AMT TOWN BENCHMARKING

MEASURING THE PERFORMANCE OF TOWN CENTRES

WILTON

2013 REPORT

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EXECUTIVE SUMMARY

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INTRODUCTION

THE APPROACH

AMT Town Benchmarking has been developed to address the real issues of how to understand measure, evaluate and ultimately improve town centres. The approach offers a simple way of capturing data on 12 Key Performance Indicators selected by those involved in town centre management. By having the tools to measure performance, strategic decision making is both encouraged and improved. By considering performance, forward strategies and action planning can be more focused and effective.

AMT Town Benchmarking licenses allow users to collect data on the 12 Key Performance Indicators from 1st January to 31st December in a systematic manner. All license holders are provided with a Town Benchmarking Handbook and associated data collection sheets to ensure standardization. Once the data has been collected it is sent to amt-i, the research division of national membership organization and registered charity Action for Market towns for analysis and report production.

THE SYSTEM

The Benchmarking system is divided into two sections:

- Large Towns; consisting of those localities with more than 250 units
- Small Towns; consisting of those localities with less than 250 units

Towns, depending on their size, contribute to either the Large or Small Town analysis. **Wilton** with 70 units is classed as a Small Town. The analysis provides data on each KPI for the Benchmarked town individually and in a Regional, National and where possible Typology context. Regional figures are an amalgamation of the data for all the towns in a specific region. The National figure is the average for all the towns which participated in Benchmarking during 2013.The Typology analysis refers to the data for the individual town against all of the other towns who have been classified in the same typology by the Rural Evidence Research Centre at Birkbeck College. **Wilton** is classed as a Typology **2** town.

Information on towns contributing to Benchmarking in 2013, whether they are part of the Large or Small Town cohort, Region and Typology can be found within the Appendix.

THE REPORTS

The Annual AMT Town Benchmarking report provides statistical analysis of each of the KPI's. Individual towns are encouraged to add their own commentary to the analysis, noting specific patterns or trends and using local knowledge to provide specific explanations. The reports are used by a variety of key stakeholders such as local authorities, town and parish councils, local partnerships and universities to;

- Benchmark clusters of towns to ascertain high performers / under achievers
- understand their locality in a Regional, National and Typology context
- measure town centre performance year on year
- identify strengths, weaknesses, and opportunities for improvement
- measure the impact of initiatives and developments within the town centre
- act as an evidence base for funding applications
- create an action plan for town centre improvements

METHODOLOGY

Each KPI is collected in a standardized manner as highlighted in the Table below.

KEY PERFORMANCE INDICATOR	DATA COLLECTION METHODOLOGY
KPI 1: Commercial Units; Use Class	Visual Survey
KPI 2: Commercial Units; Comparison/Convenience	Visual Survey
KPI 3:Commercial Units; Trader Type	Visual Survey
KPI 4: Commercial Units; Vacancy Rates	Visual Survey
KPI 5: Markets	Visual Survey
KPI 6 and 7: Zone A Retail Rents and Prime Retail Property Yields	Valuation Office Agency/ Local Commercial Agents
KPI 8: Footfall	Footfall Survey on Market Day and Non Market Day
KPI 9: Car Parking	Audit on Market Day and Non Market Day
KPI 10: Business Confidence Surveys	Postal Survey
KPI 11: Town Centre Users Surveys	Face to Face Surveys/ Online Survey
KPI 12: Shoppers Origin Surveys	Shoppers Origin Survey

Before any KPI data is collected the core commercial area of the town centre is defined. The town centre area thus includes the core shopping streets and car parks attached or adjacent to these streets.

KEY FINDINGS

KPI 1: COMMERCIAL UNITS; USE CLASS

It is important to understand the scale and variety of the "commercial offer" throughout the town. A variety of shops and a wide range of services in a town are important to its ability to remain competitive and continue to attract customers. Sustaining a balance between the different aspects of buying and selling goods and services ensures that the local population (and visitors from outside) can spend time and money there, keeping the generated wealth of the town within the local economy. Importantly, it forms the employment base for a substantial proportion of the community too, helping to retain the population rather than lose it to nearby towns and cities.

The following table provides a detailed breakdown of each of the Use Classes.

CLASS	TYPE OF USE	CLASS INCLUDES
A1	Shops	Shops, retail warehouses, hairdressers, travel and ticket agencies, post offices (but not sorting offices), pet shops, sandwich bars, showrooms, domestic hire shops, dry cleaners, funeral directors and internet cafes
A2	Financial and Professional Services	Financial services such as banks and building societies, professional services (other than health and medical services) including estate and employment agencies and betting offices
A3	Restaurants and Cafes	Food and drink for consumption on the premises- restaurants, snack bars and cafes
A4	Drinking Establishments	Public houses, wine bars or other drinking establishments (but not nightclubs)
A5	Hot Food Takeaways	Sale of hot food for consumption off the premises
B1	Businesses	Offices (other than those that fall within A2) research and development of products and processes, light industry appropriate in a residential area
B2	General Industrial	Use for industrial process other than one falling within class B1 (excluding incineration purposes, chemical treatment or landfill or hazardous waste)
B8	Storage and Distribution	Warehouses, includes open air storage
C1	Hotels	Hotels, boarding and guest houses where no significant element of care is provided (excludes hostels)
C2	Residential Institutions	Residential care homes, hospitals, nursing

		homes, boarding schools, residential colleges and training centres.
C2A	Secure Residential Institution	Use for a provision of secure residential accommodation, including use as a prison, young offenders institution, detention centre, secure training centre, custody centre, short term holding centre, secure hospital, secure local authority accommodation or use as a military barracks.
D1	Non Residential Institutions	Clinics, health centres, crèches, day centres, schools, art galleries (other than for sale or hire), museums, libraries, halls, places of worship, church halls, law court. Non residential education and training centres.
D2	Assembly and Leisure	Cinemas, music and concert halls, bingo and dance halls (but not nightclubs), swimming baths, skating rinks, gymnasiums or area for indoor or outdoor sports and recreations (except for motor sports, or where firearms are used).
SG	Sui Generis (Unique Establishments)	Theatres, hostels providing no significant element of care, scrap yards. Petrol filling stations and shops selling and/ or displaying motor vehicles. Retail warehouse clubs, nightclubs, laundrettes, taxi business, amusement centres, casinos, haulage yards, transport depots, veterinary clinics, dog parlours, tanning and beauty salons and tattoo studios.

