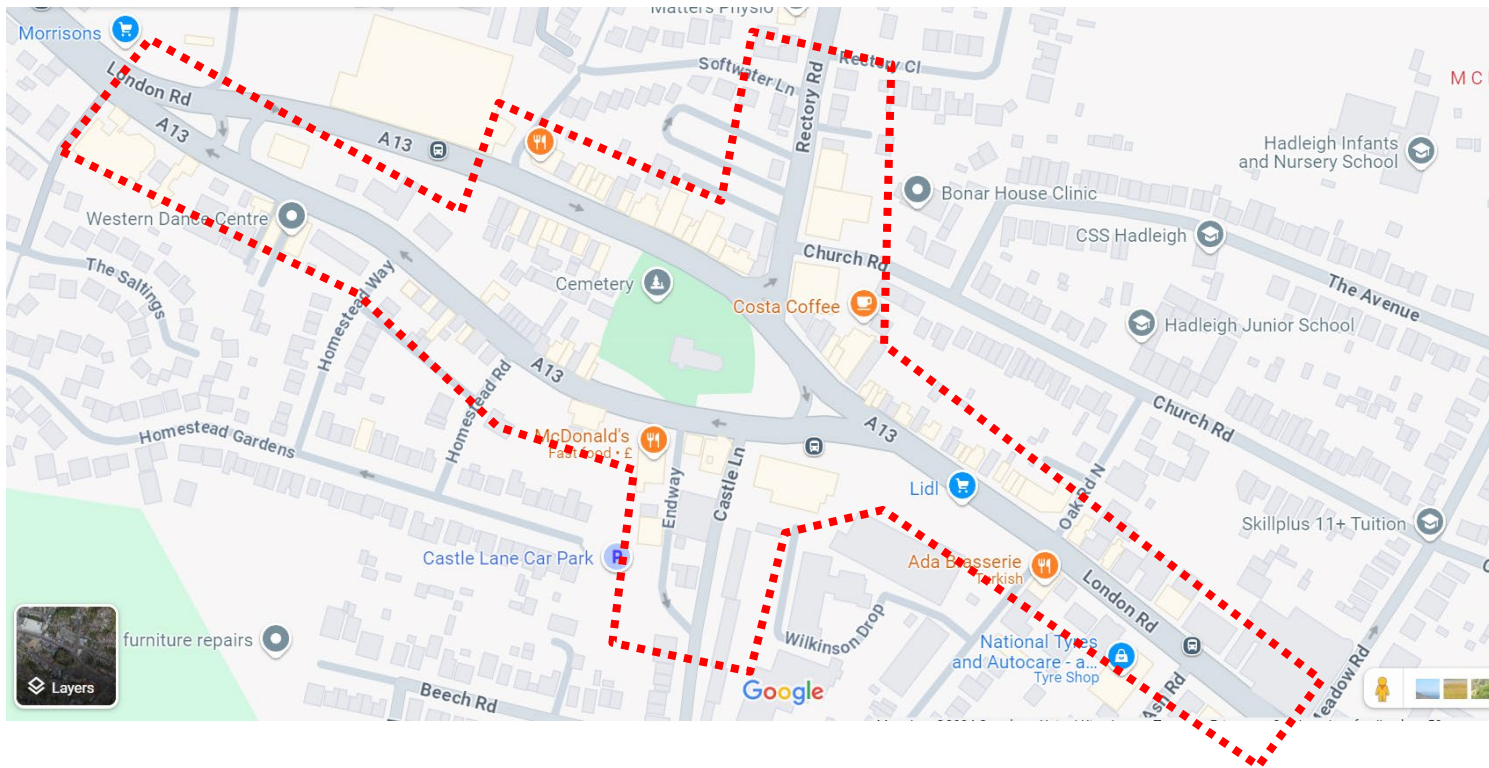
Note due to multiple response not all graphs total 100%.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.1 Introduction cont'd.

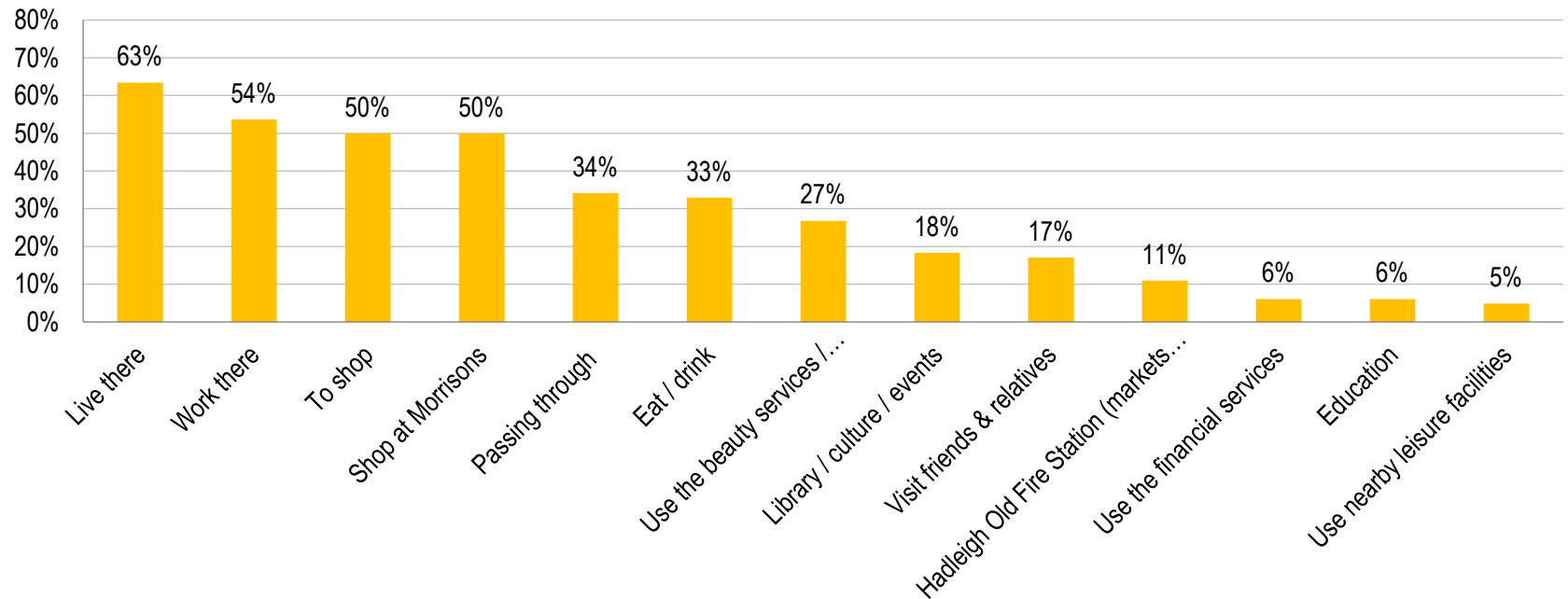
The survey distribution area is shown below.



Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.2 In your opinion, what are the main reasons for customers to be in the town centre?



In regards key reasons for customers to visit the town centre, there are multiple reasons for visiting according to survey respondents, with live / work there shopping in general as well as at Morrisons dominating the list.

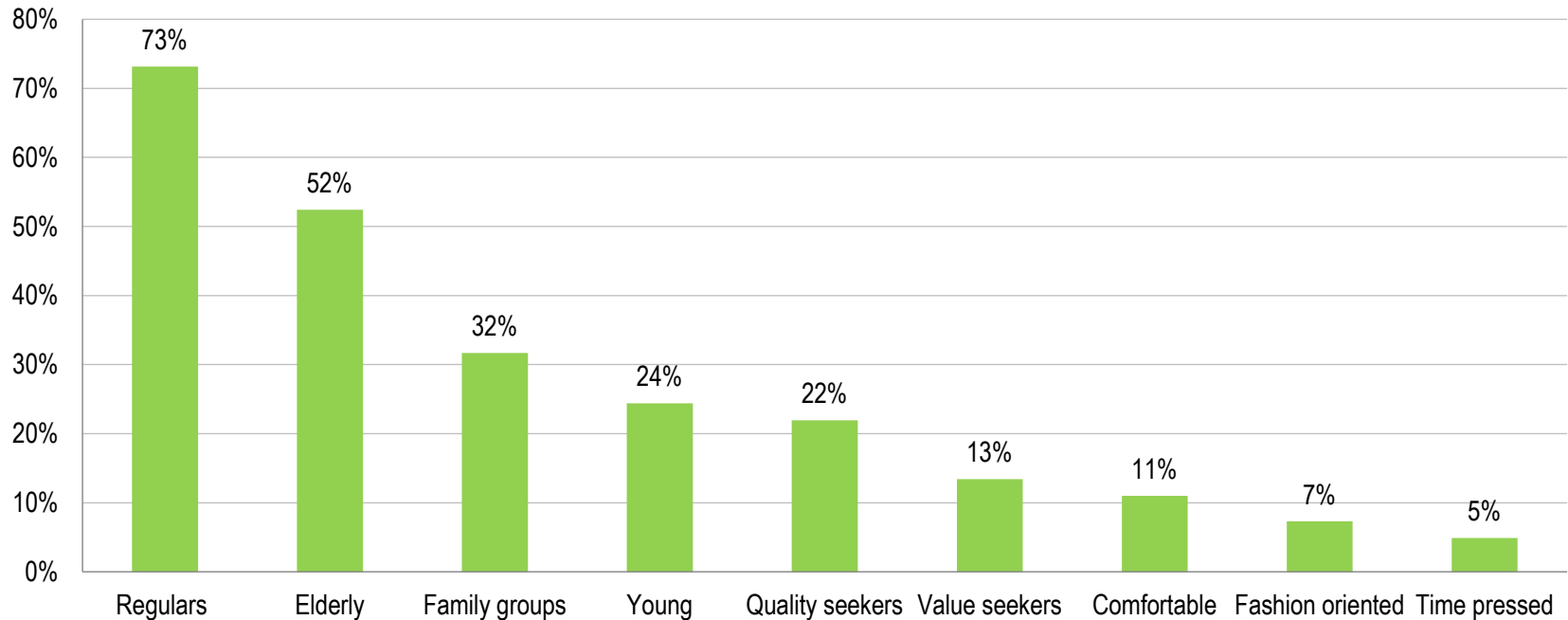
Other reasons for visit include passing through, eating & drinking and use the beauty/ health and services offer.

Secondary reasons for visiting included using the library / cultural offer, meeting friends / socialising and using the Old Fire Station.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.3 Which of the following words and descriptions best describe your customers?



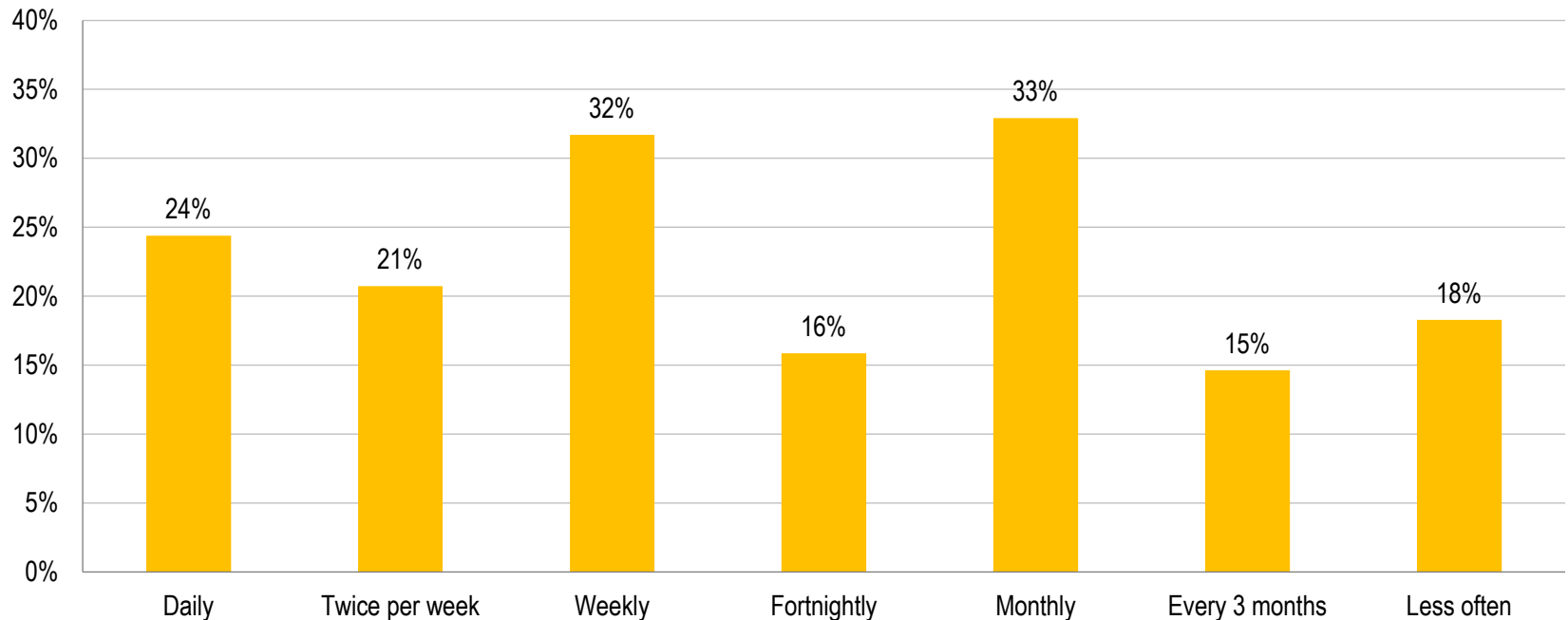
Three quarters of businesses across the town centre consider their customers to include 'regulars' and half of businesses describe customers as 'elderly'.

Beyond this, 'family groups', 'young' and 'quality seekers' are further key additional responses.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.4 How often do your customers typically visit you?

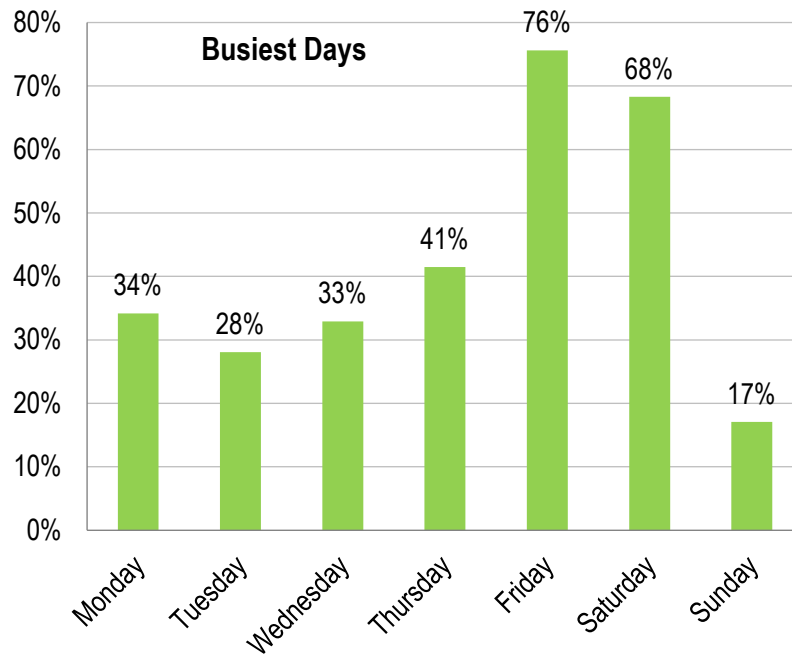


Businesses across the town centre report a mixed frequency of visit pattern, with the dominant responses being monthly and weekly. A significant half of respondees say their customers also visit multiple times per week,

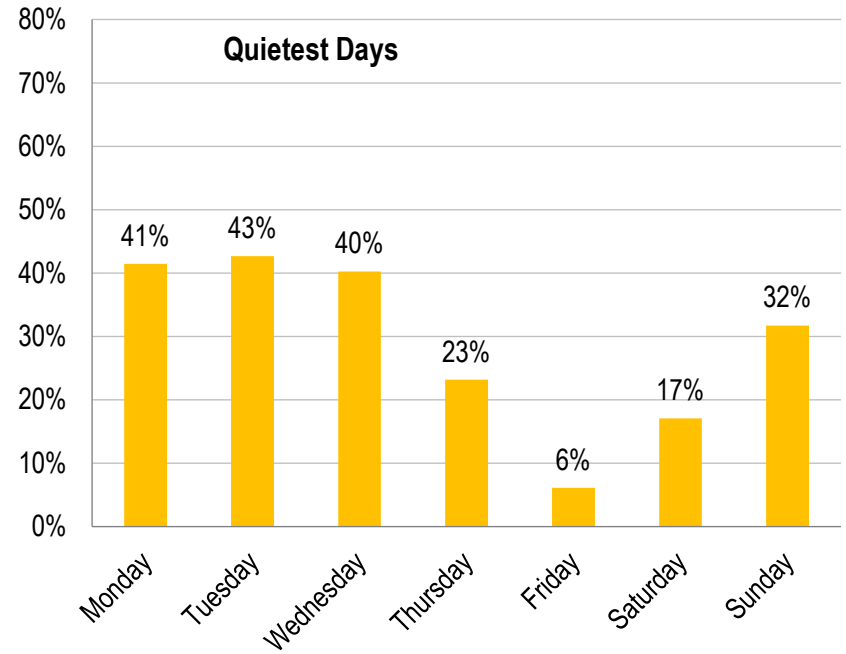
Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.5 What are your busiest and quietest trading days?



