



Haverhill Area Working Party 26 January 2012

Haverhill Shopper Project: Update

1. Purpose of the Report

- 1.1 The purpose of this report is to provide an update regarding the Haverhill Shopper Project since the last report was considered by the Working Party on the 9 June 2011, and to recommend that Members note the progress of the project thus far.

2. Background

- 2.1 In summer 2010, (and following approval by the Working Party in April 2010: Minute 106 (2) refers) work began to bring the independent shop owners in Haverhill together with Professor Andrew Fearne from the Kent Business School (KBS). Professor Fearne is an expert in retail related research and is interested in how small independent traders can learn lessons from the large retail chains. The independent traders felt that before they undertook any training or master classes they needed to better understand the behaviours and opinions of the existing customers.
- 2.2 In September 2010, the Haverhill Shopper Survey was launched. This first survey was designed by the independent businesses with input from some of the partners. One of the findings was that further survey work would be required in conjunction with other data collection such as a retail audit of the shops and footfall counts in the town.
- 2.3 On 10 March 2011, the Working Party noted the findings from the initial survey and approved the recommendation for a second survey to be undertaken by KBS (with a contribution of £1,000 from the Borough Council); and that a programme of actions be established following the initial findings (Minute: 58 refers).
- 2.4 In summer 2011, the Government announced its intention to commission Mary Portas to undertake a review of 'the High Street' and the national media attention was drawn to the difficulty of retail trading in the current economic climate. KBS also advised the Council of the University of Kent's 'Innovation Fund' into which a bid cannot be made for match funding to help with the costs of this project. At this time, the Association of Town Centre Managers (ATCM) also expressed a keen interest in this collaboration between the local independent traders, the local authority and KBS.

- 2.5 On 9 June 2011, the Working Party recommended to Cabinet the allocation of a further £9,000 towards this project (in addition to the £1,000 already committed) to enable matched funding to be sought from the Innovation Fund. Authority was also given for the recruitment of a project manager and for the Terms of Reference for the project to be agreed (Minute 10 refers).

3. Innovation Fund

- 3.1 The University of Kent has an Innovation Fund that can be used to match fund projects that meet the criteria. The Borough Council had allocated a total of £10,000 for this project and Suffolk County Council agreed to contribute a further £10,000. In October 2011, the Borough Council received confirmation that the application to the University of Kent for matched funding towards this project had been successful. As a result, the total amount available to this project increased to £40,000.

4. Terms of Reference and contract

- 4.1 On 9 June 2011, the Working Party recommended to Cabinet that detailed Terms of Reference (ToR) needed to be agreed to ensure the roles and responsibilities, programme; and outcomes were agreed before any contract was signed. The agreement of the ToR was delegated to the Economic Development Manager in consultation with Chairman and Vice Chairman. The ToR are attached as Appendix A to the Report which, detail:-

- (a) who is responsible for what;
- (b) the high level objectives;
- (c) the methods of delivery;
- (d) success criteria;
- (e) programme and resources.

The ToR state that the vision of the project is:-

*'To ensure that the town centre of Haverhill attracts more visitors, shoppers and investment by providing a high quality **experience** for all and by providing a broad range of desired products and services such that visitors need not travel to other nearby local centres.'*

- 4.2 The ToR were incorporated into the legal agreement between the University of Kent and the Borough Council, which was signed on the 2 November 2011.

5. Project Management and Programme of Activity

- 5.1 KBS suggested the appointment of a Project Manager who has considerable retail experience and who now lectures in retail theory. Subsequently, Debbie Kemp was appointed as Project Manager in November 2011. One of Debbie's first tasks was to draw up the project timetable, which is attached as Appendix B to the Report.

- 5.2 The project is divided into three phases. The first phase is data collection and includes a detailed shoppers survey; focus groups; retail audits and footfall counts. This phase also includes analysis of the information gathered and communication and promotion. The second phase looks to design interventions to address some of the gaps identified or issues raised in the data gathered in phase one. These interventions could include master classes to provide local retailers with information about stock positioning in the shops, or customer care etc. Finally the last phase of the project will be to repeat the data gathering in phase one to see if the project has been a success.