The following table provides a detailed analysis of the commercial offering in the town centre by Use Class. The figures are presented as a percentage of the **70** occupied units recorded.

	National Small Towns%	South West Small Towns%	Typology%	Wilton%
A1	53	54	54	47
A2	14	14	13	11
A3	8	8	9	6
A4	4	4	4	3
A5	5	4	3	1
B1	3	2	3	7
B2	0	1	1	0
B8	0	0	0	0
C1	1	1	1	1
C2	0	0	0	0
C2A	0	0	0	0
D1	6	8	6	17
D2	1	1	1	1
SG	5	4	5	4
Not Recorded	0	0	0	0

KPI 2: COMMERCIAL UNITS; COMPARISON VERSUS CONVENIENCE

A1 Retail units selling goods can be split into two different types Comparison and Convenience.

Convenience goods – low-cost, everyday items that consumers are unlikely to travel far to purchase. Defined as;

- food and non-alcoholic drinks
- tobacco
- alcohol
- newspapers and magazines
- non-durable household goods.

2. **Comparison goods** – all other retail goods.

- Books
- Clothing and Footwear
- Furniture, floor coverings and household textiles
- Audio-visual equipment and other durable goods
- Hardware and DIY supplies
- Chemists goods
- Jewellery, watches and clocks
- Bicycles
- Recreational and Miscellaneous goods
- Hairdressing

The presence of a variety of shops in a town centre is important to its ability to remain competitive and continue to attract customers. A balance of both comparison and convenience retail units is therefore ideal in terms of encouraging visitors / potential customers.

The following table provides a percentage of the A1 Shops which sell mainly Comparison Goods/ Convenience Goods.

	National Small Towns%	South West Small Towns%	Typology%	Wilton%
Comparison	79	80	82	82
Convenience	21	20	18	18

KPI3: COMMERCIAL UNITS; TRADER TYPES

The vitality of a town centre depends highly on the quality and variety of retailers represented. National retail businesses are considered key attractors and are particularly important in terms of attracting visitors and shoppers to a town. However, the character and profile of a town often also depends on the variety and mix of independent shops that can give a town a "unique selling point" and help distinguish it from other competing centres. A sustainable balance of key attractors and multiple names alongside local independent shops is therefore likely to have the greatest positive impact on the vitality and viability of a town.

The following shops are considered Key attractors by Experian Goad.

Department Stores	**Clothing**
BHS	Burton
Debenhams	Dorothy Perkins
House of Fraser	H & M
John Lewis	New Look
Marks and Spencer	Primark
	River Island
Mixed Goods Retailers	Topman
Argos	Topshop
Boots	
TK Maxx	**Other Retailers**
WH Smith	Carphone Warehouse
Wilkinson	Clarks
	Clintons
Supermarkets	HMV
Sainsbury's	O2
Tesco	Superdrug
Waitrose	Phones 4 U
	Vodafone
	Waterstones

Multiple traders have a countrywide presence and are well known household names. Regional shops are identified as those with stores / units in several towns throughout one geographical region only and Independent shops are identified as those that are specific to a particular town.

The following table provides a percentage of the A1 Shops which are Key Attractors, Multiples, Regional and Independent to the locality.

	National Small Towns%	South West Small Towns%	Typology%	Wilton%
Key Attractor	6	4	6	0
Multiple	19	14	21	15
Regional	7	10	7	15
Independent	68	73	66	71

KPI4; COMMERCIAL UNITS VACANCY RATES

Vacant units are an important indicator of the vitality and viability of a town centre. The presence of vacant units over a period of time can identify potential weaknesses in a town centre, whether due to locational criteria, high rent levels or strong competition from other centres.

The following table provides the percentage figure of vacant units from the total number of commercial units.

	National Small Towns%	South West Small Towns%	Typology%	Wilton%
Vacancy Rate	8	7	8	0

KPI5; MARKETS

Good quality markets provide competition and choice for consumers. A busy and well-used street market can therefore be a good indicator of the vitality of a town centre. Conversely, if a market is in decline (e.g. empty pitches reducing numbers), it can be an indication of potential weaknesses in the town centre e.g. a lack of footfall customers due to an inappropriate retail mix or increased competitor activity. Street markets can also generate substantial benefits for the local economy. Markets can also provide a local mechanism for a diverse range of local enterprises to start, flourish and grow, adding to the sustainable mix of shops services on offer throughout the town.

The following table provides the average number of market traders at regular (at least once a fortnight) weekday markets within the locality.

	National Small Towns	**South West Small Towns**	**Typology**	**Wilton**
Av. No.	17	16	21	13

KPI 6 AND 7: ZONE A RETAIL RENTS AND PRIME RETAIL PROPERTY YIELDS

The values for prime retail property yield and Zone A rentals are the "industry" benchmarks for the relative appeal of a location with its users and with the owners or investors in property. All real estate has a value and this value is based on the return on investment that can be levered out of the site. As these indicators rise and fall, they provide a barometer of success or failure and, because the same property dimensions are assessed to determine them, they can be used as an indicator of improving or declining fortunes for towns. In particular retail rents can provide a useful indication of a town's performance and highlight how attractive it is to businesses. Conversely, where rents are falling it can be an indicator of decline.