Most businesses report that Saturdays and Fridays are their busiest days, as well as Thursdays.

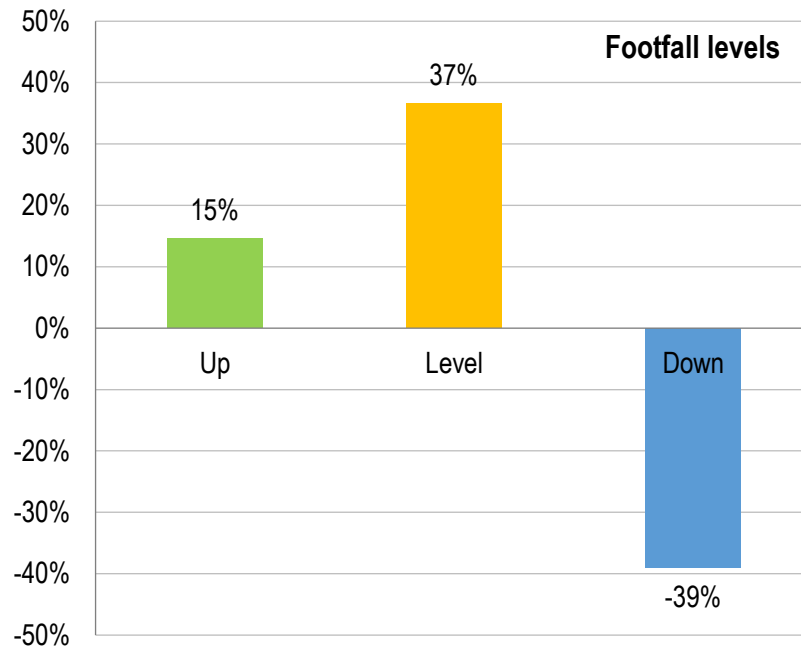


As is common for many smaller town centres, businesses in Hadleigh report that Mondays, Tuesdays and Wednesdays are their quietest days.

Hadleigh Town Centre - Future Vision and Strategy

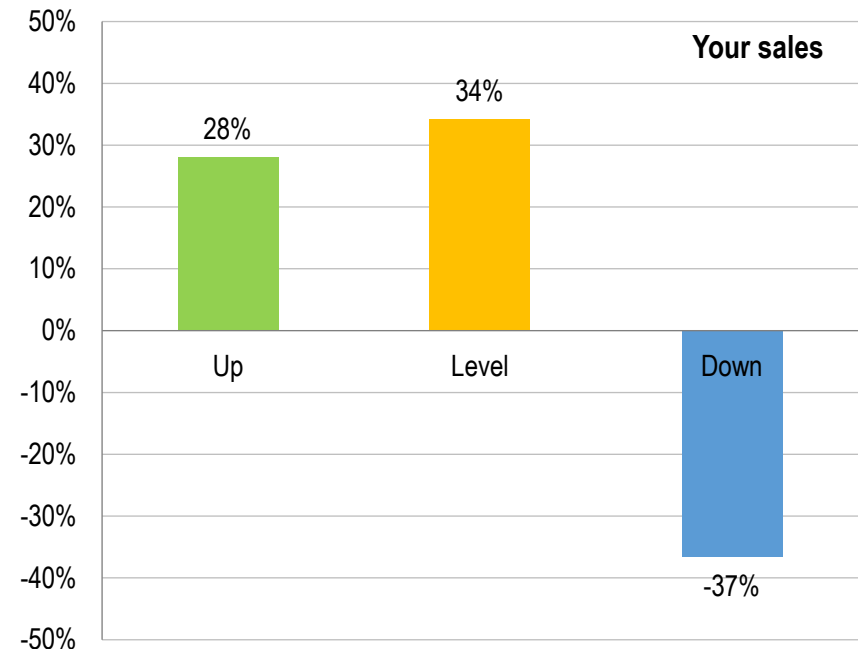
5.0 Survey of Businesses

5.6 General performance trends? Footfall levels and your sales; are they up or down year on year?



Footfall is down for over a third of businesses. With a third also reporting static footfall.

Only 15% report footfall as being up.

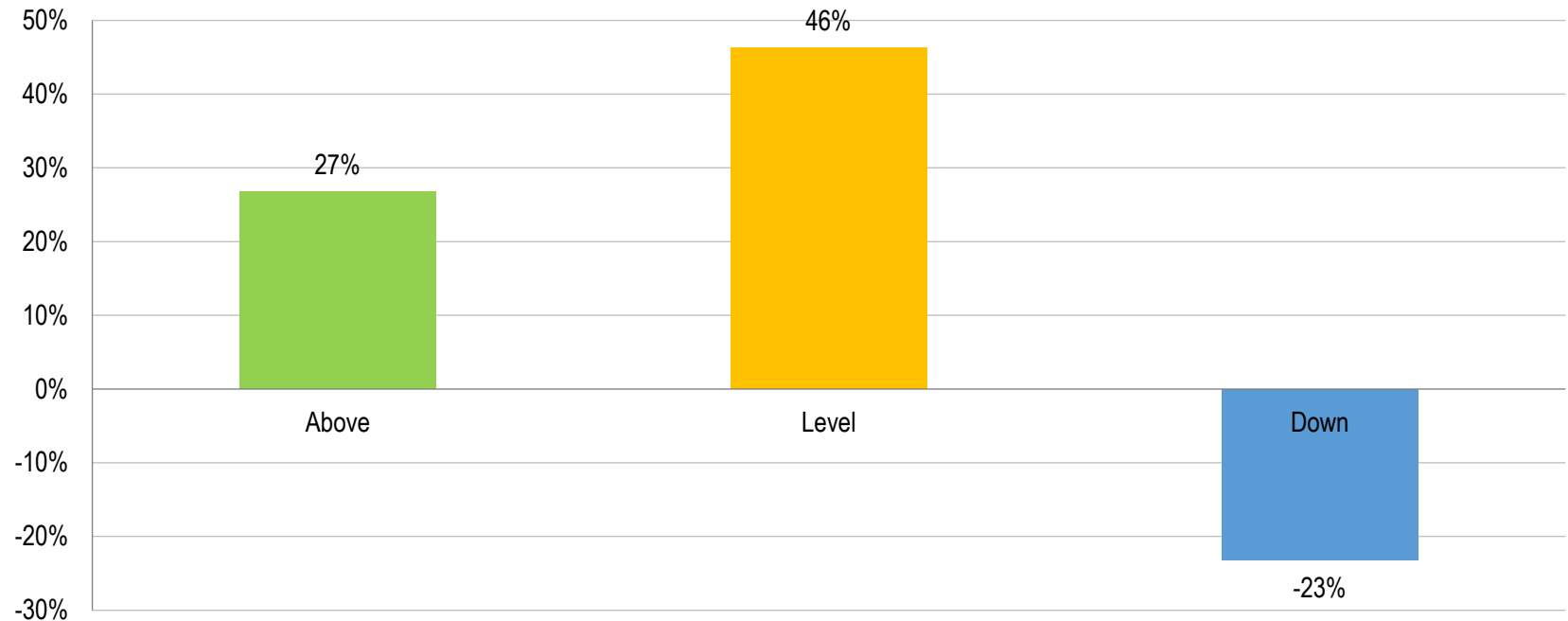


A slightly more positive picture is reported for year-on-year sales, with circa a third (37%) reporting a decline in performance, a third (34%) reporting static sales and encouragingly almost a third (28%) reporting an increase.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.7 How do you expect trading to continue compared to this year?

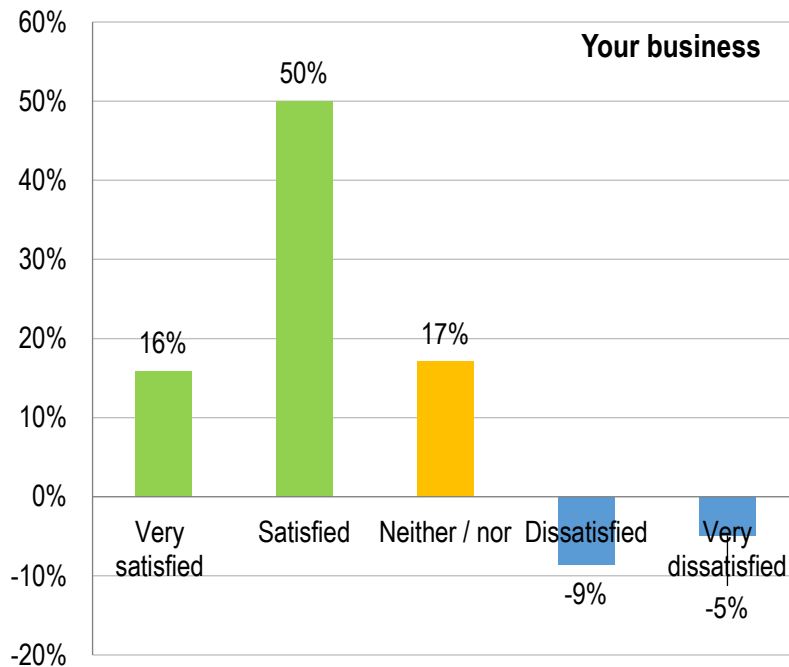


The majority of respondents expect current trading conditions to continue in the short term, with circa a quarter expecting it to increase and a quarter expecting it to decline.

Hadleigh Town Centre - Future Vision and Strategy

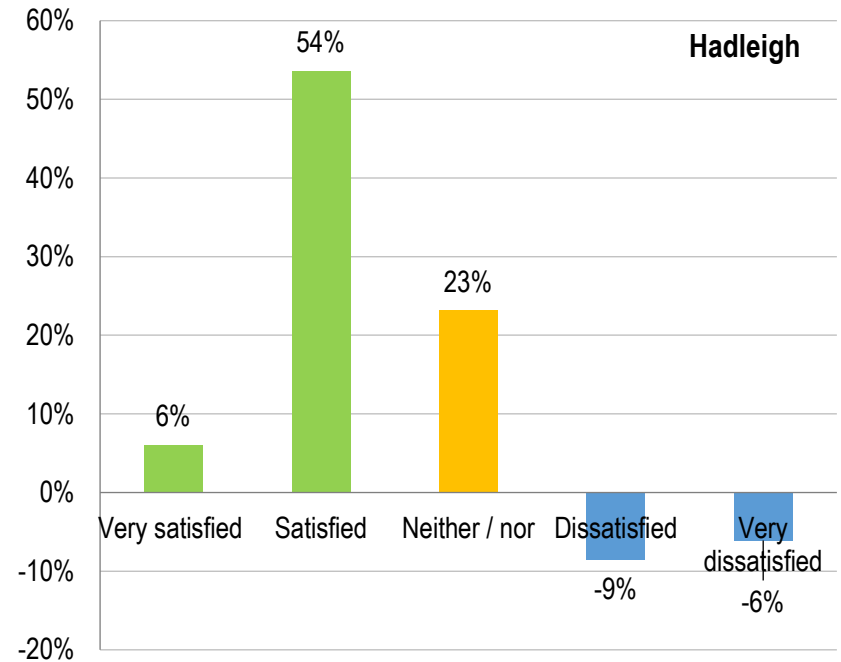
5.0 Survey of Businesses

5.8 General performance trends? Your business as well as Hadleigh as a place to trade?



Two thirds of businesses report a broadly 'satisfied' rating for business performance (66%), with only 14% are dissatisfied.

A broad 5:1 positive ratio, despite the number of businesses reporting declining sales.



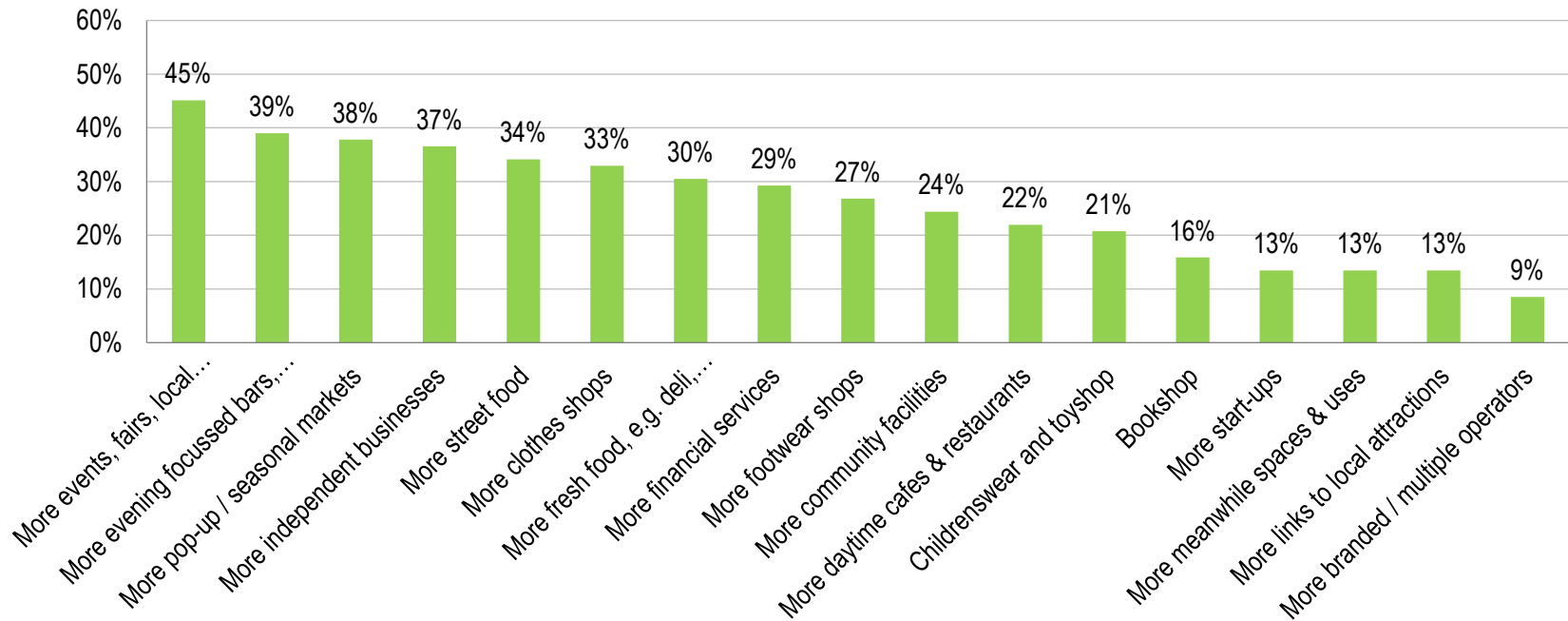
A similar trend is reported for Hadleigh Town Centre, again with two thirds reporting general satisfaction with it as a place to trade.

A quarter are satisfied and only 15% dissatisfied.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.9 Which of the following would you like to see more of, or a better representation in Hadleigh Town Centre?



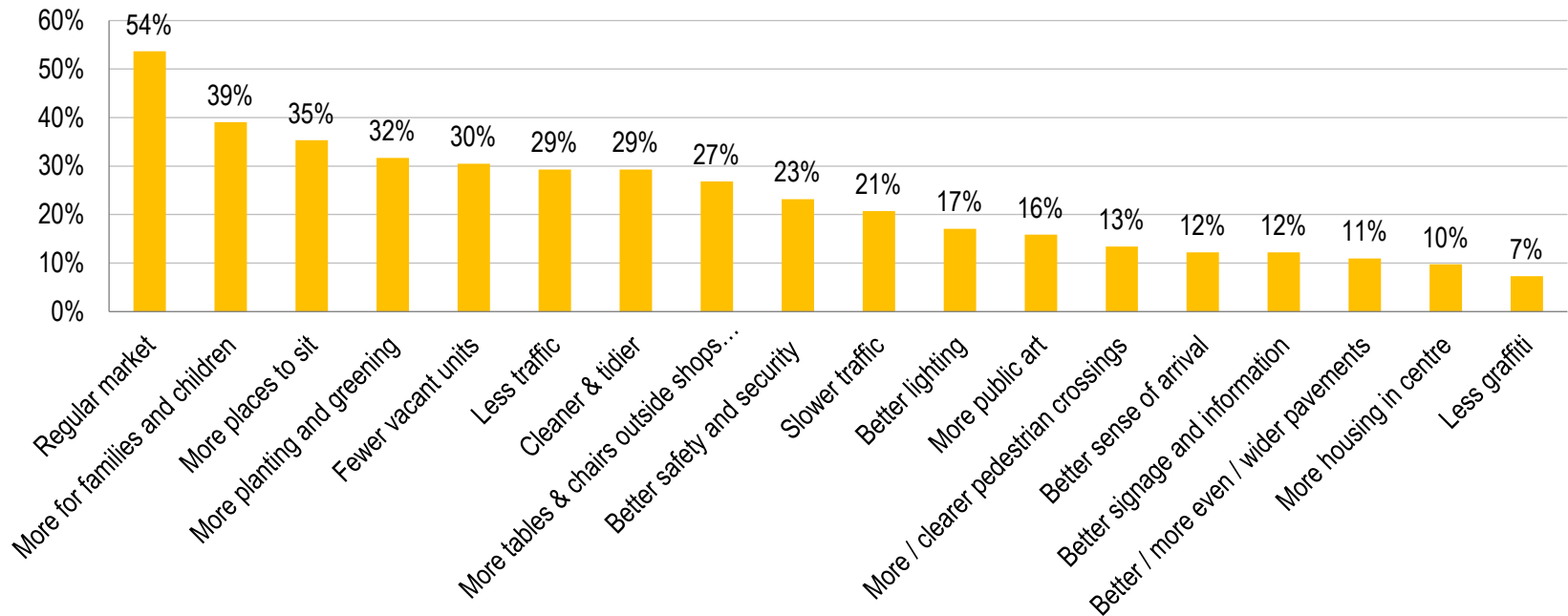
Businesses tell us there are lots of opportunities to improve the mix of the offer, including more events / fairs / celebrations, a better evening economy, more pop-up events / seasonal markets and a continued focus on independent businesses.