6. Phase One

- 6.1 Three elements of work emerged for the initial part of the first stage of the project. The first was to organise the retail survey; the second was to arrange focus groups and face to face interviews; and the last was to undertake a retail audit of the existing town centre.
- 6.2 It was also considered important that the project should have a specific identity and brand that would help with communicating and promoting the project. 'Destination Haverhill' was chosen as a title for the overall project and used in conjunction with the existing 'CB9' logo, it gave the project a recognisable identity. This logo can be seen on the flyer that was hand delivered to all businesses in the town centre, which is attached at Appendix C.
- 6.3 A copy of the questionnaire is shown at Appendix D. As a part of the incentive for people to fill in their details, a £100 prize was provided with a winner to be drawn from the submissions. The questionnaire was hosted on the KBS website with a link from the Borough Council's website. It was also printed in both the Haverhill Weekly News and the Haverhill Echo and also on A4 sheets. Ballot boxes (along with copies of the survey) were used as collection points across the town as follows:-
- (a) Boots the Chemist, High Street;
 - (b) Cinema, Ehringhausen Way;
 - (c) Clarks shoe shop, High Street;
 - (d) Crown Health Centre, Withersfield Road;
 - (e) Dejavu, Queen Street;
 - (f) Harvester;
 - (g) Haverhill Arts Centre;
 - (h) Haverhill Council Offices;
 - (i) Haverhill Leisure Centre;
 - (j) Haverhill Library;
 - (k) Haverhill Rovers Football Club, New Croft;
 - (l) Ipswich Building Society, High Street;
 - (m) Morleys, Queen Street;
 - (n) Sainsbury's x6;
 - (o) Tesco x3; and
 - (p) The Bell Public House, High Street.

- 6.4 In addition, questionnaires and ballot boxes were placed in some of the villages around the town including Sturmer and Great Wratting. The email link to the survey was sent to local employees such as Genzyme with a request for the survey to be completed online. The leaflet at Appendix C was hand delivered to all of the businesses in the town centre.
- 6.5 The survey was officially launched on 24 November 2011, following a press release and photo call. Full page advertisements were taken in the Haverhill Weekly News and Haverhill Echo. A number of direct emails were sent out on distribution lists to local councillors, local partners and via the Haverhill Business Directory.
- 6.6 The survey closed on 2 December 2011 and a total of 481 surveys have been received which is considered by KBS to be acceptable as a sample size. Initial findings have also confirmed that the surveys come from a good mix of the population and therefore, are likely to be representative of the people who use, and could use the town centre. These surveys are in the process of being analysed and the results will be presented to a future meeting of the Working Party.
- 6.7 KBS planned to hold four focus groups, which were designed to gather more information about the town centre experience in more detail than can be achieved by a questionnaire. One of the sessions was planned with young mothers, but for a range of reasons none of the mothers were able to attend. However, the other three focus groups (Adults; young adults; and working age couples) were extremely successful and provided KBS with a good insight into how different people experience the town.
- 6.8 Also as a part of this phase of data collecting KBS organised footfall monitoring on two different days in the town centre. Although these dates, Thursday 1 December and Saturday 3 December 2011, were close to Christmas and may be affected by Christmas shopping they will be used as a benchmark to be compared with exactly the same Thursday and Saturday in December 2012.
- 6.9 It was originally envisaged that students from both upper schools would be involved in gathering this data for Phase One and KBS tried hard to make this happen. Unfortunately, whilst both schools were and are still supportive of the project neither was able to provide students to help with the project. Whilst this was disappointing both from the point of view of the project and also from the point of view of students gaining experience, KBS are hopeful that students will be able to help with some of the repeat data collection at the end of this year.
- 6.10 Throughout this initial phase of the project, much support has been received from the following partners in the project:-
- (a) The independent businesses in Haverhill town centre;
 - (b) Haverhill Chamber of Commerce;
 - (c) The Best of Haverhill;
 - (d) Haverhill Town Council;
 - (e) The Leisure Centre; and
 - (f) Mid-Anglia Enterprise Agency (MENTA).

7. Next Steps

- 7.1 KBS are in the process of analysing the findings from all of the data collected. Once this has been completed, a further report will be brought to The Working Party. The results will also be fed back to the retailers in the town and the prize winner will be announced.
- 7.2 Phase Two will start with the identification of the training and intervention needs in February/March 2012.