Zone A rents are expressed as £ per sq. ft. and the Prime Retail Property Yield is a Net Percentage figure.

	National Small Towns	South West Small Towns	Typology	Wilton
Zone A Rents	27	29	31	32
% Yield	8	9	7	8

KPI 8: FOOTFALL

The arrival and movement of people, whether as residents, workers, visitors or a shopper is vital to the success of the majority of businesses within the town centre. The more people that are attracted to the town, the better it trades and the more prosperous the businesses in it become, provided there is ample available disposable income in that population. Measuring passing people in a consistent manner in the same place, at the same time builds up a picture of the town, its traders and their relative success over the weeks and months.

The following table provides the average number of people per 10 minutes between 10am and 1pm from the busiest footfall location in the locality.

	National Small Towns	South West Small Towns	Typology	Wilton
Market/ Busy Day	122	112	175	82
Non Market/ Quiet Day	90	84	121	47

KPI 9: CAR PARKING

A large proportion of spending customers in a town centre come by car. In the rural setting, the car tends to be an essential tool, used by both those who come to spend and those who come to work. The provision of adequate and convenient car parking facilities is therefore a key element of town centre vitality. An acceptable number of available spaces with a regular, quick turn-over for shoppers are the ideal while adequate longer stay, less convenient spaces for local owners/ workers and visitors must be considered too.

The following tables provide a summary of the Car Parking offering broken down into the;

- Provision of total number of spaces in designated car parks
- Provision of total number of short stay, long stay and disabled spaces in designated car parks
- Percentage of vacant spaces in designated car parks on a Market/ Busy Day and on a Non Market/ Quiet Day.
- Provision of total number of on street car parking spaces
- Provision of total number of on street short stay, long stay and disabled spaces
- Percentage of vacant on street spaces on a Market/ Busy Day and on a Non Market/ Quiet Day.
- Overall provision of car parking spaces
- Overall provision of total number of short stay, long stay and disabled spaces
- Overall percentage of vacant spaces on a Market/ Busy Day and on a Non Market/ Quiet Day.

Car Park:	Nat. Small Towns %	South West Small Towns %	Typ.%	Wilton. No	Wilton. %
Total Spaces:	88	81	88	110	39
Short Stay Spaces: (4 hours and under)	47	39	37	45	41
Long Stay Spaces: (Over 4 hours)	41	48	48	0	0
Disabled Spaces:	4	5	4	2	2
Not Registered	8	7	12	63	57
Vacant Spaces on a Market Day:	30	34	31	1	1
Vacant Spaces on a Non Market Day:	38	45	40	5	5
Illegal Spaces on a Market Day:	n/a	n/a	n/a	9	n/a
Illegal Spaces on a Non Market Day:	n/a	n/a	n/a	2	n/a

On Street:					
Total Spaces:	12	19	12	169	61
Short Stay Spaces: (4 hours and under)	56	37	69	0	0
Long Stay Spaces: (Over 4 hours)	36	53	20	102	60
Disabled Spaces:	4	4	6	2	1
Not Registered	4	6	6	65	38
Vacant Spaces on a Market Day:	14	13	16	14	8
Vacant Spaces on a Non Market Day:	22	22	23	34	20
Illegal Spaces on a Market Day:	n/a	n/a	n/a	3	n/a
Illegal Spaces on a Non Market Day:	n/a	n/a	n/a	5	n/a
Overall					
Total Spaces:	n/a	n/a	n/a	279	n/a
Short Stay Spaces: (4 hours and under)	48	39	40	45	16
Long Stay Spaces: (Over 4 hours)	40	49	45	102	37
Disabled Spaces:	4	5	4	4	1
Not Registered	7	7	11	128	46
Vacant Spaces on a Market Day:	28	30	29	15	6
Vacant Spaces on a Non Market Day:	36	41	38	39	14
Illegal Spaces on a Market Day:	n/a	n/a	n/a	12	n/a
Illegal Spaces on a Non Market Day:	n/a	n/a	n/a	7	n/a

KPI 10: BUSINESS CONFIDENCE SURVEY

In regards to the 'business confidence' by establishing the trading conditions of town centre businesses, stakeholders can focus their regeneration efforts on building on existing strengths and addressing any specific issues.The following percentage figures are based on the returned Business Confidence Surveys.

	National Small Towns%	South West Small Towns%	Typology %	Wilton%
Nature of Business				
Retail	59	58	61	51
Financial/ Professional Services	18	20	16	21
Public Sector	2	2	2	5
Food and Drink	12	10	12	12
Other	10	11	9	12
Type of Business				
Multiple Trader	11	10	10	16
Regional	6	5	5	7
Independent	83	85	85	77
How long has your business been in the town				
Less than a year	7	7	7	13
One to Five Years	21	22	20	22
Six to Ten Years	15	14	12	11
More than Ten Years	57	57	60	53
Compared to last year has your turnover				
Increased	38	43	40	55
Stayed the Same	34	33	33	38
Decreased	28	24	27	8
Compared to last year has your profitability				
Increased	30	36	30	45
Stayed the Same	37	32	36	35
Decreased	33	32	34	20