In terms of specific product categories, these are dominated by more food, including street food, fresh food and more daytime cafes / restaurants. Other product categories specified included clothing & footwear, childrenswear & bookshop. Further secondary improvements wanted included better financial services, more community facilities and more meanwhile uses.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.10 Generally, for the long term, how would you like to see Hadleigh Town Centre improve?



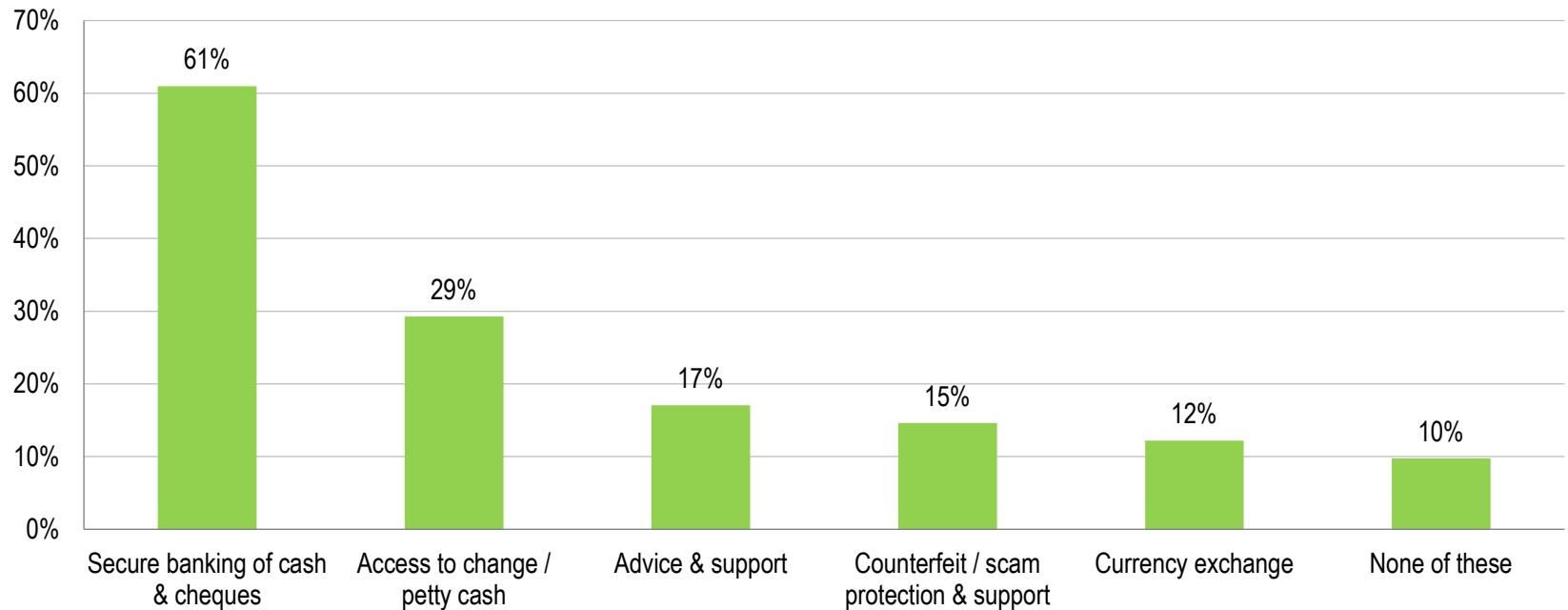
Businesses tell us there are lots of opportunities to improve the overall offer, particularly a regular market. Broadly, the improvement aspirations can be summarised under the following headings:

- Better offer – regular market, more for families & children & less vacancies.
- Improved experience – more places to sit, more tables & chair outside shops, less traffic, cleaner & tidier, slower traffic & better sense of arrival.
- Better facilities – more planting & greening, better lighting, more public art, more / better crossings & better / more even / wider pavements.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.11 Which of the following commercial banking services would you like to be able to undertake in Hadleigh Town Centre?

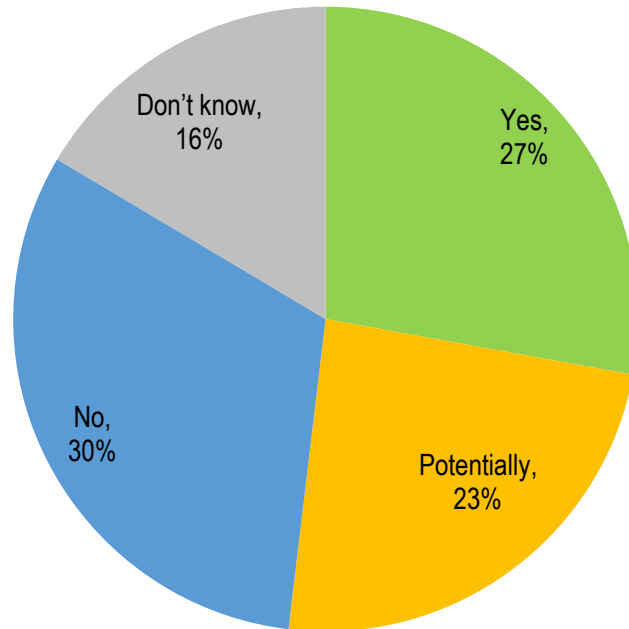


Businesses were asked which banking services they would use from a prompted list. The major responses received were access to and depositing of cash & cheques. General advice and support, as well as scam protection were also requested by a few, as was currency exchange.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.12 Would you be interested in joining a free dedicated business group, that has the aim of improving the performance of businesses in Hadleigh Town Centre?

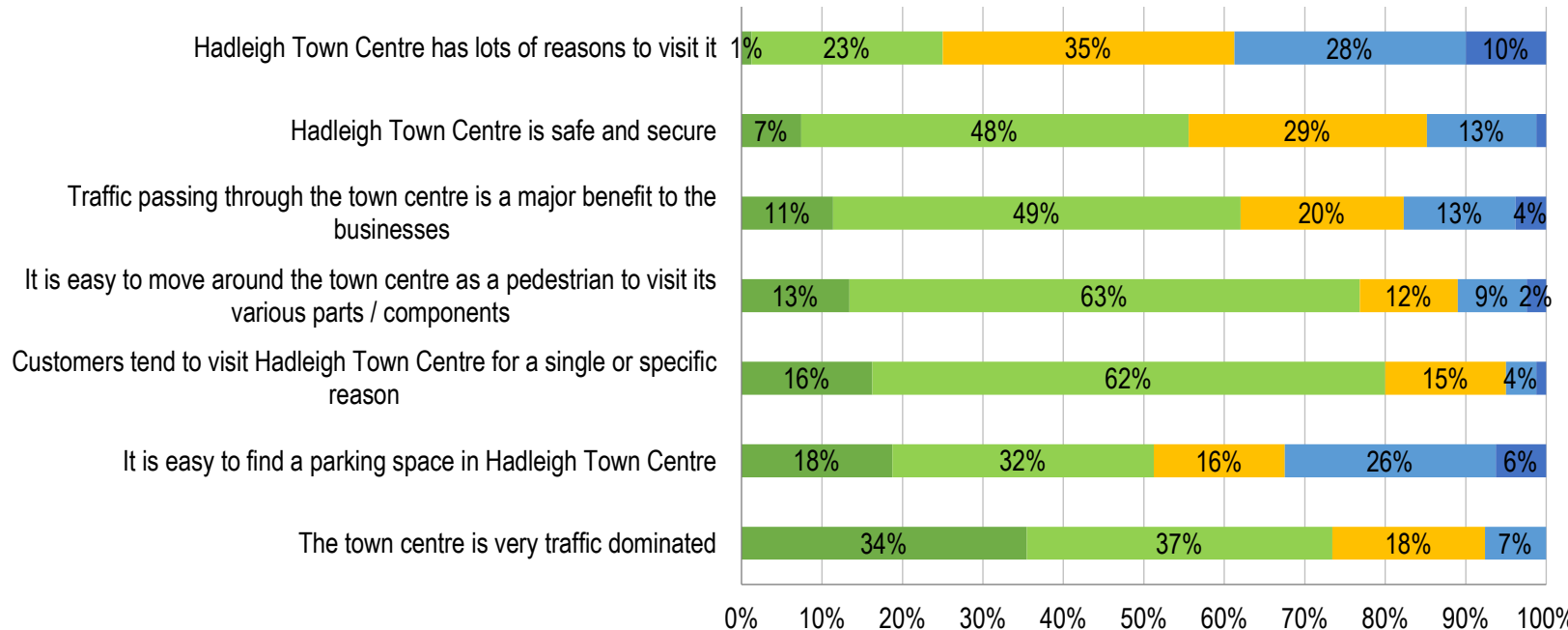


Circa half of respondents said they wanted to join or would potentially want to join a business association for Hadleigh Town Centre. And circa a third they wouldn't. So on balance, there is definite interest in the creation of a Hadleigh Town Centre Business Group.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.13 Please rate how strongly you agree or disagree with the following statements?



The majority of statements achieved widespread consensus, namely the town centre is very traffic dominated, customers visit it for a specific reason, its easy for pedestrians to move around the town centre, traffic passing through the centre is a benefit to businesses, the centre is safe and secure and also its easy to find a parking space.

The only statement that did not receive consensus was that the town centre has lots of reasons to visit it.

Hadleigh Town Centre - Future Vision and Strategy

5.0 Survey of Businesses

5.14 What are the main strengths and weaknesses of the town centre?

Key strengths of the town centre according to respondents of the business survey are good for parking (12), variety of shops (11), Morrisons / Lidl (7), clean (7), friendly / sense of community (7), food / cafes (4), good flow of traffic (3), HOFS / library (3) and independent businesses (3). Further strengths (all at 2) included good for shopping, loyal customers, nice, quality area, safe / secure and good bus routes.

In regards weaknesses, they were dominated by parking (12), lack of banks (8), heavy traffic (7), lack of shops (7), lack of parking and lack of free parking (5 each) and lack of investment (3). Further weaknesses (all at 2) included busy roads / traffic, limited evening F&B offer, parking length of time, run down area, weeds and ASB.

5.15 Summary

- This survey of businesses has achieved a very good response from businesses in Hadleigh, with 82 businesses taking part out of circa 100 distributed.
- Three quarters of businesses across the town centre consider their customers to include 'regulars' and half say 'elderly'.
- Businesses across the town centre report a mixed frequency of visit pattern, with the dominant responses being monthly and weekly.
- Most businesses report that Saturdays and Fridays are their busiest days, as well as Thursdays. Mon - Weds are quietest.
- It's a mixed picture in terms of performance, with a third static, a third down and a quarter up. Most expect this pattern to continue over the next year.
- Two thirds of businesses report a broadly 'satisfied' rating for business performance (66%), with only 14% are dissatisfied. The pattern for Hadleigh Town Centre as a whole is very similar.
- Businesses tell us there are lots of opportunities to improve the mix of the offer, including more events / fairs / celebrations, a better evening economy, more pop-up events / seasonal markets and a continued focus on independent businesses.
- Businesses tell us there are lots of opportunities to improve the town centre, in particular a better offer, improved experience and better facilities.
- Businesses want better access to cash withdrawals, as well as being able to deposit it.
- Circa half of respondees said they wanted to join or would potentially want to join a business association for Hadleigh Town Centre.
- Businesses say the town centre is very traffic dominated, customers visit for specific reasons, it's easy for them to move around, traffic passing through the town centre is a major benefit, the centre is safe and secure and it's easy to find a parking space.

Stakeholder Engagement

Hadleigh Town Centre - Future Vision and Strategy

6.0 Survey of Stakeholders

6.1 Introduction

A bespoke questionnaire was developed for the project to survey stakeholders, based on previous tried and tested questionnaires we have developed for similar projects as well as the questions used in the resident and business surveys . This is attached as Appendix III.

A list of circa 90 contacts to survey / engage was provided by the Council project team and these were all sent surveys and then followed up on three separate occasions.

20 stakeholders provided their views, either through a completed survey and / or a 121 discussion.

These included CPBC elected members and officers (Place Partnership, Environment, Economic Development, Estates, Policy / Performance / Customer), as well as external bodies including:

- Essex County Council:
- Police
- HOFS
- Creative Estuary
- Thames Estuary Festival
- RSPB
- Hadleigh Farm Estate
- Hadleigh Community Group
- Hadley History
- Hadleigh and Thundersley Community Archive
- Hadleigh Bowls Club
- Hadley Park Cycles CIC

Hadleigh Town Centre - Future Vision and Strategy

6.0 Survey of Stakeholders

6.2 Strengths & Weaknesses

Stakeholders had a wide variety of views in regards the strengths of the town centre, with 21 responses in total mentioned by at least one respondent.

The main responses mentioned by at least two responses included independent businesses (7), history and heritage (5), friendly and active community, good choice of shops (5), HOFS (5), bus routes (3), countryside around town (3), parking (3), good road network (3), and accessibility by foot (3).

In addition, nearby attractions, good selection of coffee shops / cafes, library and churches were all mentioned by two respondees.

There were more weaknesses mentioned by respondents than strengths (27 in total). These included (mentioned by at least two responses) heavy traffic (7), lack of offer / choice (5), lack of evening offer (3), tatty buildings / public realm (3) and vacant units (3).

Those mentioned by two responses included ASB, lack of community facilities, lack of conservation in town centre, lack of investment, lack of connections to nearby attractions and cultural offer.

6.3 Main reasons for customers to be in the town centre

Stakeholders provided a wide range of reasons for customers to be in the town centre, with the dominant responses including to shop at Morrisons / Lidl, Iceland or Choice (15 stakeholders), work there (14), live there (13), shop in general (12), HOFS (11), eat / drink (10) and library / culture / events (10).

Secondary responses included use the beauty services (9), passing through (9), visit the nearby attractions (7), use the health facilities (6) and visit friends & relatives (6).

Tertiary responses included use the property services (5), to use the motor traders / factors (4), worship (4) and then use the business / financial services (3).

Clearly Hadleigh attracts consumers for lots of reasons!

Hadleigh Town Centre - Future Vision and Strategy

6.0 Survey of Stakeholders

6.4 Improvements wanted to product mix

Stakeholders were asked which product mix gaps or weaker areas needed improving and 19 improvement areas were selected.

The dominant responses included more events / markets / fairs (13 votes), more evening focused food & beverage (11), more independent businesses (10), more community facilities (10), more pop up / seasonal markets (9), more links to local attractions (9) and a bookshop (8).

Secondary responses included more fresh food (7), daytime cafes (6), start-ups (6), financial services (6), more street food (5), more meanwhile uses (5), clothes shops (4), and childrenswear / toyshop, cycle shops and branded operators (all at 3).

And finally lesser responses (both at 2), included footwear and homeware.

6.5 Financial services wanted in Hadleigh

Stakeholders were asked which financial services would they use if they were available in Hadleigh and the most popular selections were dominated by withdraw cash and deposit cash (both at 9).

Secondary votes were for help with completing forms / opening or closing accounts (6), balance enquiry (5), currency exchange (5), savings & investment advice (4), pay in cheques (4), id verification (3) and transfer money between accounts (3).

Having said that, 6 respondents said they would not use any of the options suggested.

6.6 Priority improvements wanted to town centre

In regards the priority improvements that stakeholders want to see delivered to the town centre, the main ones are more planting and greening (14), regular market (10), slower traffic (10), better signage & information (10), fewer vacant units (10), more places to sit (9), more tables & chairs outside shops and cafes (9), better sense of arrival (9), more / clearer pedestrian crossings (9) and more public art (9).

Secondary responses included more for less traffic (7), families & children (7), cleaner and tidier (7), better safety and security (6), better lighting (5), better / more even / wider pavements (5) and more housing in centre (3).

6.7 Satisfaction with Hadleigh as a town centre

This question achieved a mixed response with 12 stakeholders saying neither / nor, 5 saying quite satisfied and 3 saying unsatisfied, i.e. there is consensus that stakeholders are satisfied with Hadleigh as a town centre for local needs.