8. Related Projects

- 8.1 One of the challenges for a project such as this is to retain the attention and investment of time of the local retailers. The first priority of any business person is to their own business. Projects such as this do require commitment from local retailers and often this is at the end of a long day. It is therefore, very important to communicate the benefits of the project to the businesses. However, it is equally important to get the balance right in terms of information and requests to attend meetings. To this end an attempt has been made to ensure co-ordination between this project and the project to pedestrianise the High Street. Therefore, any meetings arranged with the retailers will be co-ordinated and not duplicated.
- 8.2 One of the benefits to retailers is the ability to share experiences and issues with fellow retailers. In addition, some may recognise the considerable opportunity afforded when they consider pooling resources, for example for marketing. ONE Haverhill has established a task and finish group responsible for promoting Haverhill and there is the will to work with the traders, when the time is right, to maximise the impact of any marketing/promotional activity.

9. Conclusions

- 9.1 This project has grown in size in response to the worsening trading conditions for retailers in the town centre which is also a national issue. The growth of the project has been enabled by the commitment of resources from the local authorities and the University of Kent.
- 9.2 The professionalism and expertise brought to the project by KBS has enabled Haverhill to be recognised by the Association of Town Centre Managers (ATCM) as a town that intends to stem the tide of High Street decline.
- 9.3 The data collected in the first phase of the project has provided a sound foundation for the future stages of the project which include designing interventions to address some of the gaps identified or issues raised and repeating the data gathering to see if the project has been a success.
- 9.4 Opportunities will be taken to relate this project to other initiatives in and around the town centre.

9.5 A further report will be brought to the Working Party detailing the findings from the data collection exercise in Phase One.

10. Recommendation

10.1 The Working Party is asked to **NOTE** the progress of this project.

For further information, please contact:-

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THE HAVERHILL RETAIL MARKETING MASTER CLASSES PROJECT TERMS OF REFERENCE

PURPOSE

The purpose of this document is to set out the overall scope and understanding of the project including who is responsible for what, the high level objectives, the methods of delivery, success criteria, programme and resources.

1. PROJECT VISION

To ensure that the town centre of Haverhill attracts more visitors, shoppers and investment by providing a high quality **experience** for all and by providing a broad range of desired products and services such that visitors need not travel to other nearby local centres.

2. BACKGROUND

In April 2010 St Edmundsbury Borough Council, with the support of Professor Andrew Fearn from Kent Business School, initiated a programme of “marketing master classes” for independent shop owners in Haverhill. Ten local independent businesses met in July 2010 and decided that they needed to better understand the behaviour and opinions of existing customers before considering the content of master classes.

In September 2010 a shoppers survey was launched which provided 1,095 responses. Kent Business School provided the analysis of the survey and reported back in January 2011 with the following recommendations:

- A formal review of the current retail offer needs to be undertaken – what is available in the town and what is missing – how can those gaps be addressed?
- Haverhill needs to attract more shops selling different products and needs to be very different to Cambridge or Bury St Edmunds.
- The shopper’s voice is critically important and needs to be listened to on a systematic and regular basis.
- Longer term, consider the development of a loyalty programme for regular visitors offering targeted incentives for shoppers to visit more frequently.

3. OBJECTIVES

The business partners acknowledged that their shopper survey was a first attempt to gain an insight into buyer behaviour and that a professionally designed survey would be required to develop the project further and achieve the desired outcomes.

1. To create a professionally designed and more targeted survey to provide the breadth and depth of information required to identify the gaps in the retail offer and the training needs of the town's retailers (for example ranges, merchandising, promotions and customer service) and run focus groups for consumers. Quite simply we want to know what prevents consumers from doing more of their shopping in Haverhill.
2. Develop a set of tools for the retailers to use to enable them to attract and retain more customers.
3. Attract local training and service providers to supply most, if not all, of the training, advice and guidance.
4. Identify and target individuals who would provide the 'under represented' products or services from a market stall.
5. To raise the profile of Haverhill regionally and nationally by promoting this project as a model that can be used in other towns.

4. SCOPE

Phase 1 – Market Research

- a) Conduct a retail audit to determine exactly what the independent stores are offering and the allocation of shelf-space/or area of the shop.
- b) Identify Key Performance Indicators (KPIs), for example stock availability, waiting times, for the independent retailers to establish a benchmark against which the impact of any changes made as a result of training/intervention can be measured.
- c) Organise and conduct focus groups and relay the findings to the partners and agree a strategy to address any issues identified
- d) Administer an in-depth survey of shoppers to gain a better understanding of buyer behaviour and establish consumer preferences for weekend market stalls; determine what missing products or services, shoppers would like to see and 'recruit' suppliers of these to the weekend markets
- e) Identify and target individuals/businesses that could provide under represented products/services from a market stall – an incubator/innovation centre for retail outlets.