Over the next 12 months do you think your turnover will				
Increase	44	47	42	54
Stay the Same	40	38	42	41
Decreased	16	15	16	5
What are the positive aspects of the Town Centre?				
Prosperity of the town	45	45	46	51
Labour Pool	10	11	11	11
Environment	30	32	31	29
Geographical location	49	50	52	47
Mix of Retail Offer	39	40	43	42
Potential tourist customers	41	33	51	29
Potential local customers	78	76	78	78
Affordable Housing	8	7	6	4
Transport Links	26	26	24	20
Car Parking	39	39	29	76
Rental Values/ Property Costs	16	19	13	27
Market (s)	18	16	18	31
Other	5	4	5	2
What are the negative aspects of the Town Centre?				
Prosperity of the town	17	15	16	9
Labour Pool	6	7	8	15
Environment	5	4	3	12
Geographical location	7	9	7	12
Mix of Retail Offer	19	20	19	32
Potential tourist customers	7	10	6	12
Potential local customers	3	3	3	0
Affordable Housing	10	11	11	15
Transport Links	14	12	18	18
Car Parking	53	58	63	26
Rental Values/ Property Costs	35	34	42	15
Market (s)	10	9	8	6
Local business competition	18	18	17	15
Competition from other places	33	33	29	35
Competition from the internet	39	41	41	26
Other	7	6	6	0
Has your business suffered from any crime over the last 12 months				
Yes	26	27	25	20
No	74	73	75	80

Type of Crime				
Theft	72	72	76	89
Criminal Damage	13	13	13	11
Abuse	39	34	33	11
Other	6	3	5	11

What TWO suggestions would you make to improve the economic performance of the Town Centre?

- "More retail space available."
- "Coming out of Salisbury's shadow. Cohesive plan by traders to improve."
- "More different local independent businesses, where one offs are. More parking."
- "Continuing to attract good retail outlets. Rental, rates, rateable value of outlets."
- "If the local people used you. More to bring outsiders in, but what I don't know."
- "Better parking. A more understanding Council."
- "Improve appearance of empty buildings near square."
- "Better parking on North St. CCTV that actually works."
- "Encourage new retail business i.e. Butchers, wedding shops- fabrics etc. Upgrade the Shopping Village. Encourage younger people."
- "Improved local support. 20 min parking bays outside shops ion West Street."
- "Encourage other retailers to improve visual appearance. Continue to improve physical aspects."
- "Less flow of people so should increase the flow of the people. Economical activities."
- "Improve infrastructure and parking. Get the train station development."
- "More road signs letting people know what is in Wilton. Train station."
- "Reduction in charity shops."
- "A walkway from Wilton through to the Shopping Village. More shops."
- "Signs from the shopping village! Bring back the Army!"
- "Limit charity shops. Encourage small retail shops."
- "Promote free parking."
- "A map in the Market Sq. A Butcher."
- "Reduce Business Rates and costs for taking rubbish away."
- "Free poster boards."
- "Bigger variety of shops."
- "More housing. More promotion of Wilton."
- "Quality gift shop in style of Spotted Duck. Tidier and more care for appearance."
- "Train station. More free parking."
- "More independent shops. Less charity shops. Residents parking permits/ spaces."
- "More variety of business. Advertise Wilton as an up and coming place to visit."

- "Incentive to attract new shops. Keep parking free."
- "Road improvements."
- "Keep parking free. Keep rates down."

KPI 11: TOWN CENTRE USERS SURVEY

The aim of the Town Centre Users Survey is to establish how your town is seen by those people who use it. By asking visitors, of all types, a more detailed picture can be obtained as what matters to regular visitors can be very different to someone who has never been to the place before.

The following percentage figures are based upon the completed Town Centre User Surveys.

	National Small Towns%	South West Small Towns%	Typ.%	Wilton%
Gender				
Male	38	37	39	41
Female	62	63	61	59
ge				
16-25	8	7	7	9
26-35	10	11	10	10
36-45	17	16	16	7
46-55	19	19	19	13
56-65	20	19	20	22
Over 65	26	27	27	40
What do you generally visit the Town Centre for?				
Work	15	12	18	22
Convenience Shopping	42	39	37	41
Comparison Shopping	5	6	8	9
Access Services	17	21	15	7
Leisure	13	13	13	7
Other	9	10	10	13
How often do you visit the Town Centre				
Daily	29	27	30	44
More than once a week	39	41	36	33
Weekly	15	16	15	14
Fortnightly	5	5	6	3
More than once a Month	3	3	3	0
Once a Month or Less	7	7	8	5
First Visit	2	2	3	2
How do you normally travel into the Town Centre?				
On Foot	37	42	37	43

Bicycle	2	2	2	1
Motorbike	1	1	1	1
Car	53	48	52	45
Bus	6	6	7	10
Train	1	0	1	0
Other	1	1	1	1
On average, on your normal visit to the Town Centre how much do you normally spend?				
Nothing	3	2	2	0
£0.01-£5.00	13	14	13	9
£5.01-£10.00	26	27	25	44
£10.01-£20.00	32	34	32	32
£20.01-£50.00	20	18	22	12
More than £50.00	6	5	6	2
How do you rate the physical appearance of the town centre?				
Very Good	17	19	19	17
Good	58	62	62	70
Poor	20	16	17	11
Very Poor	6	3	2	2
How do you rate the cleanliness of the town centre?				
Very Good	16	18	16	14
Good	63	67	66	73
Poor	18	13	15	12
Very Poor	4	2	2	2
How do you rate the variety of shops in the town centre?				
Very Good	8	10	10	7
Good	44	49	49	68
Poor	36	33	34	25
Very Poor	11	9	7	0
How do you rate the leisure and cultural offering in the town centre?				
Very Good	10	11	13	6
Good	49	55	53	55
Poor	33	30	29	38
Very Poor	8	5	5	1
What are the positive aspects of the Town Centre?				
Physical appearance	56	62	64	73