6.8 Positivity about future trading prospects of town centre

There was however consensus to this question, with 13 stakeholders saying yes they are quite optimistic about the future trading prospects of the town centre, 5 saying neither / nor and only 2 pessimistic. So on balance therefore, stakeholders are indeed optimistic about the future trading prospects of Hadleigh as a town centre.

Hadleigh Town Centre - Future Vision and Strategy

6.0 Survey of Stakeholders

6.9 Agree & disagree statements

Finally, respondents were asked if they agreed or disagreed with a series of statements, and the number of responses received shown on the table below

	Strongly agree	Agree	Neither / nor	Disagree	Strongly disagree
It is easy to find a parking space in Hadleigh Town Centre	1	12	6	1	
The town centre is very traffic dominated	12	7	1		
It is easy to move around the town centre as a pedestrian, to visit its various parts / components		8	7	5	
Hadleigh Town Centre has lots of reasons to visit it		5	9	5	1
Hadleigh Town Centre is safe and secure	1	8	9	2	
Traffic passing through the town centre is a major benefit to the businesses		4	5	7	4
Customers tend to visit Hadleigh Town Centre for a single or specific reason	3	13	4		

Respondents overwhelmingly agreed that the town centre is traffic dominated, plus it is easy to find a car parking space in the town centre, it is safe and secure and that customers tend to visit Hadleigh only when they have a specific reason.

6.9 Agree & disagree statements cont'd.

There is general disagreement that traffic passing through the town centre is a major benefit to businesses that are located there.

There was no consensus that it is easy for pedestrians to move around the town centre, nor that the town centre has lots of reasons to visit it.

6.10 Ambitions for town centre

Stakeholders were asked their views in regards the kind of place they like to see Hadleigh Town Centre evolve into over the long term.

The main responses received include 'greener, more sustainable & family friendly' (5), 'better / thriving food & beverage offer' (3), 'safe & sustainable' (3), 'centre known for its culture' and 'community focussed centre' (2).

6.11 Benchmark centres & places

Finally, respondents were asked their views in regards benchmark centres that Hadleigh could emulate elements of, and a range of centres were provided, mostly eastern market or seaside towns.

Leigh on Sea dominated the list with five mentions and Rayleigh was mentioned by two respondents.

Resident Information and Wider Policy Context

Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.1 Introduction

This section of the report provides two areas of input into the Hadleigh Town Centre Future Vision and Strategy.

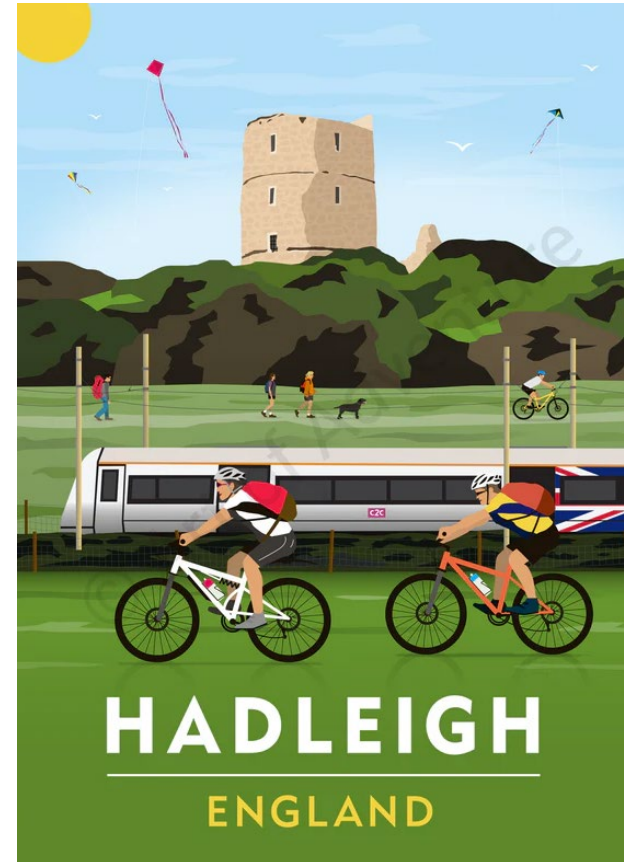
The first aspect is to summarise the available information about the established Hadleigh and wider Borough residents / workers, as are all potential users / visitors to Hadleigh town centre, either as regulars or occasional users.

This information has been sourced from available information via the Council website, existing reports and other recognised providers of information including ONS and NOMIS.

Hadleigh is one of three major population centres in the Borough, it accounts for circa 60% of the population along with Benfleet, whilst Canvey accounts for 40%. Looking at the distribution of residents we would estimate that Hadleigh is drawing on circa 54,000 nearby residents, of which circa 27,000 are surrounding the town centre.

The information about residents is set out overleaf. This includes current information on population and housing growth.

The second part of the section then provides more background and wider context information about Castle Point Borough Council and includes information from Council strategies and policies, in particular the Council's Corporate Strategy and Plan 2021-2024 and the emerging Local Plan, Castle Point Plan



Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.2 Resident Information

There are circa 89,600 residents in the Borough (2021 census) up on 2011 (88,000). This equates to a 1.8% increase which is below East of England and England averages.

The population is forecast to grow to 96,000 by 2043. Castle Point has a higher proportion of over 65's than average, circa 25% are 65 and over, above GB average. This is forecast to rise to 28% by 2043.

The median average age is 46, which is above GB average of 40.

Age range 16-64 years old account for 58% of residents which is slightly below the East of England and GB averages, circa 62%.

88% are described as economically active, above GB average, furthermore:

- Only 2.4% are unemployed, below GB
- Earnings by place of work are broadly in line with East and GB averages
- Occupation weighted to caring, leisure, admin, skilled trades and manager sectors
- Admin and caring sectors are above GB average
- 85% of households have access to at least 1 car / van
- 29% are retired
- Earnings average per week is £681.00 in line with GB average



Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.2 Resident Information

Household Information

Castle Point Borough Council is in the top third of most densely occupied boroughs in the country.

87% of residents live in houses / bungalows.

The majority of homes (80%) are owner owned, with a lower than average private rental market, which has increased to 14% (England is 20.5%).

Circa 67% are family homes, majority with children.

27% are one person homes.

Only 8.6% live in areas of high deprivation.

Most of the borough's population live within one of four towns: Canvey Island, Hadleigh, Benfleet and Thundersley.

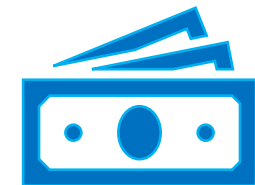
Employment

There are circa 22,000 jobs in the borough, slightly up on 2017. Economically active population is 48,600.

Dominant categories include Wholesale And Retail Trade, Construction, Human Health and Social work, Education, Financial and insurance activities.

There are circa 3,600 local business units, of which 88% are micro businesses, 10% are small and 2% are medium.

Many residents commute out of the borough for work reasons which adds to the local town centres losing a substantial proportion of the residential spend to other centres, particularly Basildon, Southend, Lakeside (in Thurrock) and Bluewater (in Kent).



Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.3 Key Policy and Report Extracts

The aim of this section of the report is to ensure the key findings, aims and aspirations of relevant key policy documents, plans, strategies and historic reports are accounted for within the Future Vision and Strategy. This section contains the review of:

- Castle Point Borough Council Corporate Strategy and Plan 2021 – 2024
- Castle Point Plan - Issues and Options Consultation Report 2024
- Economic Impact of Tourism Castle Point Borough 2022
- Castle Point Retail & Leisure Study 2017

The results of the review of these documents follows in the rest of this section.

In addition, Appendix IV contains the results of the review of the following documents:

- Castle Point Local Heritage Assets Review 2024 Draft and unpublished
- Castle Point Borough Urban Design Characterisation 2013
- Hadleigh Town Centre Masterplan 2011

Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.3 Key Policy and Report Extracts

Castle Point Borough Council Corporate Strategy and Plan 2021 – 2024

Strategic aims summarised as 'Great Place. Great People. One Community'.

Key areas that are important to the community include:

- Economy and Growth - thriving economy with opportunities to develop skills and access quality employment
- People - a safe, inclusive and healthy community with support, in particular to vulnerable residents, the young and elderly
- Place - enough good quality homes, including affordable homes are built and transport systems exist that make it easy to get about for work and leisure
- Environment - natural and historic assets that are protected and improved, surroundings that are clean and pleasant and efforts made by all to combat climate change.

Economy and Growth Aims

We want the local economy of Castle Point to create more value, driven by our vibrant town centres, increased earnings and the productivity of our companies.

- We want the right conditions for existing businesses to grow and new businesses to come here, including good transport links and access to a skilled workforce.
- The town centres in Castle Point need revitalising to make them more attractive to existing residents and as locations for business and housing.

Challenges Identified include

- Outbound expenditure to other centres
- Competing centres are more appealing
- Appealing to growing numbers of home workers

Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.3 Key Policy and Report Extracts

Castle Point Borough Council Corporate Strategy and Plan 2021 – 2024 cont'd.

People and Place Aims

- Our communities are one of our biggest strengths; we want to nurture our community spirit across the whole Borough so that we can all feel safe and that we belong.
- New development is designed to make places safe and helps to deliver housing, transport and great public spaces.
- We want a transport system that is effective and offers real choice for the way we travel; not just the car but walking, cycling, bus or train

Challenges Identified include:

- Key issues to address in lifestyle factors such as obesity and inactivity
- A population that includes a higher proportion of older people will need a different mix of services compared to that existing in the Borough today
- There is currently a perception that young people do not have enough to occupy them, resulting in crime and anti-social behaviour. This issue needs to be addressed to achieve greater community cohesion and improve perceptions about crime.

Environment Aims

- We are proud of where we live and want to keep our local neighbourhoods looking clean and green.
- We want to help improve the local environment by reducing waste and reusing and recycling more.
- We also want to help combat climate change by making choices in our lives that reduce CO2 emissions.

Challenges Identified include:

- High levels of dissatisfaction with transport and congestion
- Satisfaction is also relatively low for pavements and footpaths; traffic levels and congestion; and the condition of the roads.

Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.3 Key Policy and Report Extracts

Castle Point Plan 2023-2043 Issues and Options Consultation Report September 2024

This is part of the evolving draft Local Plan and engagement to inform it. Informs future Council policies and future development activity.

Initial feedback identifies:

- Hadleigh's history and architectural interest are often overlooked
- Better signage is needed to highlight and promote Hadleigh Castle and the Olympic mountain bike track
- Hadleigh is perceived as a thoroughfare not a destination
- Poor on street parking facilities

Aspirations / desires include:

- Improve the town centre environment, make Hadleigh a place to visit, not pass through
- Improve connectivity to residential hinterland and connectivity to all local assets
- The Island in the gyratory is a major development opportunity for the town
- Include replacing Hadleigh's cultural and community offers in any redesign of existing Island and street scape

Hadleigh Town Centre - Future Vision and Strategy

7.0 Resident Information and Wider Context

7.3 Key Policy and Report Extracts

Castle Point Retail & Leisure Study 2017

Overall, the town centre has a good provision of convenience floorspace anchored by three food stores. There is a good amount of parking provision in the town centre. However, the environmental quality of some sections of the town centre is poor. The site of the former Crown pub is still vacant, and this negatively impacts the western end of the town centre. Furthermore, the one-way road system makes navigation of the town centre difficult for drivers.

There is also a lack of a strong evening economy. There is scope to improve the quality of the food and drink offer. Consumers wanted to see improvements in parking and congestion (2016 household survey). Traffic along this road is fairly fast moving, making crossing the road difficult for pedestrians, except at designated crossing points. The centre would benefit from investment to upgrade the quality of the public realm and improve pedestrian accessibility. Opportunities to enhance leisure provision, including redevelopment of key sites such as the ex-Crown Public House site should be supported.

Review of Economic Impact of Tourism Castle Point Borough 2022

An industry standard report looking at visitor numbers and expenditure, based on national surveys and extrapolated for Castle Point. Year on year trends are not currently reported due to the ongoing impact of Covid. Headline performance statistics as follows:

- Total stay and day trips 1,474,000, day 1,405,000, stay 69,000 (stay nights 256,000).
- Total visitor spend £80,478,313. Total tourism value £106,496,313. Includes estimated additional local expenditure.
- Tourism related employment 2,086 (FTE 1,568).
- VFR (visiting friends and relatives) is dominant trip reason, 68% of trips.
- Spend areas, 40% F&B, 31% retail, 15% travel, 10% attractions.
- Tourism and day visits are an important part of the local economy.

Trends & Benchmark Centres Review

Hadleigh Town Centre - Future Vision and Strategy

8.0 Trends and Benchmark Centres Review

8.1 Introduction

A summary of recent trends has been compiled to provide an overview of the current, dominant trends affecting the wider 'retail' sector and centres, be they local, town and city. This is based on extensive reviews of published research, reports, articles and insight from industry leaders and our own project experience. Note the term 'retail' is used as a short description for the complete range of typical town centre customer facing businesses, including shops, cafes, leisure, service providers and hospitality businesses.

The monitoring and reporting of trends is an established research workstream, one that is included in all of our 'place' projects, be it local, town or city centres, or even markets and non-traditional centres. For this project we have revisited our existing information sources and included the more recent post Covid information.

This broad research approach has enabled us to collate the views of a wide audience from industry leading bodies such as the ATCM, Revo and Institute of Place Management; to research and insight specialists including Deloitte, PwC, Dunhumby and McKinsey; to retail property and planning specialists, government bodies and other industry specialists.

The retail landscape has and continues to evolve and change – it remains in a state of flux. A clear understanding of what is, has and continues to drive change will help underpin a future successful town / city centre strategy. Covid has accelerated many of the trends that were already evident.

Going forward the ability for places to adapt and react quickly and readily to these changes will be one of the keys to future success. Humans are social animals. Towns and cities will continue in the future to play an essential role in encouraging consumers to meet, eat, shop and play.

The Covid Pandemic has accelerated many of these established trends and factors. Those that are especially appropriate or have been magnified in their importance have also been highlighted.

Hadleigh Town Centre - Future Vision and Strategy

8.0 Trends and Benchmark Centres Review

8.2 Changes to Consumer Shopping & Visit Patterns

Consumer behaviour continues to change and in the wake of technological advancements it is changing at a rapid pace. Consumers are demanding ever increasing 'convenience' with shopping needing to be an 'easy' experience and "when it suits me". With the advent of the 'connected consumer', consumers want and expect to be able to buy anytime and anywhere.

Meanwhile discounters like Aldi and Lidl have reminded us of the benefits of 'shopping around' and not just for convenience goods, but in a general search for 'value'. Big food stores have also, in many ways become 'too big to shop' and take up too much time. Food operators have moved away from opening megastores but preferring the right size store for the right sized market.

Whilst a great many businesses were negatively affected by the Covid Pandemic, those that adapted and responded, continued to provide high levels of service thrived and, in some cases, grew, prospered and expanded.

This trend has also extended into other categories with retail giants such as IKEA and Decathlon opening small format stores responding to the consumer need for ease and convenience but also for smaller, specialised curated offers, and taking their offer to the consumer.

'Ease of shopping' extends to the full range of facilities in town / city centres, including ease of access, information provision, car parking and adjacencies / connectivity. Customers are increasingly able to choose to go to a location, for many other reasons than the list of retail names present and the size of the stores they trade from. The boundaries between shopping and leisure are becoming ever more blurred, with opportunities to combine leisure, eating and drinking and to 'make a day of it' adding to the appeal of destinations.

Despite the ability of online to satisfy retail requirements quickly, consumers are increasingly looking for meaningful 'experiences' and personalisation; human interaction also remains an important factor.

Consumers, even though overloaded with technology, are still visiting shops. Understanding your customer base; anticipating what customers want and providing it to them is at the heart of any retail, town or city centre proposition. With consumer patterns for work, live and socialising constantly evolving, understanding and remembering the reasons to use or visit a place is even more important in the post Covid era.

Hadleigh Town Centre - Future Vision and Strategy

8.0 Trends and Benchmark Centres Review

8.3 Retailer Trends

The Covid Pandemic and ongoing economic challenge have combined to fundamentally shake the pillars of retail dynamics, especially in large town and city centres. The demise of many large established long term retail brands has shown how important it is to be able to adapt and evolve. The same can be expected for the places that businesses operate in.

It seems likely that retailers, service and food & beverage operators will be much more flexible when choosing to open in new markets, be they re-occupied units, re-purposed units, subdivided units and even the occasional new unit!

There are also new players on the scene as even pure play (on-line only) operators and increasing numbers of consumer brands are seeing the benefit and potential to their brand of physical stores. Retailers are increasingly exploring diversity in both store formats and retail channels as well as new product categories and 'mix' of categories. Large format store brands are opening smaller stores and small shop brands are increasing their store sizes.

What is the new multichannel? - It's best described as an emerging mix of all formats; town / city centre, online, mobile, home delivery, click and collect and out of town. The biggest and most successful retailers offer the full set and, in some instances, different product categories are better suited to different channels. It is far more than simply 'clicks or bricks'.

'Retailers' as a group now includes many other types of offer, such as F&B which has seen considerable growth, with F&B now an integral part of any retail offer. F&B and leisure will increasingly become a very important role in the appeal of town centres, enhancing the visit experience 'beyond retail'. This leisure role also provides another aspect of the 'multi-functional town / city centre' and thereby an additional reason to visit, while extending dwell time and encouraging social interaction.