Phase 2 – Master classes

- f) Identify training and intervention needs

- g) Engage with local training partners to design and deliver a programme of training sessions (Master classes) to address the needs identified. The precise nature and number of these will depend on the findings from the market research in phase 1. However, it is envisaged that up to six different master classes (covering aspects of marketing, merchandising, stock-keeping and stock rotation, customer service and purchasing) will be designed and delivered in different ways. These will include short, 1hr sessions - breakfast sessions – before opening hours, lunchtime sessions – during opening hours, early evening sessions, after opening hours) as well as longer sessions, 2-3hrs, at evenings and weekends. The aim is to build capability within the businesses, improve the retail offer and service provision in the high street and identify the most effective methods for delivering training to independent retailers, for whom the availability of time is the biggest constraint.
- h) Liaise with the Association of Town Centre Managers (ATCM) at regular intervals.
- i) Through a planned programme of communication, ensure that the project and the partners receive positive media coverage throughout the programme, if possible at a national level as well as a local and regional level.

Phase 3 - Evaluation

- j) In November 2012, re-repeat the retail audit and shopper survey to determine what impact, if any, the changes have made on performance.

5. ROLES & RESPONSIBILITIES

Project Manager: Professor Andrew Fearne – responsible for delivering the project on time and within budget.

Assistant Project Manager: Debbie Kemp – responsible for arranging focus groups; recruiting and tasking field workers; arranging master classes; liaising with partners and providing regular updates to funding partners (attending Haverhill Area Working Party meetings to advise progress); maximizing the media coverage of the project and assisting to keep delivery on time and within budget.

Primary Researcher: Luca Cacciolatti – responsible for research design, data collection, data entry, analysis and report writing

Local Project Champion: Cllr Anne Gower – on behalf of St Edmundsbury Borough Council and Suffolk County Council

Local Project Manager: Andrea Mayley – point of liaison with other partners including Suffolk County Council and support officer to Haverhill Area Working Party.

Local Business Partners:

- (a) Access Control Solutions;
- (b) AmandaJuliaCouture;
- (c) C&B Beautiful;
- (d) Clarks;

- (e) M J Pipe;
- (f) Sonia's Salon;
- (g) Specialized Print;
- (h) The Gallery;
- (i) Tony Strowger Jewellers; and
- (j) Quick Service Shoe Repairs.

In addition, the following partners are involved in the project:-

- (a) Haverhill Chamber of Commerce;
- (b) Abbeycroft Leisure;
- (c) The Best Of Haverhill;
- (d) Mid-Anglia Enterprise Agency (MENTA);
- (e) West Suffolk College;
- (f) Samuel Ward Academy;
- (g) Castle Manor Business and Enterprise College; and
- (h) Job Centre Plus.
- (i) Association of Town Centre Management: responsible for promoting the project as a case study/model for other towns in its membership across the country.

6. REPORTING

1. Weekly contact from either Project Manager or Assistant Project Manager to Local Project Champion and Local Project Manager – or more when necessary including:
 - a) a copy of the draft survey; and
 - b) details of the type of people included in the focus groups and what they will be asked.
2. Either Project Manager or Assistant Project Manager to attend the Haverhill Area Working Party meetings to provide a project update throughout the life of the project. Regular reporting by any of the partners at the One Haverhill board meetings.
3. Submission of an end of project report produced and available for the partners including a separate report of the headline financial expenditure for funding partners only.

7. SUCCESS CRITERIA

The current state of three key aims (see below) should be measured at the first stage of the project (through survey and retail audit) to provide a benchmark to enable the success of the project to be measured.

Key Aims:

1. Increase footfall in the high street (attract more people to shop in Haverhill).
2. Improve the shopper experience (increase customer satisfaction).
3. Increase the average spend per customer (by improving the range of stores and products/services therein).

8. KEY MILESTONES

Phase 1 completed by January 2012

Phase 2 completed by April 2012

Phase 3 completed by November 2012

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Draft : Kent Business School: Haverhill Research

	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov
<p>PHASE 1 MARKETING KBS and stakeholders to agree the scope and budget of the project. KBS to assign roles and responsibilities and agree key dates.</p>														
<p>Review the results from the previous questionnaire and design a more targeted survey.</p>														
<p>Re-engage all of the stakeholders in Haverhill:</p> <ul style="list-style-type: none"> • Retailers • Local Council • Customers • Local Press 														
<p>Undertake the survey/focus groups in Haverhill and evaluate the results. (Use of local press to distribute?)</p>														
<p>Evaluate the current retail mix in Comparison to the alternative shopping destinations.</p>														
<p>Communicate the survey results to the stakeholders in Haverhill:</p> <ul style="list-style-type: none"> • Council • Retailers 														