Shopping	49	54	53	68
Restaurants	44	47	50	37
Access to Services	75	79	78	76
Leisure Facilities	28	26	31	17
Cultural Activities	24	29	36	29
Pubs/ Bars/ Nightclubs	37	42	36	56
Transport Links	43	45	38	73
Ease of walking around the town centre	75	74	78	91
Convenience e.g. near where you live	70	69	69	85
Safety	48	49	54	63
Car Parking	46	44	41	69
Markets	34	42	54	84
Other	7	14	3	2
What are the negative aspects of the Town Centre?	0	0	0	
Physical appearance	29	22	21	13
Shopping	42	38	37	18
Restaurants	28	26	26	43
Access to Services	10	10	7	11
Leisure Facilities	37	36	33	63
Cultural Activities	37	31	29	46
Pubs/ Bars/ Nightclubs	27	22	26	22
Transport Links	22	21	28	7
Ease of walking around the town centre	9	10	11	5
Convenience e.g. near where you live	8	7	9	1
Safety	13	13	12	23
Car Parking	39	41	45	20
Markets	29	22	20	6
Other	12	19	9	5
How long do you stay in the Town Centre?				
Less than an hour	36	36	26	32
1-2 Hours	40	43	43	46
2-4 Hours	12	12	19	9
4-6 Hours	3	2	4	2
All Day	8	6	8	8
Other	1	1	1	3

What TWO suggestions would you make to improve the town centre?

- "Car parking especially on market days is difficult. Is there any possibility of more? (It's a point for Wiltshire Council but the counter-current circulation system in etc Market Square is confusing. Can the road-signs be renovated?) With Budgens/Co-op shopping facilities have improved but a butcher would be welcome. We have baker and greengrocer."
- "Removal of potholes in roads."
- "Improve state of road, need repairs. Traffic lights need re-syncing - longer delays at stop."
- "Repair M/cycle spaces on car park. Repair roads."
- "The roads."
- "Visit is too short in order to make suggestions."
- "Recycling in community centre not South St. Variety of shops."
- "Improve parking"
- "More clothes shops. More leisure."
- "More for the youngsters to do. More info around for visitors."
- "1. More responsive traffic lights. 2. Butcher/fishmonger."
- "Butchers. Fishmongers."
- "Better market more often. Parking."
- "Drivers could be a bit more considerate."
- "Dog warden. Car park spaces too small."
- "Larger car parking spaces. Needs a bypass. 20mph limit in the town."
- "More variety of shops. Butchers. A Pound Store."
- "1. Divert huge transit vehicles out of Wilton town centre. 2. Improve the traffic light timing at West/South St cross roads. Presently very dangerous. 3. Synchronise shop open/closing days."
- "Wilton comm centre garden. Road surface poor."
- "Community centre garden. External dining/coffee area in market square."
- "A seat by West St bus stop. Hope we don't lose bank or P. Office."
- "Change the line markings, on the Market Square car park to allow vehicles to park correctly. Reduce traffic flow along the A30."
- "Try to stop cars parking on yellow lines outside shops - unsafe. A bookshop and another restaurant would make it perfect."
- "More leisure facilities. Safer crossings."
- "Traffic. Wider variety of shops."
- "Butcher. Bring derelict buildings back into use."
- "Parking facility improvement. Free parking 4 miles away."
- "Better pedestrian crossing by traffic lights."

- "Improved street cleaning. Arts/Leisure centre."
- "More parking space for disabled."
- "More parking."
- "1. Improved street cleaning. 2. Dog fouling notices."
- "Community good, but leisure (?) Gym - Shopping Village. School."
- "Smarten up brickwork on buildings. Sort out car parking, need more spaces."
- "Younger shops."
- "Free parking. No more charity shops."
- "Reduce traffic. More shops - not charity."
- "Butcher/independent shops. Car parking. Community events."
- "ALL roads need repairing! Road (by traffic lights) on West Street holds the rain water in the gutters causing excessive splashing OVER pedestrians and worse onto the brickwork of my house which has caused & is causing severe damage to the brickwork. The gutters need a gully so that the water can drain away. Road maintenance COVERED the gully!! 2. Street cleaners do NOT clean as efficiently as previous years. 3. We are fortunate to have two mini supermarkets open long hours. 4. The MARKET much improved since Wiltshire Council has taken over. 5. Wilton shabby but a pleasant place to live in."
- "Easy parking on market day as it's always a difficulty."
- "Residence parking. Traffic control."
- "Do something with 2 scruffy buildings: - Silver Street near traffic lights. Old Coach Works in North Street"
- "Keep free parking. Road surface to be improved."
- "Timing of pedestrian crossing (often dangerous to cross). Eating places in the evening (more). Improved links with town centre and the shopping village."
- "Have nothing specific."
- "Removal of through traffic - bypass essential. Improvement of state of road surfaces."
- "Railway re-opened. Launderette."
- "More floral displays."
- "More shops. Better market."
- "Access by train (railway station)."
- "Better market. Fill in all the holes."
- "Shopping"
- "Primary school. Leisure centre."
- "Improvement to pavement walking areas."
- "Safety on crossing roads mainly at traffic light. A butchers and a wet fish shop."
- "Make the car parking bays larger & also larger sign pointing to the St Mary & St Nicholas Church."