Service providers, particularly beauty and personal grooming are also expanding in town and city centres.

One of the strongest growing sectors is the reuse and repair sector, with consumers demonstrating a keenness to stretch the extra mile out of a product, thus building on personal sustainability and mitigating the 'throw away' or disposable culture.

Hadleigh Town Centre - Future Vision and Strategy

8.0 Trends and Benchmark Centres Review

8.4 Changes to Shopping Patterns

Over the last 3 years, The Retail Group has been helping many independent businesses adapt their trading model, to survive and thrive. We have helped over 300 business directly through a combination of 1-2-1 support (in person or virtual) as well as virtual group workshops. We have also surveyed over 2,000 town centre businesses (of all shapes, sizes and categories) probing specifically how shopping patterns have changed.

The contributions and feedback we have received have been incredibly insightful and rewarding in regards how consumers now shop in local centres and market towns. This includes:

- Shoppers are typically visiting local centres in smaller groups / party sizes
- The frequency of visit and usage of local centres has improved, but consumers are typically visiting for shorter durations
- Spend has gone up as a result, i.e. average basket size has improved
- There is much more demand for e-commerce and cashless payment mechanisms
- Businesses that have clearly reacted and adapted to these trends have benefitted as a result
- More consumers are shopping locally, combining it with more online shopping, demand for choice locally is increasing
- Service providers in local centres, as well as those providing more experience are seeing growth and benefits
- There is significant consumer goodwill for independent shops. Businesses that 'go the extra mile' in terms of customer service have also typically been the more successful in regards generating revenue
- Businesses that offer easy and more convenient purchasing options have also seen strongest trading performance, i.e. those businesses that offer click and collect / pre-ordering of products, online / omni channel purchase options and local delivery have retained customer loyalty and spend
- Businesses in local centres can benefit from working together collaboratively, especially in regards combined promotions, events and delivery services
- Pro-active marketing and promotion helps to drive footfall (both destination visits as well as impulse spend). This includes additional services such as late night or VIP opening, meet the supplier events, new product launches, local centre celebrations, tie-ups with schools or NHS providers and so on

Hadleigh Town Centre - Future Vision and Strategy

8.0 Trends and Benchmark Centres Review

8.5 What do the Trends Mean for Hadleigh?

Consumers on the whole like to shop, they like to 'go shopping' but increasingly they like to combine it with F&B, leisure or service use. The focus going forward is less on 'retail', with local, town and city centres becoming multi-functional with a more diverse offer. The right type of catering, food and beverage, service and associated leisure offers is key to healthy town / city centres. Similarly, the other reasons to be in centres, transport, health, work, hidden workers, education, well-being and so on should be built on / capitalised on. Whilst in many cases these are already in situ, they are often overlooked in the focus on rampant consumerism. Whereas now the focus is on creating a 'complete' offer and an individual place. That said, the 'complete' offer will be different according to the needs of the local customer and the historic role of the centre.

The leisure sector is also expanding and segmenting in the same way that the F&B market has segmented itself into many diverse themes and formats, including coming back into town. Town centre leisure offers are now more than a multiplex and a selection of fast casual / family catering brands. The leisure offer includes active and passive, free and paid for elements. Operators such as gyms, boutique cinemas, escape rooms, kids / toddlers play, table tennis, community meeting spaces, social, health and well-being, wellness centres, reading rooms, swimming, bowling and so on are all increasingly taking space in towns and in centres.

Successful centres will be those with multiple purposes and multiple reasons for use and drivers of 'footfall'. 'Click and Collect' potentially has an important role to play in driving footfall into town and city centres. Driving this footfall into both stores and centres has a positive effect on turnover not just for the individual store but surrounding operators and the centre itself.

Centre 'content' will continue to change and evolve, with 'content' much more than just shops and businesses - environment, markets, events, leisure, facilities, heritage assets, local attractions, residential and other factors are increasingly contributing to the appeal of the location, making it a desirable place to visit and use on a regular basis. Centres that offer additional and memorable reasons to use them will succeed the most. As will those that are well integrated with local attractions / historic assets and vice versa.

This links to the need for centres to have real sense of 'place' that connects with the consumer, providing a point of difference and a connection to the local community. Centres in need of 'TLC' and those not delivering the basics such as clean, safe and pleasant environment will lose out to spend online and to out of town retail facilities, or other improving competing places.

Hadleigh has the potential to benefit significantly from the above consumer behaviour and place trends.

Study Conclusions

Hadleigh Town Centre - Future Vision and Strategy

9.0 Study Conclusions

Introduction

The following emerging conclusions are drawn from the findings of the bespoke research workstreams undertaken as part of the study, and together they will form the foundations on which the recommended future Hadleigh Town Centre Vision and Strategy will be developed.

1. Hadleigh Town Centre has lots of goodwill

Residents have very clearly told us they want a better version of what is there already, i.e. less traffic, village feel, easy to use, dominated by independent businesses, more evening businesses, greener, more places to sit, regular markets, community hub & facilities.

Businesses and stakeholders overwhelmingly agree with this future vision of the optimum Hadleigh Town Centre!

Residents, businesses and stakeholders like the town, use it and want to use it more, despite the clear issues and consistently voiced concerns.

Furthermore, there is evidently a lot of love in the community for HOFs, the library and St James the Less Church, based on many anecdotal comments made in the resident survey.

2. There is much demand for enhanced banking services

As specified in the brief, we have captured demand for a banking hub in the town centre, and to be clear, residents, businesses and stakeholders would embrace the facility of a banking hub in the town centre to a greater or lesser extent.

Banking Hubs provide access to cash and banking services and are owned by Cash Access UK and operated by the Post Office. They are typically open Mon-Fri from 09.00 to 17.00 and provide facilities such as withdrawing cash and cheques, depositing cash and cheques, exchanging cash into foreign currencies and access to petty change for small businesses.

Depending on local demand, they may also have representatives from the main banks, located in the hubs on nominated days, so that customers can resolve more complicated banking services such as form filling / completion, setting up / closing accounts, financial advice and ID verification with community bankers.

Who decides where new banking hubs are sited?

Link undertakes the assessment where to locate the new banking hubs on behalf of Cash Access UK. It regularly reviews which places are suitable for new hubs, but local communities can also request a new / bespoke assessment be undertaken.

Cont'd. overleaf

Hadleigh Town Centre - Future Vision and Strategy

9.0 Study Conclusions

2. There is much demand for enhanced banking services cont'd.

What is the criteria for new banking home locations?

The assessment accounts for the size and mix of the population within a mile of the town centre, how accessible the town centre is to its population, the distance to the nearest banking facility and the number of businesses in the town centre.

As such, it would seem that Hadleigh does have a fair case to make for having a banking hub, given:

- There is demand from residents / businesses for more banking facilities.
- There is no bank and only one post office in the town centre.
- The population exceeds the minimum 10k threshold.
- The number of businesses that trade in the town centre (100+).
- The distance to travel to the closest alternative bank (Rayleigh).
- The size and role of other places across the UK that have recently been designated new banking hubs.

Next steps in regard securing a banking hub

In short there would appear to be a reasonable case for a banking hub in the town centre and as such the Council needs to request Link to undertake an assessment as to the feasibility of a banking hub in Hadleigh.

Note: Even if Link do not recommend the creation of a full banking hub, the Post Office could be upgraded in regards the services it provides, e.g. accept cash / cheque deposits and / or petty cash withdrawal.

3. The town's various assets are not working together well

There are many reasons for consumers to visit Hadleigh Town Centre, ranging from being local / easy to use, varied choice of shops (many of which are independent), the 3 food stores, the library, HOFS, parking, nearby parks and attractions and so on.

Unfortunately, few of them are well signed, integrated, connected, visible or easy to use from within the town centre. There is a lack of critical mass for the town and its offer. The one potentially strong public space, outside the Church, is blighted by traffic and traffic lights.

The core town centre offer is neither visible from or easy to use and access from both main food stores. Indeed the foodstores dominate the centre, to the detriment of the independent offer. Access to the library and HOFS is a challenge, where consumers literally take their lives into their hands trying to access them by foot from the core town centre offer. The assets are being dominated by the traffic.

The A13 currently dissects the town and makes the various town centre assets disconnected from each other. The nature and format of the road network encourages most people to pass through, and potentially discourages local residents from using the whole centre.

Going forward, a key challenge the future strategy needs to satisfy is to make it easier for consumers to see, access and use the various town centre assets.

Hadleigh Town Centre - Future Vision and Strategy

9.0 Study Conclusions

4. The customer visit experience is currently poor

The existing customer visit experience is dominated by **the 9 million vehicles¹** that pass through the town centre each year. This is then compounded by the high speeds that the vehicles are often driven through the town centre. It is also exacerbated by the large number of visible car related activities, e.g. parking, garages and other suppliers e.g. tyres, car music (ICE) and valet / cleaning.

The pedestrian experience is poor, dominated by traffic. There is no clear heart to the centre, or a defined centre, natural collection point / place for visitors, shoppers and residents.

The current road layout splits much of the centre into three parts, reducing the desire to walk between elements, impacting on the pedestrian experience along the footpaths.

As a result, the sense of arrival is very underwhelming, as are the lasting memories of the place. There is little visible investment in and / or development of the place, visible place related signage, directional or integration signage to key components and / or nearby attractions. The environment is very hard because of the lack greening and traffic calmed places to sit. Visible ASB is an issue (especially graffiti), as are weeds growing out of the fronts of retail units and from underneath street furniture. All pointing to a seemingly unloved centre. Which is at odds with the feedback from residents, businesses and stakeholders.

¹<https://roadtraffic.dft.gov.uk/manualcountpoints/73500>

Hadleigh Town Centre - Future Vision and Strategy

9.0 Study Conclusions

5. Many businesses in the town centre say they are struggling

Over a third of businesses in the town centre say footfall is down in the centre, as are their own sales. A further third say that footfall and sales are both static. Most expect this trend to continue.

Having said that, the majority of businesses say they're satisfied with the performance of both their business and Hadleigh as a whole. The outlook is more positive than negative, and a good proportion of businesses are trading well. This suggests the challenging recent / current business performance is not necessarily a Hadleigh specific factor.

It also suggests that a positive PR campaign to communicate this may also be needed to mitigate the negative perspectives of a few businesses, combined with making it more appealing to visit and use the centre.

6. The Council reputation in Hadleigh could be improved

There were several businesses and many residents that said the Council doesn't care about Hadleigh Town Centre. Whilst evidently untrue, it does suggest the various town centre communities and stakeholder groups would be more positive about the Council and potentially the town centre itself, if they were aware of the Council plans and ambitions for the centre.

7. The town centre needs more curated events & activities

There is much demand from residents and businesses for both regular weekly as well as occasional special event / seasonal visiting markets in the town centre. The ex-Crown Pub site is mentioned by many as an ideal site for this, which could work well as a meanwhile solution whilst plans are drawn up for a bigger mixed used development on the site, although not if road network stays as it is.

Many residents tell us that the regular cultural, art and local community events at HOFS are popular.

Many businesses also want to see more footfall generating activity, with active Council involvement / leadership.

There is a consistent demand for more visible activity, more markets, events, improved leisure and social offers in the town centre. Whilst the food stores and shops are driving visits, the leisure and visiting aspects are not.

Many businesses have told us they would be or potentially be interested in joining a new town centre focussed business association, which could potentially be under the Council's leadership or curation.

The town centre would benefit from more visible activity to reinforce the active sense of place and community.

Hadleigh Town Centre - Future Vision and Strategy

9.0 Study Conclusions

8. The town centre needs an Island site that generates footfall

The Island site currently provides few benefits for the town ex-Crown. Whilst there are some assets to retain and polish in the town centre, e.g. increase impact, visibility, connectivity and access (HOFS and library) much of the site is under utilised, especially the ex-Crown pub site and the car & van sales garages.

The town centre would benefit from a new mixed-use scheme that keeps HOFS in situ and improves its potential / opportunities, but also provides a new community hub with a refurbished library, access to Council facilities / services. Adding improved north south pedestrian links and potentially a café with parklet could all help to reanimate the site. Including a small amount of new residential units over 3 or 4 floors could also help to fund the redevelopment costs.

Residents are keen to keep HOFS and want an improved library and community facilities. The Island site provides the perfect opportunity to accommodate this, providing access to it, and integration of the content is improved.

9. Many of the required components are already in place

When assessed Against the core criteria for a 'successful centre' as identified in the trends and benchmark centres section, Hadleigh Town Centre has many of these key required components already in place.

Unfortunately, they are overshadowed by traffic / road network or are dispersed / have limited impact within or about the town centre for other reasons.

Creating an environment / experience that capitalises on the assets as well as helps to join them up will be key to future sustainability.

Hadleigh Town Centre - Future Vision and Strategy

9.0 Study Conclusions

10. Priority improvements most needed include:

There is a considerable amount of consistency from the findings of all research areas, as to the aspects / areas of improvement most desired by and for Hadleigh. Many of these relate to more reasons for residents and passers by to choose a place they like::

- More convenience offers (and make it more convenient to use)
- More independent businesses (and make existing ones more noticeable)
- More evening and F&B offers
- Improve the environment
- More greening
- More places to sit
- More appeal to better experience for families
- More events
- More markets of all types
- More visiting activity
- More integration with the nearby attractions
- Anchors to be better integrated
- Better parking facilities (not necessarily more spaces)
- Better community facilities
- New banking hub / facilities
- Less traffic, slower traffic (but don't remove it altogether).

In short, a town with a clear sense of place, with a better, nicer and calmer version of what is already there.

Recommended Vision and Strategy

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

Introduction

The Future Hadleigh Town Centre Vision and Strategy is made up of three components:

- We begin with the recommended future vision for Hadleigh Town Centre which, when delivered will enable the town centre to trade successfully and sustainably for the benefit of Hadleigh's residents, visitors, existing businesses and local stakeholders
- We then map out a series of strategic themes / objectives, not necessarily in priority order, but by those that will deliver the greatest and most visible change
- Finally, we take each strategic theme / objective and identify a series of recommended actions and initiatives which when delivered, will enable the strategy and required project outcomes and deliverables to be satisfied. This includes a series of detailed environment and spatial actions for the town centre, which are graphically illustrated.

Together, the recommended actions, objectives and vision form the Future Hadleigh Town Centre Vision and Strategy.

The recommended actions and delivery of the strategic themes will need to be completed by a combination of the Council, local stakeholders and to lesser extent the businesses themselves.

The Council will have a variety of roles regarding the identified actions; from facilitating, enabling and overseeing to delivering and managing.

Vision

Hadleigh Town Centre will be a thriving and vibrant town centre serving the day to day and frequently bought retail, services and food products of local residents, visitors and passers through from great quality local independent businesses.

The town centre has lots to offer, things to do and spend some time, in an attractive, pleasant and green setting. There will be lots of places to sit, meet and enjoy the world going past, during the day and into the evening.

The town centre hosts a weekly market on Fridays, visiting specialist themed markets as well as local celebrations and events.

Hadley going forward will celebrate its rich history and heritage, whilst also embracing the future, with businesses and stakeholder working closely together for the collective good.

Hadleigh Town Centre, a great place to enjoy with a friendly & active local community.

This future vision is summarised and visualised overleaf.