<ul style="list-style-type: none"> • Customers? • Local Press? 														
PHASE 2 - IMPLEMENTATION														
Identify the training and intervention needs of current retailers and design the training programme. (Skillsmart?)														
Agree with the Local council wider Issues which will support the project i.e. New Retail concepts, services, accessibility etc														
Identify and target individuals/ Businesses to provide new products or services.														
Launch the Retail training programme. (Pre Easter)														
Launch new products/services in Haverhill.														
Re-launch Haverhill.														
Repeat the retail audit and shopper survey. Evaluate the performance.														
Post project review with all of the stakeholders.														
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov



Destination Haverhill

More shoppers, more visitors, more investment for Haverhill

Thursday 24 November sees the launch of the Destination Haverhill project, when we will be finding out,

- What people think about coming to Haverhill
- What would make them visit more often
- What else they would like to see here
- What would make people choose Haverhill over other destinations.

We will be

- Carrying out a shopper survey
- Holding focus groups
- Feeding information back to you, the retailers at the heart of Haverhill

How can you help?

- Give the survey to your customers
- Come for coffee on xx xxx xxx to find out how this helps you
- Support Haverhill by participating

Looking forward to meeting you and finding out how this will help you

Debbie Kemp, Project Manager, Kent Business School 07533 788480
Andrea Mayley, St Edmundsbury Borough Council 01284757xxx

Destination Haverhill is a £40,000 year long collaboration between One Haverhill, Kent Business School and St Edmundsbury Borough Council to bring more shoppers to Haverhill.

SCC SEBC Uni of Kent Kent Bus Scl MENTA

Logos

SCC / SEBC / Uni Kent / Kent Bus Sc / MENTA



We need your help! This survey aims to understand what residents, visitors and local businesses think about the shops and services on offer in Haverhill and how these can be improved. Any personal information you provide will be kept confidential and treated in line with the Data Protection Act.

1. What is your postcode _____

2. How many times in the past month have you visited the following towns to go shopping? (tick the appropriate circle)

Town	Number of visits											
	0	1	2	3	4	5	6	7	8	9	10	10 +
Haverhill	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bury St Edmunds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newmarket	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saffron Walden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cambridge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Braintree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sudbury	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. What kind of shopping did you do when you visited these towns (tick one or more for each of the towns you visited this month)

Town	Food	Clothes	Household	Toys	Gifts	Music & Gaming	Sportswear & Equipment
Haverhill	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bury St Edmunds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newmarket	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saffron Walden	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cambridge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Braintree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sudbury	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. How important are the following features when you are considering which town to visit for the purpose of shopping? (1=not at all important, 10=extremely important)

Feature	1	2	3	4	5	6	7	8	9	10
Good customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wide range of shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good for bargains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lots of speciality shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good bus service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy access to main shopping area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pedestrianisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of car parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoor markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leisure activities for the family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good choice of restaurants/cafes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Continued

Feature	1	2	3	4	5	6	7	8	9	10
Appearance/character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Free of noise and traffic fumes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No fear of crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Early/Late opening times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good facilities for the disabled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. How would you rate Haverhill for each of these shopping features (1 = very poor, 10 = exceptional)

Feature	1	2	3	4	5	6	7	8	9	10
Wide range of shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good for bargains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lots of speciality shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good bus service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Easy access to main shopping area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pedestrianisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of car parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoor markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leisure activities for the family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good choice of restaurants/cafes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appearance/character	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Free of noise and traffic fumes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No fear of crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Early/Late opening times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good facilities for the disabled	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What is the **one change** that you would like to see in Haverhill that would make you visit more often for shopping?

Gender: Male Female

What is your age? _____ years

Employment status: Full time employment Part time employment Student
 Stay at home parent Unemployed Carer Retired

Occupation of main income earner in the household _____

Household composition: No. of adults No. of children under 5 yrs 6-11 yrs 12-18 yrs

Do you consider yourself to be disabled? Yes No

PRIZE DRAW £100 CASH

Thank you for your help with this survey. Please post your completed form in the ballot boxes in shops and public offices in the town centre. If you would like to be entered in a £100 prize draw, please give a contact name and number, or email address here:

Name: _____ Email / phone: _____

Closing date Friday 2 December 2011