- "Safe Pedestrian link over or under the A36. A sign posted link to Wilton shopping village. More shops. Another ATM. A petrol/LPG/|Electric Station. Electric charge point in market square. Recycling facilities."
- "Another ATM. Pedestrian crossing improved at lights."
- "Clean seating area under tree opposite One Stop. Provide decent bus shelter."
- "Car parking for Thurs Market."
- "A 'barrier' of some sort at the same bus stop area to stop motorists overlapping the area with their cars - this is a hazard for partially sighted folk - or mothers with push chairs having to get into the road to pass the bus stop area with folk - trolleys & car bonnets blocking the pavement area by it. Moving the litter bin near the market bus stop off the pavement by a couple of yards to allow more room for push chairs or wheelchairs trying to board or get off the bus!"
- "Tram line to Salisbury. Keep traffic wardens away."
- "Less charity more clothes shops. Stationery shop."
- "More shops on North St + West St. More things for children + teenagers stop them from getting bored and being a nuisance under the Xmas tree."
- "More parking spaces and do roads."
- "More for young people."
- "Fix potholes. Fix traffic light phasing."
- "Another market day. Earlier pub opening."
- "More youth facilities."
- "Resurface roads. Butchers."
- "Sack all the traffic wardens. As Wilton is lovely, peaceful. Leave thing alone. Wiltshire Council where nobody matters."
- "Less traffic. Less dog crap - many residents now have 2, 3 or 4 dogs. Less night barking of dogs. In fact less day barking of dogs, left alone all day while owners at work."

KPI 12: SHOPPERS ORIGIN SURVEY

The Shoppers Origin Survey tracks the general area that your town centre visitors originate from. The data can be used to target local marketing or promotional literature. It can also be used as evidence of the success of such campaigns by gauging the penetration into the population.

The postcodes gathered from businesses are split into 3 categories to be able to compare with other towns. The categories are:

- Locals; those who live within a Post Code covering the town
- Visitors; those who live within a Post Code less than a 30 minute drive away
- Tourists; those who live within a Post Code further than a 30 minute drive away

	National Small Towns%	South West Small Towns%	Typology%	Wilton%
Locals	53	52	47	41
Visitors	31	33	35	46
Tourists	16	15	18	13

APPENDIX

PARTICIPATING TOWNS IN 2013

The following towns all contributed to the Benchmarking System in 2013.

Town Name	Small or Large	Region	Typology
Clay Cross	S	East Midlands	6
Melton	L	East Midlands	2
Bury St Edmunds	L	East of England	2
Diss	S	East of England	2
Ely	S	East of England	5
Huntingdon	S	East of England	4
Ramsey	S	East of England	4
St Ives	L	East of England	4
Wickham Market	S	East of England	2
Alnwick	S	North East	2
Amble	S	North East	6
Ashington	S	North East	6
Bedale	S	North East	2
Bedlington	S	North East	6
Berwick	L	North East	6
Blyth	S	North East	6
Cramlington	S	North East	6
Haltwhistle	S	North East	2
Hexham	S	North East	5
Hornsea	S	North East	2
Morpeth	S	North East	1
Ponteland	S	North East	1
Prudhoe	S	North East	6
Ripon	S	North East	2
Alsager	S	North West	1
Alston	S	North West	n/a
Appleby	S	North West	2
Buckley	S	North West	n/a
Colwyn Bay	L	North West	n/a
Congleton	S	North West	8
Connahs Quay	S	North West	n/a
Crewe	L	North West	n/a
Disley	S	North West	1
Flint	S	North West	n/a
Handforth	S	North West	n/a

Holmes Chapel	S	North West	8
Holywell	S	North West	n/a
Kendal	L	North West	2
Kirkby Stephen	S	North West	2
Knutsford	S	North West	5
Llangefni	S	North West	n/a
Macclesfield	L	North West	n/a
Middlewich	S	North West	4
Mold	S	North West	n/a
Nantwich	L	North West	2
Penrith	L	North West	2
Poynton	S	North West	n/a
Queensferry	S	North West	n/a
Rhyl	L	North West	n/a
Saltney	S	North West	n/a
Sandbach	S	North West	8
Shotton	S	North West	n/a
Wigton	S	North West	7
Wilmslow	L	North West	n/a
Wrexham	L	North West	n/a
Barrhead	S	Scotland	n/a
Forfar	S	Scotland	2
Bagshot	S	South East	4
Basingstoke (Top of Town)	S	South East	n/a
Hungerford	S	South East	4
Sandwich	S	South East	5
Stony Stratford	S	South East	n/a
Amesbury	S	South West	4
Blaenavon	S	South West	n/a
Bradford On Avon	S	South West	5
Callington	S	South West	2
Calne	S	South West	4
Chepstow	S	South West	n/a
Cirencester	L	South West	2
Corsham	S	South West	2
Cowbridge	S	South West	n/a
Cricklade	S	South West	8
Devizes	L	South West	2
Frome	S	South West	2
Liskeard	S	South West	2
Llantwit Major	S	South West	n/a

Ludgershall	S	South West	4
Melksham	S	South West	2
Pewsey	S	South West	2
Royal Wootton Bassett	S	South West	8
Tavistock	S	South West	2
Trowbridge	L	South West	2
Warminster	S	South West	2
Westbury	S	South West	2
Westbury on Trym	S	South West	n/a
Wilton	S	South West	2
Winchcombe	S	South West	3
Alcester	S	West Midlands	2
Great Malvern	S	West Midlands	2
Ledbury	S	West Midlands	2
Ludlow	S	West Midlands	2
Newport	S	West Midlands	8
Southam	S	West Midlands	4
Tenbury Wells	S	West Midlands	2
Upton Upon Severn	S	West Midlands	3

TYPOLOGY CLASSIFICATION

Group 1 : Middle Aged, Managerial Jobs

236 places (14.7%)

This group is characterized by relatively high values on young/middle age groups (25–44), intermediate and managerial occupations, people working in public administration, education and defence, detached housing, households with adult children and a high proportion of carers. It has low numbers of residents with no qualifications. Geographically the group is found on the outskirts of the big cities and towns outside London and along the south coast from Essex and Kent and into Devon and Cornwall.