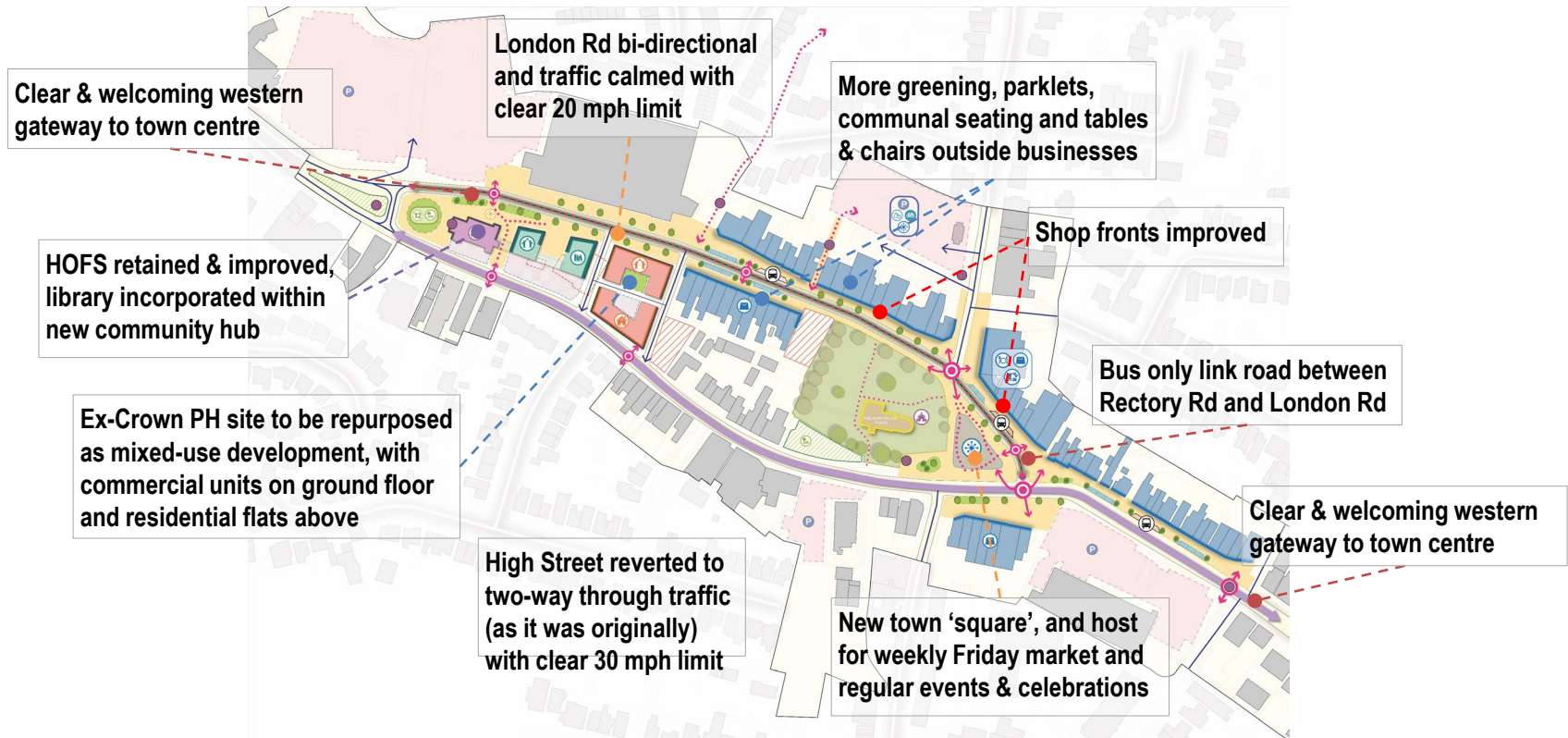
The spatial recommendations developed in conjunction with The Urbanists and visualised by them are also summarised in this report. For clarity and ease of comprehension their full report is attached as Volume 2 of the complete study outputs.

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

Vision

The following illustration highlights key elements of the recommended future vision for Hadleigh Town Centre 2040.



Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

Future Town Centre Strategic Themes / Objectives

The following strategic objectives will help to deliver the future town centre vision and provide a structure for the action plan outlined over the next few pages.

1. **Improve the customer experience** - Improve the physical environment and facilities available to encourage customers want to visit more often and stay longer when they do.
2. **Increase the collective benefit of the existing assets and attractions** - Make the most of the existing assets, increase their collective appeal, make it easier for, and encourage customers to, visit more than one anchor / attraction when they visit Hadleigh.
3. **Extend the choice available** - Build on the existing offer, keep the focus on independent businesses, add additional components, improve the food & beverage offer, plus more meanwhile uses.
4. **Improve the management, marketing and promotion of the town centre** - Curate and facilitate more regular markets, plus visiting themed markets and new events. Encourage customers, businesses and stakeholders to work together more effectively for the betterment of the town centre as a whole.
5. **Deliver the Hadleigh Town Centre 2040 Place Plan** - Future town centre offer to be less about cars; more about people, services and place. Retain, polish and improve existing assets. Add missing new ones. Make it a pleasant, safe and healthy place to visit.



Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

1. Improve the Hadleigh Town Centre customer experience

The following actions will improve the 'day to day' experience of Hadleigh Town Centre. They are actions that can be implemented in the relatively short term (within a couple of years) or at least have the plan for implementation commenced / completed in the short term.

- A. Add more greening / planting / more parklets, disabled friendly, people focussed
- B. Add more communal places to sit, relax, socialise and enjoy the centre
- C. Encourage businesses to provide tables and chairs outside their shops and food & beverage units
- D. Fix the clock on the public toilets
- E. Move the community board from Rectory Road to the heart of the town centre. Or create a new additional one. Consider digital community boards to sit beside traditional paper-based boards.
- F. Encourage, support, incentivise building occupants and / or landlords to invest in their shop / building fronts, especially biggest / most high profile (e.g. pharmacy / post office) as well as those in worst visible external condition
- G. CPBC & ECC to improve cleaning and maintenance of public spaces, key walkways and access routes (routes to car parks, walkways into town), improve lighting levels. Lead by example
- H. Organise bi-annual community clean-up days; remove rubbish, graffiti, plants from underneath street furniture and building fronts
- I. Introduce clear statements of speed limits on key roads at entrance to town centre, as well as throughout it
- J. Improve signage, directional, linking local attractions, business listings, 'what's on' listings
- K. Add speed camera on London Road just after Morrisons



Council parklet in Enfield



Communal seating outside shops & cafes

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

2. Increase the collective benefit of the existing assets and attractions

Hadleigh benefits from having a variety of assets in and close to the town. One of the potentially easier opportunities for growth is to integrate, connect and combine the various assets to create more impact and reasons to visit the town.

- A. Better integrate Morrisons and Lidl – clear reference and directions within each store and car park to the town centre, promoting its offer and diversity
- B. Encourage Morrisons to re-open the entrance / exit doors directly facing the town centre, demonstrate how additional entrances will benefit the store, and enable it to benefit from the wider town centre improvement initiatives
- C. Add new pedestrian crossing between Enchanted Café and Humfrey, and others if possible
- D. Add better wayfinding signs in core of offer, at car parks and on the access routes from the town centre highlighting the anchors / attractions in the town centre and those nearby
- E. Deep clean and improve the ambience of the cut through walkway between London Road and Rectory Road Car Park.
- F. Add street art / lighting to improve the environment in walkways and across the town
- G. Relocate the bus stop near Morrisons closer to the heart of the town centre
- H. Add town centre welcome signage to announce the town and its offer



Effective 'Welcome to the town centre' sign



Clear signage to local assets and attractions

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

3. Extend the choice available

The recommended initiatives in this area include those that can be implemented in the short term and more that will be able to be implemented as space becomes available, either through the turnover of tenants or through development of additional space. The report identifies indicative suitable future occupiers based on the findings of the various research workstreams

- A. Deliver a new weekly Friday market on ex-Crown PH site as an interim meanwhile location. This could include a series of different 'test themes'
- B. Curate program of visiting and one-off markets, events and local celebrations, focused on existing assets and attributes of the town, create a town centre events planning group
- C. Encourage community groups to create their own events and incorporate these within the annual calendar of events. Harness the enthusiasm of local groups, provide support and advice on how to deliver successful events, provide funding support. Be seen to be encourage & be pro-active
- D. Undertake market feasibility for a new permanent market offer, including route to launch plan
- E. Create schedule of empty units in town centre, size, location, condition, asking rent, lease length, agent details etc. Work with local agents to keep it updated
- F. Create prospectus to help sell Hadleigh to potential investors and occupants, share it with local agents and landlords / property owners
- G. Retain focus on independent businesses. Encourage more independent businesses to take units, position Hadleigh as a home for independents in South Essex
- H. Encourage more food & beverage operators, especially those that will open later into the evening. Add more service specialist, especially beauty / skin / aesthetics, and convenience operators
- I. Develop business case for The Link to consider new Banking Hub, using the compelling evidence captured by this study



More daytime and evening F&B



New regular farmers market on Fridays

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

4. Improve the management, marketing and promotion of the town centre

There is genuine interest in enabling an improved Hadleigh Town Centre. The Council can harness this interest to create proactive and positive groups to help manage and promote the town's offer. There are several initiatives that could act as the catalyst for the creation of community led teams. There are also actions and initiatives that only the Council and other authorities will be able to deliver. Some of these are further detailed in the delivering the Hadley Town Centre 2040 Place Plan, overleaf.

- A. Council to facilitate the creation of an independent town centre business association, with clear areas of focus, promotion, events, integration. Harness the enthusiasm of residents & businesses
- B. Create a Hadleigh prospectus to remind residents of what the town has to offer as well as promoting the town to potential new businesses, 'sell' the opportunities of trading in town centre
- C. Create new 'Welcome to Hadleigh Town Centre' signs
- D. Add brown tourist signs, and / or local versions of them, highlighting the locale of Hadleigh Castle, Country Park and Olympic Cycle Track from Hadleigh Town Centre
- E. Create a series of online, and paper walking guides, supported by clear signage in the town, aimed at various customer groups, e.g. families, walkers, dog walkers, runners, visitors etc. These could be themed e.g. independent shop trail, gourmand tour, arts/culture, history/heritage, green spaces, Hadleigh Attractions Circuit etc., which will emphasise the diversity of offer
- F. Create a new Hadleigh Town Centre brand and encourage businesses and local stakeholders to use and embrace it
- G. Undertake parking strategy review. To include redesign of lay out of Castle Lane Car Park. Ideally to also have consistent car parking signage,, charges and time limits throughout the town centre
- H. Future parking regime to also publish real time parking availability, physically with signs in town centre as well as via app / online



Local town team focussed on promotion



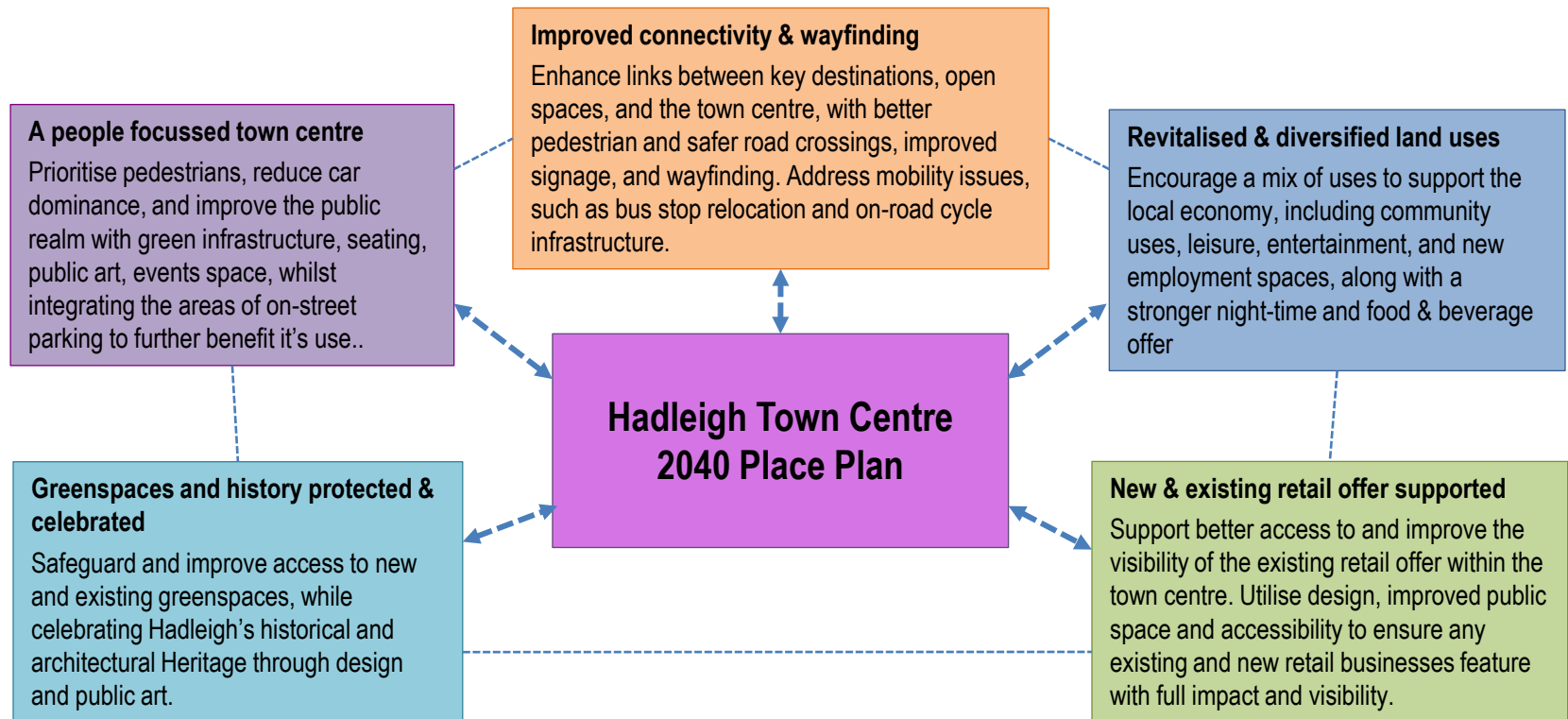
Community clean-up volunteers in Maidenhead

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

5. Deliver the Hadleigh Town Centre 2040 Place Plan

The detailed report developed by The Urbanists, contained in Appendix A, contains many recommended interventions and improvements. These are all designed to deliver the **Hadleigh Town Centre 2040 Place Plan**, achieved through adopting the **5 Hadleigh Place Principles**, namely:



Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

5. Deliver the Hadleigh Town Centre 2040 Place Plan cont'd.

This section of the report sets out the headline urban design key project opportunities for Hadleigh Town Centre, which will enable the delivery of the **5 Hadleigh Place Principles** as described in the previous section, i.e.

1. A people focused town centre
2. Improved connectivity & wayfinding
3. Revitalised & diversified land uses
4. Greenspaces & history protected and celebrated
5. Existing and new retail offer protected

The plan overleaf shows the main urban design key project opportunities for the town centre. This is then followed a description of the nine main project opportunities over the next 3 pages. Each potential intervention is assessed against the Hadleigh Place Principles they support.

The approximate project timescale has also been identified, in regards short (<2 years), medium (2 – 5 years) and long term (5 years +).

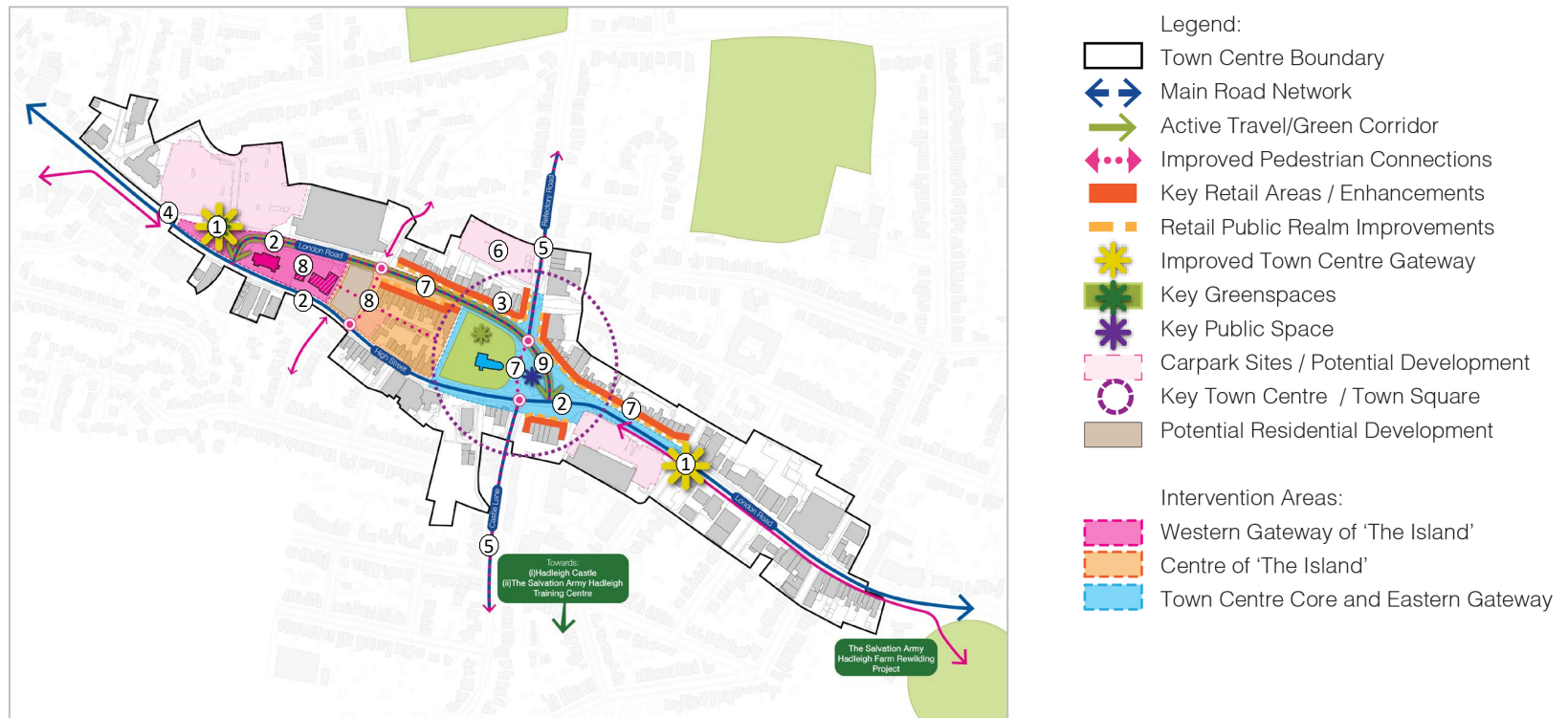
Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

5. Deliver the Hadleigh Town Centre 2040 Place Plan cont'd.

Town Wide Project Opportunities Plan

The following map shows the recommended **town centre wide** urban design interventions, which are described over the next 3 pages.



Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

5. Deliver the Hadleigh Town Centre 2040 Place Plan cont'd.

Town Wide Project Opportunities Matrix

Key Project Opportunities	Project Description	Fulfilled Hadleigh Place Principles	Timescales		
			Short	Med	Long
1. Key Gateways	Improve gateways to town centre area at key road junctions, to include: traffic calming with review of existing road network and alignment, new public artwork that celebrate local history and culture, improved pedestrian crossing points and experience, welcome to the town centre and improved wayfinding within it to and from wider town assets.	PA1 PA2 PA5	✓	✓	
2. Road layout and Car Movement	<p>Review existing road network within town centre. Aim to make the north of island (London Road) a more pedestrian-friendly environment with traffic-calming measures such as pedestrian-priority surface treatments and if feasible reduce no. of vehicle lanes with street greening and active-travel corridor. Consider the following options:</p> <p>Option A: London Road stays as one way traffic, but reduced to 2 lanes for improved public realm, traffic calmed and reduced to 20 mph and make the south of Island (High Street) the main road through the town centre with two-way traffic;</p> <p>Option B: As Option A but with two-way traffic on London Road and High Street (single lane each way). Link between Rectory Road and London Road in front of church to be bus and cycle access only.</p> <p>Additionally, install 2 no. new speed cameras into town centre area (London Road and High Street) along with additional signage highlighting current speed limits and speed camera signage to attempt to slow drivers within the town centre area.</p>	PA1 PA2 PA3 PA5	✓	✓	✓

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

5. Deliver the Hadleigh Town Centre 2040 Place Plan cont'd.

Town Wide Project Opportunities Matrix cont'd.

Key Project Opportunities	Project Description	Fulfilled Hadleigh Place Principles	Timescales		
			Short	Med	Long
3. Shopfront Design Guidance	Introduce supplementary design guidance document and grant funding for shopfronts to incentivise business owners to make improvements to their premises. This will aim to add streetscape quality and historic character to the key retail areas and alongside public realm improvements create a friendly and welcoming pedestrian environment.	PA1 PA3 PA4 PA5	✓		
4. Community-led Public Art Trail	A town centre wide series of public artworks (developed by HOFS artists network and local community) which celebrates Hadleigh's history and help create a new identity for the town. To include a mix of lighting artwork, murals and individual artworks in the public realm area that links the pedestrian routes to and from the town centre. To incorporate wayfinding and information board elements.	PA1 PA2 PA4	✓		
5. Improved Connections to Residential Areas & Local Assets	Improve pedestrian experience and movement routes to (i) greenspaces and residential areas in wider area (e.g. Memorial Recreation Ground), (ii) Rewilding Area to east of Town Centre, (iii) Hadleigh Park and Olympic Bike Park, and (iv) Hadleigh Castle; introduce better wayfinding and road crossings.	PA1 PA2 PA4	✓		
6. Improvements to Parking	Review and undertake carparking strategy for existing parking areas. Where required add EV charging, green infrastructure such as raingardens. Redesign areas of on-street parking bays at key retail drop-off spots.	PA1 PA3 PA5	✓	✓	

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

5. Deliver the Hadleigh Town Centre 2040 Place Plan cont'd.

Town Wide Project Opportunities Matrix cont'd.

Key Project Opportunities	Project Description	Fulfilled Hadleigh Place Principles	Timescales		
			Short	Med	Long
7. Improvements to Public Realm	Declutter existing public realm areas and undertake series of improvements for existing public realm and proposed new spaces, to include: seating, parklets, greenspace, tree-planting, raingardens, pedestrian priority surface treatments and road crossings, play provision, public artwork.	PA1 PA2 PA4	✓	✓	
8. Building Improvements & Redevelopment	Consider the potential for adapt and reuse/redevelopment of key buildings and sites for new uses e.g. Residential / Community-uses.	PA1 PA3 PA5			✓
9. Public Transport and Active Travel	Add new centrally-located bus stop areas within town centre that are located at key retail and community areas to encourage people to visit and stay in Hadleigh town centre.	PA1 PA2	✓		

Refer also to The Urbanists report, attached as Volume 2, which sets out a more granular analysis and explanation of recommended actions for the three keys areas of the town centre:

- Western Gateway
- Central Island
- Core Town Centre / Eastern Gateway

The Urbanists report recommends a series of detailed interventions and priority urban design improvements for each area over the short, mid and long term horizons.

Hadleigh Town Centre - Future Vision and Strategy

10.0 Recommended Future Town Centre Strategy Vision and Strategy

Final thoughts on the outlook for Hadleigh Town Centre

It is very clear that Hadleigh garners much goodwill from residents as well as long-term businesses and stakeholders. The town centre has many positive assets, from the history & heritage, active community, culture & arts offer, dominance of independent businesses and proximity to several important and attractive nearby assets.

The good news is, in many ways Hadleigh Town Centre already has many of the building blocks already in place for it to have a successful and sustainable future. It is certainly not a place in steep decline.

The main obstacles standing in the way of a prosperous future are the dominance of cars, non-integrated anchors, poor visit experience, poor shopping environment, lack of customer facilities, poorly designed road network, lack of signage and fragmented ownership of key assets, as well as individual business properties.

There also exists some cynicism from some long-term and businesses, that Hadleigh Town Centre is neither a priority for CBCC or ECC.

This study has identified many opportunities to improve the town centre offer and experience, and many of these can be done in the short to medium term, relatively easily long-term. Indeed, many can be addressed with limited or low levels of investment.

There are also many other opportunities to improve the town centre and secure its long-term future which will however need careful planning and targeted investment. It will be important that residents feel that they are included on the long-term regeneration journey, given a history in their eyes of stalled proposals and undelivered promises.

Hadley Town Centre has the potential to be a fabulous asset and place for CPBC and ECC. It will need careful planning, cooperation and hard work to achieve this. This study provides a clear road map for doing so.

Appendix I

Resident Survey Questionnaire

Hadleigh Future Visioning Study (Closes 20 Oct 2024)

Overview

Castle Point Borough Council is keen to improve Hadleigh Town Centre in the short term as well as for the long term.

Using funds secured from the Government, the Council has commissioned The Retail Group, a leading independent town and place consultancy, to undertake a study to provide a future vision and growth strategy for the town centre to maximise the appeal, offer and experience of it, for the benefit of residents, visitors and town centre businesses.

Why your views matter

As a resident of Castle Point Borough Council, we are very keen to incorporate your views about Hadleigh Town Centre, how you use it and how you'd like to see it improved. Please complete the short survey, which should take less than ten minutes and your feedback will remain confidential.

Important note:

This survey about Hadleigh Town Centre is a separate exercise to the recently completed consultation on the wider Castle Point Plan. We welcome your specific views about Hadleigh Town Centre in this survey. Thank-you.

Our Questions

We welcome your specific views about Hadleigh Town Centre via the following questions, thank you. Please note all questions are mandatory.

1. How often do you typically visit Hadleigh Town Centre? (Please select one answer)

Daily	<input type="checkbox"/>
Twice a week or more	<input type="checkbox"/>
Weekly	<input type="checkbox"/>
Fortnightly	<input type="checkbox"/>
Monthly	<input type="checkbox"/>
Every 3 months	<input type="checkbox"/>
Less often	<input type="checkbox"/>
Never visit it	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

**2. What are your main reasons typically for visiting Hadleigh Town Centre?
(Please select all the options that apply to you)**

Live there	<input type="checkbox"/>
Work there	<input type="checkbox"/>
To shop (in general)	<input type="checkbox"/>
To shop at Morrisons, Lidl, Iceland or Choice	<input type="checkbox"/>
To use the beauty services and / or hairdressers	<input type="checkbox"/>
To use the business and / or financial services	<input type="checkbox"/>
To use property services (architects, estate agents, home décor, carpets & furnishings etc.)	<input type="checkbox"/>
To use motor traders, motor factors and cleaning	<input type="checkbox"/>
Hadleigh Old Fire Station (arts, markets and events)	<input type="checkbox"/>
Eat / drink	<input type="checkbox"/>
Education	<input type="checkbox"/>
Library / culture / events	<input type="checkbox"/>
To use sport or leisure facilities	<input type="checkbox"/>
To use the health services / facilities	<input type="checkbox"/>
To visit attractions (i.e. Castle, Rare Breeds Farm, Olympic Cycle Track, Country Park)	<input type="checkbox"/>
To worship	<input type="checkbox"/>
Visit friends and relatives	<input type="checkbox"/>
Passing through	<input type="checkbox"/>
Never visit it	<input type="checkbox"/>
Other (Please specify below)	<input type="checkbox"/>

If you selected 'Other' please provide details:

3. Would you say you are using Hadleigh Town Centre more often or less often than this time a year ago? (Please select one answer)

Yes, much more often	<input type="checkbox"/>
Yes, a little more often	<input type="checkbox"/>
About the same frequency as last year	<input type="checkbox"/>
No, less often	<input type="checkbox"/>
No, much less often	<input type="checkbox"/>
Neither / not applicable / never visit it	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

**4. How satisfied are you with Hadleigh Town Centre in terms of meeting your needs?
(Please select one answer)**

Very satisfied	<input type="checkbox"/>
Quite satisfied	<input type="checkbox"/>
Neither / nor	<input type="checkbox"/>
Unsatisfied	<input type="checkbox"/>
Very unsatisfied	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

5. What are the main modes of travel that you typically use when travelling to Hadleigh Town Centre? (Please select all the options that apply to you)

Car	<input type="checkbox"/>
Bus	<input type="checkbox"/>
Motorcycle	<input type="checkbox"/>
Walk	<input type="checkbox"/>
Bicycle	<input type="checkbox"/>
Taxi	<input type="checkbox"/>
Mobility scooter	<input type="checkbox"/>
Don't know	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

If you selected 'Other' please provide details:

**6. If you typically travel to Hadleigh Town Centre by car, where do you normally park?
(Please select all the options that apply to you)**

Rectory Road Car Park	<input type="checkbox"/>
Castle Lane Car Park	<input type="checkbox"/>
Morrisons Car Park	<input type="checkbox"/>
Lidl Car Park	<input type="checkbox"/>
On-street Parking	<input type="checkbox"/>
Don't know	<input type="checkbox"/>
Other (Please specify below)	<input type="checkbox"/>

If you selected 'Other' please provide details:

7. Which of the following would you like to see more of, or a better representation in Hadleigh Town Centre? (Please select all the options that apply to you)

More clothes shops	<input type="checkbox"/>
More footwear shops	<input type="checkbox"/>
Childrenswear and toyshop	<input type="checkbox"/>
Bookshop	<input type="checkbox"/>
More financial services	<input type="checkbox"/>
More barbers	<input type="checkbox"/>
More health & beauty services, e.g. nails, hair, skincare etc	<input type="checkbox"/>
More fresh food, e.g. deli, grocery, bakers, butcher, fishmonger etc	<input type="checkbox"/>
More daytime cafes & restaurants	<input type="checkbox"/>
More evening focussed bars, pubs and restaurants	<input type="checkbox"/>
More branded / multiple operators	<input type="checkbox"/>
More independent businesses	<input type="checkbox"/>
More pop-up / seasonal markets	<input type="checkbox"/>
More start-ups	<input type="checkbox"/>
More street food	<input type="checkbox"/>
More meanwhile spaces & uses	<input type="checkbox"/>
More community facilities	<input type="checkbox"/>
More links to local attractions	<input type="checkbox"/>
More events, markets, fairs	<input type="checkbox"/>
More cycle shops	<input type="checkbox"/>
More care facilities	<input type="checkbox"/>
More homeware (carpets, curtains, etc)	<input type="checkbox"/>
Don't know	<input type="checkbox"/>
Other (Please specify below)	<input type="checkbox"/>

If you selected 'Other' please provide details:

8. Which of the following financial services would you use if available in Hadleigh Town Centre? (Please select all the options that apply to you)

Balance enquiry	<input type="checkbox"/>
Pay in cash	<input type="checkbox"/>
Transfer money between accounts	<input type="checkbox"/>
Withdraw cash	<input type="checkbox"/>
Savings and investment advice	<input type="checkbox"/>
Pay in cheques	<input type="checkbox"/>
ID verification	<input type="checkbox"/>
Currency exchange	<input type="checkbox"/>
Help with completing forms / opening or closing accounts	<input type="checkbox"/>
None of these	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

If you selected 'Other' please provide details:

9. What do you consider to be Hadleigh Town Centre's key strengths?

**10. Which of the following priority improvements you'd like to see in the town centre?
(Please select all the options that apply to you)**

Less traffic	<input type="checkbox"/>
Slower traffic	<input type="checkbox"/>
Better safety and security	<input type="checkbox"/>
More places to sit	<input type="checkbox"/>
More planting and greening	<input type="checkbox"/>
Cleaner & tidier	<input type="checkbox"/>
Better lighting	<input type="checkbox"/>
More tables and chairs outside shops and cafes	<input type="checkbox"/>
More housing in centre	<input type="checkbox"/>
Better sense of arrival	<input type="checkbox"/>
Regular market	<input type="checkbox"/>
Less graffiti	<input type="checkbox"/>
Better signage and information	<input type="checkbox"/>
Fewer vacant units	<input type="checkbox"/>
Better / more even / wider pavements	<input type="checkbox"/>
More / clearer pedestrian crossings	<input type="checkbox"/>
More public art	<input type="checkbox"/>
More for families and children	<input type="checkbox"/>
Don't know	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

If you selected 'Other' please provide details:

11. To what extent do you agree or disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
It is easy to find a parking space in Hadleigh Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The town centre is very traffic dominated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to move around the town centre as a pedestrian, to visit its various parts / components	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hadleigh Town Centre has lots of reasons to visit it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel safe and secure when visiting Hadleigh Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic passing through the town centre is a major benefit to the businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I tend to visit Hadleigh Town Centre when I have a specific reason	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

And finally, please could you indicate which of the following apply, purely for confidential monitoring reasons:

12. What is your age?

16-24	25-44	45-64	65+	Prefer not to say
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. What is your gender?

Male	Female	Other	Prefer not to say
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14. What is your ethnicity?

White	Black	Asian	Other ethnic group	Prefer not to say
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. Do you consider yourself to have a disability?

Yes	No	Prefer not to say
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We will treat any contact details you provide us in accordance with our privacy policy.

What happens next?

The results of this resident survey will be analysed in conjunction with the survey of businesses and stakeholders 'The Retail Group' is also undertaking, to develop the optimum future recommended vision and growth strategy for the town centre. The draft study is due to be submitted to the Castle Point Borough Council in early 2025, which will then consider and decide which recommendations it wants to prioritise and plan for implementation.

THANK-YOU

Please return your completed questionnaire to:

Castle Point Borough Council, Kiln Road, Thundersley, Benfleet, Essex, SS7 1TF.

Appendix II

Business Survey Questionnaire

Future Hadleigh Town Centre Vision – Survey of Businesses 2024

Castle Point Borough Council is keen to improve Hadleigh Town Centre for the benefit of all. Using funds secured from the Government's UK Shared Prosperity Fund, the Council has commissioned The Retail Group, a leading independent town centre and place consultancy, to undertake a study to provide a future growth strategy and action plan for the town centre with the objective of making it better for consumers, town centre businesses and stakeholders. We would be pleased if you could share your views and opinions with us, on a confidential basis.