Group 2 : Single Persons, Routine Jobs

261 places (16.3%)

Places in this group are particularly characterized by persons living alone (separated/divorced and pensioners), as well as people in routine and lower supervisory and managerial occupations and people living in rented accommodation. Car ownership is low whilst travel to work by public transport is relatively high. Geographically this group is well scattered across the rural areas of the country but particularly in the East of England (Norfolk and Suffolk), in the South West (Wiltshire, Cornwall and Devon). There are few examples of this type of place around the main population centres.

Group 3 : Older Persons, Leisure Jobs

123 places (7.7%)

This group is characterized by older persons, single pensioners, workers in hotels and restaurants, and part time workers, especially among men. It also has high numbers of people working from home and of second homes. This group of places is found overwhelmingly in coastal areas (for example, on the Isle of Wight and in Devon and Norfolk) and in attractive rural areas(e.g. Hampshire, Gloucestershire and North Yorkshire).

Group 4 : Young Families, Administrative Jobs

129 places (8%)

The group is typified by high proportions of people in the 25 – 44 age groups and women looking after the home. Occupations tend to be in the higher managerial and professional groups and in public administration (including defence, teaching and social security).Most places in this group are located in what geographers have called the ‘Golden Belt’ a stretch of country going from north Wiltshire, through Oxfordshire, Buckinghamshire, Bedfordshire to Cambridgeshire with an ‘offshoot’ in Berkshire. This area grew rapidly in the period 1981-

2001 and continues to do so. There are few places of this type outside this area but where they do exist they are in the rural areas around sizeable towns.

Group 5 : Professionals, Commuting

188 places (11.7%)

This group is characterized by high proportions of professional and higher managerial workers and by people employed in intermediate managerial occupations. There are high proportions of people in financial service occupations and people who commute over 20 kilometers to work. Use of public transport is also proportionately high. There comparatively high proportions of Asian/British Asian households relative to the other groups of settlements. As might be expected from its social and occupational description, this group of rural places is predominantly located within commuting belt around Great London and particularly along the major rail routes into London. There are, however, examples of these types of places around other cities, especially Leeds/Bradford and Greater Manchester.

Group 6 : Disadvantages, Routine Employment

181 places (11.2%)

This group includes high proportions of census measures that have been used to identify social and economic disadvantages of various kinds. These include: routine and low skill occupations, lack of qualifications, unemployment, long term illness, lone parents, lack of a car and the presence of social housing. The geography of most of the members of this group is overwhelmingly that of the former coalfield areas, namely, Notts/Derby, South and West Yorkshire and Northumberland/Durham. Other, smaller, geographical clusters of places in this group are the Cumbrian coast, Teesside and east Lancashire. Places not in such clusters include Hayle (Cornwall), New Addington (Greater London) and Withernsea (East Riding of Yorkshire).

Group 7 : Routine Jobs, Agriculture/Manufacturing

209 places (13%)

This group is similar to Group 6 in that it is characterized by routine and low skill occupations and lack of qualifications. However, this also typified by high percentages of people working in agricultural and manufacturing occupations and in the wholesale trades. Unemployment (in April 2001) was low. As might be expected this group maps onto two main types of area: rural areas and generally those with labour intensive agricultural production of various kinds (e.g. Norfolk, the Fens, mid Somerset and Lincolnshire/North Lincolnshire) and around the major manufacturing centres of the West and West Midlands, West Yorkshire and Humberside.

Group 8 : Age Mix, Professional Jobs

290 places (18%)

This, the largest single group in the typology, is also typified by professional and managerial workers and high levels of educational qualifications but is distinguished from Group 1 by a broader age range (relatively high numbers of young people, but also of middle aged and older people) and from Group 6 by lower levels of longer distance commuting. Also unlike either of these groups there are high proportions of households in detached houses and very low levels of public transport use. The geography of this group is similar to Group 4 in that it is mostly concentrated within the 'Golden Belt' of Middle England. However, it is nationally more widespread than Group 4 and includes locations on the outskirts of all the major urban centres outside London with the notable exception of Tyneside where only Castle Morpeth and Coxhoe (both somewhat distant from the conurbation), are of this type.

BUSINESS UNIT DATABASE

CAR PARKING DATABASE

WILTON TOWN SUMMARY

Summary

The Town Team's decision to undertake the first benchmarking survey of the town was driven by a number of factors:-

. to gain a better understanding of the make-up and nature of the "offer", for the benefit of decision-makers, individual businesses and the Wilton and District Business Chamber, and others

. to gather reliable data on which to base future planning and strategy

. to establish a base from which to asses, in the future, the impact of the expansion of the town at Wilton Hill, the effect of the disruption occasioned by extensive roadworks and the effectiveness of strategies implemented as a result of the 2013 data.

We are grateful to Wilton Town Council for funding the licence and training with AMT, in order to facilitate benchmarking in 2013.

Analysis of the key indicators shows:-

1. **An obvious need to boost footfall**.
   There may be many reasons why the footfall measured was low in comparison with other towns (it was October, Wilton House had closed for the season, poor weather etc.) but the figures are striking.

. An average of 82 people were counted in 10 minutes on a market day (vs 112 in other small towns in the South West) and 47 on a quiet day (vs 84).

. The only way to encourage more footfall to individual businesses is to promote increased footfall, generally, to the town/Shopping Village.