1. **Business Name:** _____

2. **In your view, what are the main reasons for customers being in the town centre?**

- | | | | |
|--|--------------------------|-------------------------------|--------------------------|
| Live there | <input type="checkbox"/> | Education | <input type="checkbox"/> |
| Work there | <input type="checkbox"/> | Passing through | <input type="checkbox"/> |
| To shop | <input type="checkbox"/> | Use nearby leisure facilities | <input type="checkbox"/> |
| Use the beauty services / hairdressers | <input type="checkbox"/> | Visit friends & relatives | <input type="checkbox"/> |
| Use the financial services | <input type="checkbox"/> | Shop at Morrisons | <input type="checkbox"/> |
| Hadleigh Old Fire Station (markets and events) | <input type="checkbox"/> | Library / culture / events | <input type="checkbox"/> |
| Eat / drink | <input type="checkbox"/> | Other (please state) | <input type="checkbox"/> |

3. **Which of the following best describe your customers?**

- | | | | |
|---------------|--------------------------|-------------------|--------------------------|
| Regulars | <input type="checkbox"/> | Value seekers | <input type="checkbox"/> |
| Family groups | <input type="checkbox"/> | Fashion oriented | <input type="checkbox"/> |
| Young | <input type="checkbox"/> | Quality seekers | <input type="checkbox"/> |
| Elderly | <input type="checkbox"/> | Comfortable | <input type="checkbox"/> |
| Time pressed | <input type="checkbox"/> | Other pls specify | <input type="checkbox"/> |

4. **How often do your customers typically visit you?**

- | | | | |
|--------------|--------------------------|----------------|--------------------------|
| Daily | <input type="checkbox"/> | Monthly | <input type="checkbox"/> |
| Twice a week | <input type="checkbox"/> | Every 3 months | <input type="checkbox"/> |
| Weekly | <input type="checkbox"/> | Less often | <input type="checkbox"/> |
| Fortnightly | <input type="checkbox"/> | | |

5. **Typically, what are your three busiest trading days?**

- | | | | |
|-----------|--------------------------|----------|--------------------------|
| Monday | <input type="checkbox"/> | Friday | <input type="checkbox"/> |
| Tuesday | <input type="checkbox"/> | Saturday | <input type="checkbox"/> |
| Wednesday | <input type="checkbox"/> | Sunday | <input type="checkbox"/> |
| Thursday | <input type="checkbox"/> | | |

6. **Typically, what are your quietest trading days?**

- | | | | |
|-----------|--------------------------|----------|--------------------------|
| Monday | <input type="checkbox"/> | Friday | <input type="checkbox"/> |
| Tuesday | <input type="checkbox"/> | Saturday | <input type="checkbox"/> |
| Wednesday | <input type="checkbox"/> | Sunday | <input type="checkbox"/> |
| Thursday | <input type="checkbox"/> | | |

7. **In your experience, are footfall levels in the town centre up, down or level compared to last year?**

- Up Level Down

8. **Are your sales up, down or level compared to last year?**

- Up Level Down

9. **How do you expect trading over the next year to continue compared to this year?**

- Up Level Down

10. **What do you consider to be the main strengths and weaknesses of Hadleigh Town Centre?**

Strengths

Weaknesses

_____	_____
_____	_____
_____	_____

11. **How satisfied are you with performance of your business?**

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very satisfied | Satisfied | Neither / nor | Dissatisfied | Very dissatisfied |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12. **How satisfied are you with performance of Hadleigh as a place to trade?**

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very satisfied | Satisfied | Neither / nor | Dissatisfied | Very dissatisfied |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

13. **Which of the following would you like to see more of, or a better representation in Hadleigh Town Centre?**

- | | | | |
|--|--------------------------|--|--------------------------|
| More clothes shops | <input type="checkbox"/> | More branded / multiple operators | <input type="checkbox"/> |
| More footwear shops | <input type="checkbox"/> | More independent businesses | <input type="checkbox"/> |
| Childrenswear and toyshop | <input type="checkbox"/> | More pop-up / seasonal markets | <input type="checkbox"/> |
| Bookshop | <input type="checkbox"/> | More start-ups | <input type="checkbox"/> |
| More financial services | <input type="checkbox"/> | More street food | <input type="checkbox"/> |
| More barbers | <input type="checkbox"/> | More meanwhile spaces & uses | <input type="checkbox"/> |
| More health & beauty services, e.g. nails, hair, skincare etc | <input type="checkbox"/> | More community facilities | <input type="checkbox"/> |
| More fresh food, e.g. deli, grocery, bakers, butcher, fishmonger etc | <input type="checkbox"/> | More links to local attractions | <input type="checkbox"/> |
| More daytime cafes & restaurants | <input type="checkbox"/> | More events, fairs, local celebrations | <input type="checkbox"/> |
| More evening focussed bars, pubs and restaurants | <input type="checkbox"/> | Other, please specify | <input type="checkbox"/> |

Future Hadleigh Town Centre Vision – Survey of Businesses 2024

Castle Point Borough Council is keen to improve Hadleigh Town Centre for the benefit of all. Using funds secured from the Government's UK Shared Prosperity Fund, the Council has commissioned The Retail Group, a leading independent town centre and place consultancy, to undertake a study to provide a future growth strategy and action plan for the town centre with the objective of making it better for consumers, town centre businesses and stakeholders. We would be pleased if you could share your views and opinions with us, on a confidential basis.

14. Generally, for the long term, how would you like to see Hadleigh Town Centre improve?

- | | | | |
|--|--------------------------|--------------------------------------|--------------------------|
| Less traffic | <input type="checkbox"/> | Regular market | <input type="checkbox"/> |
| Slower traffic | <input type="checkbox"/> | Less graffiti | <input type="checkbox"/> |
| Better safety and security | <input type="checkbox"/> | Better signage and information | <input type="checkbox"/> |
| More places to sit | <input type="checkbox"/> | Fewer vacant units | <input type="checkbox"/> |
| More planting and greening | <input type="checkbox"/> | Better / more even / wider pavements | <input type="checkbox"/> |
| Cleaner & tidier | <input type="checkbox"/> | More / clearer pedestrian crossings | <input type="checkbox"/> |
| Better lighting | <input type="checkbox"/> | More public art | <input type="checkbox"/> |
| More tables & chairs outside shops & cafes | <input type="checkbox"/> | More for families and children | <input type="checkbox"/> |
| More housing in centre | <input type="checkbox"/> | Other (please specify) | <input type="checkbox"/> |
| Better sense of arrival | <input type="checkbox"/> | | |

15. Which of the following commercial banking services would you like to be able to undertake in Hadleigh Town Centre?

- | | | | |
|----------------------------------|--------------------------|---|--------------------------|
| Secure banking of cash & cheques | <input type="checkbox"/> | Counterfeit / scam protection & support | <input type="checkbox"/> |
| Access to change / petty cash | <input type="checkbox"/> | None of these | <input type="checkbox"/> |
| Advice & support | <input type="checkbox"/> | Other (please specify) | <input type="checkbox"/> |
| Currency exchange | <input type="checkbox"/> | | |

16. Would you be interested in joining a free dedicated business group, that has the aim of improving the performance of businesses in Hadleigh Town Centre?

- Yes
- No
- Potentially
- Don't know

If you answered yes above, please provide a legible contact email address below ...

17. Please rate how strongly you agree or disagree with the following statements?

	Strongly agree	Agree	Neither / nor	Disagree	Strongly disagree
It is easy to find a parking space in Hadleigh Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The town centre is very traffic dominated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to move around the town centre as a pedestrian to visit its various parts / components	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hadleigh Town Centre has lots of reasons to visit it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hadleigh Town Centre is safe and secure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic passing through the town centre is a major benefit to the businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customers tend to visit Hadleigh Town Centre for a single or specific reason	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. And finally, for monitoring purposes only, what does your businesses sell or produce, i.e. what are the main products sold / services provided, e.g. pharmacy, hairdresser, café, shoe shop etc

Thank you for your assistance, it is much appreciated. Please return the completed survey back to the researcher that handed it to you, later today. If this is not possible, then email the completed survey as a photo / image to paul.frater@theretailgroup.co.uk or by text / WhatsApp to 07753 824042.

Appendix III

Stakeholder Survey Questionnaire

Future Hadleigh Town Centre Vision – Survey of Stakeholders 2024

Castle Point Borough Council is keen to improve Hadleigh Town Centre for the benefit of all. Using funds secured from the Government's UK Shared Prosperity Fund, the Council has commissioned The Retail Group, a leading independent town centre and place consultancy, to undertake a study to provide a future growth strategy and action plan for the town centre with the objective of making it better for consumers, town centre businesses and stakeholders such as yourself. We would be pleased if you could share your views and opinions with us, on a confidential basis.

1. Your name: _____

2. Your organisation: _____

3. Your involvement with Hadleigh Town Centre: _____

4. What do you consider to be the main strengths and weaknesses of Hadleigh Town Centre?

Strengths	Weaknesses
_____	_____
_____	_____
_____	_____

5. In your view, what are the main reasons for customers to be in the town centre?

Live there	<input type="checkbox"/>	Education	<input type="checkbox"/>
Work there	<input type="checkbox"/>	Library / culture / events	<input type="checkbox"/>
To shop (in general)	<input type="checkbox"/>	To use sport or leisure facilities	<input type="checkbox"/>
To shop at Morrisons, Lidl, Iceland or Choice	<input type="checkbox"/>	To use the health services / facilities	<input type="checkbox"/>
To use the beauty services and / or hairdressers	<input type="checkbox"/>	To visit attractions (i.e. Castle, Rare Breeds Farm, Olympic Cycle Track, Country Park)	<input type="checkbox"/>
To use the business and / or financial services	<input type="checkbox"/>	To worship	<input type="checkbox"/>
To use property services (architects, estate agents, home décor, carpets & furnishings etc.)	<input type="checkbox"/>	Visit friends and relatives	<input type="checkbox"/>
To use motor traders, motor factors and cleaning	<input type="checkbox"/>	Passing through	<input type="checkbox"/>
Hadleigh Old Fire Station (arts, markets and events)	<input type="checkbox"/>	Other (Please specify)	<input type="checkbox"/>
Eat / drink	<input type="checkbox"/>		

6. Which of the following would you like to see more of, or a better representation, in Hadleigh Town Centre?

More clothes shops	<input type="checkbox"/>	More pop-up / seasonal markets	<input type="checkbox"/>
More footwear shops	<input type="checkbox"/>	More start-ups	<input type="checkbox"/>
Childrenswear and toyshop	<input type="checkbox"/>	More street food	<input type="checkbox"/>
Bookshop	<input type="checkbox"/>	More meanwhile spaces & uses	<input type="checkbox"/>
More financial services	<input type="checkbox"/>	More community facilities	<input type="checkbox"/>
More barbers	<input type="checkbox"/>	More links to local attractions	<input type="checkbox"/>
More health & beauty services, e.g. nails, hair, skincare etc	<input type="checkbox"/>	More events, markets, fairs	<input type="checkbox"/>
More fresh food, e.g. deli, grocery, bakers, butcher, fishmonger etc	<input type="checkbox"/>	More cycle shops	<input type="checkbox"/>
More daytime cafes & restaurants	<input type="checkbox"/>	More care facilities	<input type="checkbox"/>
More evening focussed bars, pubs and restaurants	<input type="checkbox"/>	More homeware (carpets, curtains, etc)	<input type="checkbox"/>
More branded / multiple operators	<input type="checkbox"/>	Don't know	<input type="checkbox"/>
More independent businesses	<input type="checkbox"/>	Other (Please specify below)	<input type="checkbox"/>

7. Which of the following financial services would you use if available in Hadleigh Town Centre?

Balance enquiry	<input type="checkbox"/>	ID verification	<input type="checkbox"/>
Pay in cash	<input type="checkbox"/>	Currency exchange	<input type="checkbox"/>
Transfer money between accounts	<input type="checkbox"/>	Help with completing forms / opening or closing accounts	<input type="checkbox"/>
Withdraw cash	<input type="checkbox"/>	None of these	<input type="checkbox"/>
Savings and investment advice	<input type="checkbox"/>	Other (please specify)	<input type="checkbox"/>
Pay in cheques	<input type="checkbox"/>		

Future Hadleigh Town Centre Vision – Survey of Stakeholders 2024

Castle Point Borough Council is keen to improve Hadleigh Town Centre for the benefit of all. Using funds secured from the Government's UK Shared Prosperity Fund, the Council has commissioned The Retail Group, a leading independent town centre and place consultancy, to undertake a study to provide a future growth strategy and action plan for the town centre with the objective of making it better for consumers, town centre businesses and stakeholders such as yourself. We would be pleased if you could share your views and opinions with us, on a confidential basis.

8. Which of the following priority improvements you'd like to see in the town centre?

- | | | | |
|--|--------------------------|--------------------------------------|--------------------------|
| Less traffic | <input type="checkbox"/> | Regular market | <input type="checkbox"/> |
| Slower traffic | <input type="checkbox"/> | Less graffiti | <input type="checkbox"/> |
| Better safety and security | <input type="checkbox"/> | Better signage and information | <input type="checkbox"/> |
| More places to sit | <input type="checkbox"/> | Fewer vacant units | <input type="checkbox"/> |
| More planting and greening | <input type="checkbox"/> | Better / more even / wider pavements | <input type="checkbox"/> |
| Cleaner & tidier | <input type="checkbox"/> | More / clearer pedestrian crossings | <input type="checkbox"/> |
| Better lighting | <input type="checkbox"/> | More public art | <input type="checkbox"/> |
| More tables & chairs outside shops & cafes | <input type="checkbox"/> | More for families and children | <input type="checkbox"/> |
| More housing in centre | <input type="checkbox"/> | Don't know | <input type="checkbox"/> |
| Better sense of arrival | <input type="checkbox"/> | Other (please specify) | <input type="checkbox"/> |

9. How satisfied are you with Hadleigh in regards meeting your needs as a local town centre?

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very Satisfied | Quite Satisfied | Neither / Nor | Quite Unsatisfied | Very Unsatisfied |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

10. How positive are you about future trading prospects of Hadleigh Town Centre?

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Very Optimistic | Quite Optimistic | Neither / Nor | Quite Pessimistic | Very Pessimistic |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11. What kind of place would you like Hadleigh Town Centre to be in the future, in say five to ten years' time?

.....

12. Are there any towns or places you have seen or are aware of, that Hadleigh Town Centre could learn from or emulate? Why do you say that?

.....

13. And finally, please rate how strongly you agree or disagree with the following statements?

	Strongly agree	Agree	Neither / nor	Disagree	Strongly disagree
It is easy to find a parking space in Hadleigh Town Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The town centre is very traffic dominated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is easy to move around the town centre as a pedestrian, to visit its various parts / components	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hadleigh Town Centre has lots of reasons to visit it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hadleigh Town Centre is safe and secure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Traffic passing through the town centre is a major benefit to the businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customers tend to visit Hadleigh Town Centre for a single or specific reason	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your assistance, it is much appreciated. Please email the completed survey to paul.frater@theretailgroup.co.uk or take a photo of both sides and send them by text / WhatsApp to 07753 824042.

Appendix IV

Additional Reports Reviewed for Study

Appendix IV

Castle Point Borough Council Historic Reports

2011 Hadleigh Town Centre Masterplan	<p>A detailed and comprehensive report completed for the Council by a team lead by Urban Practitioners.</p> <p>Extensive engagement and consultation that identified multiple issues for the town and a recommended Top 10 Actions / initiatives. Many of the issues remain relevant to Hadleigh today. A few of the actions have been completed (were possibly in the pipeline). Many have not been implemented.</p> <ul style="list-style-type: none">• A vision for Hadleigh to be more multi-purpose in its offer and appeal• A great place to live, to be, to work and to enjoy• Morrisons action is now in place, note historic images show a major store entrance at eastern end of the frontage.• Other actions include changing the traffic routing to reduce volume along London Road, improved sense of place, functional town square, improving north south movement, better links to resident, workforce and leisure components.• Implementation / delivery impacted by Olympics, budgets and priorities
Castle Point Borough Urban Design Characterisation 2013	<p>The Borough is dominated by residential development. No discernible style / character patterns for Hadleigh. Poor signage or lack of signage across much of the Borough. Planning policies should seek the comprehensive development of public realm enhancements for the borough.</p> <p>Planning policies should seek to improve legibility throughout the borough by the provision of high quality visual aids. Introduce focal points, landmarks, distinct features, local reference points. Improve appearance & promotion of historic assets</p>
Castle Point Borough Urban Design Characterisation 2013	<p>The Borough is dominated by residential development. No discernible style / character patterns for Hadleigh. Poor signage or lack of signage across much of the Borough. Planning policies should seek the comprehensive development of public realm enhancements for the borough.</p> <p>Planning policies should seek to improve legibility throughout the borough by the provision of high quality visual aids. Introduce focal points, landmarks, distinct features, local reference points. Improve appearance & promotion of historic assets</p>

Appendix IV

Castle Point Borough Council Historic Reports

Castle Point Local Heritage Assets Review 2024 Draft and unpublished	Hadleigh's listed assets (in draft report) include, Old Fire Station, Hadleigh Junior School, a number of houses (5), Methodist Church, a farmhouse, The Castle PH. NOTE Hadleigh Library is not recommended to be on list, neither are a couple of other houses and even the Hadleigh timber village sign. An earlier Heritage Impact Assessment in 2020, on the block to the south of High Street, beside Castle Lane and almost opposite Church of St James the Less, identified it had no direct heritage impact, but it was close to the Church and the nearby Roman Fort
Castle Point Borough Cycling Action Plan – January 2018	A detailed and comprehensive review of opportunities to improve cycling facilities in the Borough. It identified the following for Hadleigh (note considerable activity identified for Canvey Island). Take advantage of the recreational and sports cycling opportunities provided by the Hadleigh Olympic Park in both attracting visitors to the area and providing new traffic-free cycle routes (e.g. bridleways) to the attraction. Opportunities identified for 4 new cycle routes / connectivity to routes in and around Hadleigh. Including improved north south access and permeability.
Economic Development Sites Review 2024 (draft and unpublished at present)	<p>4 major employment areas identified for the Borough, non of which are in Hadleigh. However, a number of smaller potential sites do include a selection in Hadleigh Town Centre. The report identifies a number of development trends that will be relevant to Hadleigh, including@</p> <ul style="list-style-type: none">• There are an increasing number of employment uses being located under residential units.• The key to success is enabling good quality design.• There is an increasing move to a wider number of uses being located on ground floor.• There is growing evidence of light manufacturing and 'maker' space beneath residential units. This concept is part of a new, integrated typology bringing homes and jobs together to create spaces where people can live and work harmoniously• The smaller sites offer options to develop on brownfield land in and around the Borough's Town Centres. These sites offer a key advantage as these site will require limited infrastructure as it is currently in place.
Other reports that have been looked at for relevance / direction for Hadleigh include, South Essex Economic Development Needs Assessment 2017, Shopping Frontages Assessment – 2019, South Essex Retail Study – November 2017.	



informed solutions

The Retail Group

Informed Solutions

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