2. **The desire/need for a greater variety of shops and a broader range of services**

. At the time of the survey there were no vacant units in the town (vs 8% elsewhere), but the town is replete with charity shops (and hairdressers)

. There is no key attractor in either the town or at WSV (vs 6% in similar towns).

. If Wilton is viewed as a whole – combining the town and WSV - compared with other small market towns, Wilton has a low number of convenience stores and professional services (no solicitor, estate agent)

. The high percentage of D1 units, shows the breadth of the community offer – Michael Herbert Hall, Community Centre, Wilton House, Italianate Church etc., as well as doctors, the dentist, other churches, the library

3. **Car Parking issues**

Although Wilton needs to increase its footfall, there are car parking issues.

. Car Parks, typically, account for 80 – 90% of spaces in small market towns. In Wilton it is less than 40%, whereas on street parking is, typically, 12 – 20%, but in Wilton is more than 60%.

. There is virtually no spare parking capacity (6%) on a market day and only 14% on a quiet day. Anything less than 15% capacity is seen as critical.

. If the figures for WSV and the town are amalgamated, there is 26% capacity on a market day (which is average) and 32.5% on a quiet day vs 38% – 45% in other small market towns.

4. **Business Confidence**

. Wilton town has 10% fewer retail units than other small market towns, but not when combined with WSV

. Both the town and the Shopping Village have more than double the number businesses which are less than a year old.

. Businesses in the town report a high increase in turnover in the past year (55% vs 40% in other towns) and high increase in profitability (45% vs 30 – v36%), whereas at the Shopping Village only 10% report an increase in turnover and only 22% an increase in profitability.

. Businesses in both the town and The Shopping Village have an optimistic view of the future.

5. **Business Views**

a)Positive

. potential tourist customers (29% of businesses in the town and 80% at WSV)

. car parking (76% of businesses in the town and 90% at WVS). Nationally, the figure is only 39%. The findings for the parking survey do not support this optimism, however

. 27% of businesses in the town and 30% at WSV consider rental values/ property costs to be good. That figure is 13 – 19% nationally.

. 31% of businesses consider the market(s) in the town to be good. That figure is 16-18% nationally.

b) **Negative**

. Double the number (compared with other towns) of businesses in the town and at WSV consider the labour pool and the environment to be poor.

. 32% of businesses consider the mix of the retail offer to be poor. That figure is 20%, or less, nationally.

. Only 26% of businesses (17% at WSV) consider parking a negative, compared with 58% in other small market towns in the region.

. 26% of businesses in the town and 67% at WSV consider competition from the internet to be a negative. That figure is 40%, nationally.

c) Suggestions for improvement

. more retail space and more “one offs”

. attract good retail outlets

. would benefit from a butcher, wedding shop, more for younger people

. encourage retailers to improve visual appearance

. support the re-opening of the train station
. fewer charity shops
. walkway from the town to WSV and a Market Square map
. increase co-operation between Wilton House/Garden Centre, WSV, the town
. more advertising

6. Town Users

. a broadly unremarkable profile compared with other small market towns, but with a higher than national percentage of over 65's (40% vs 26%)
. a higher than national percentage of users valuing the proximity to where they live 85% vs 70%) and car parking (69% vs 46%) as positives.
. 84% of users viewed the market as a positive, double the national figure.

a) Town Users' suggestions for improvement

. most commented on the need for greater variety of offer. More independent, specialist shops, including a butcher, an additional market day etc.
. car parking on market days, parking generally and pedestrian safety (A36 crossing)
. the poor state of road surfaces (work is now underway)
. more leisure facilities and opportunities for the young

Conclusion and Recommendations

Increasing footfall

. A coordinated approach, involving all stakeholders, is required. Firstly, they should be approached to share their ideas.
. Local businesses need to co-operate more, promoting each other and the town. Membership and liaison with the Business Chamber is to be actively encouraged.
. There is a clear need to strengthen links between the town of Wilton and WSV, encouraging visitors to spend time (and money) in both. Establishing a physical walkway, a "town trail" and promoting both, is recommended.
. If Wilton is to increase its footfall, there are parking issues to address. Is there a possibility of increasing parking provision ? How much parking capacity is used by residents (and their visitors), or used as a free alternative to "Park and Ride" etc. ?
. Visitors/shoppers need to be encouraged to spend time and money at WSV and leave their cars there when going on to spend time/money in the town.
. If Wilton is to be competitive, distinct from Salisbury, act as a Service Centre (being the only town in the Community Area) and ensure the integration of the new development at Wilton Hill, it needs both a key attractor and a good variety of individual, specialist outlets (and fewer charity shops and hairdressers).
. There is clear evidence that the current market provision is valued by both town users and businesses. Good quality markets provide competition and choice. Wilton Market has only 7 regular traders and 6 at the Friday Country Market (vs an average of 16 in other comparable towns). Wilton needs to build on the success of its markets, in terms of size and, perhaps, regularity.
. Promoting Wilton needs to be undertaken locally, regionally and more widely. Surprisingly, the survey showed fewer locals in the town is indicated in figures for other small market towns (41% vs 52%). At WSV, there were only 9% of locals (41% in the town), 33% of visitors (46% in the town and 57% of tourists (13% in the

town). The Town Users' questionnaire, designed for market towns was, therefore, unsuitable for use at WSV.

. although the businesses on the trading estates are not included in the Town benchmarking exercise and report, it is important that they are included in a directory to show the full range of goods and services on offer.

Increasing awareness of the community offer

. Both businesses and town users (local and otherwise) need to made more aware of the range of educational, leisure and other activities on offer. The questionnaires from both groups indicate little knowledge of what is available.

. The Town Team's proposed Town Diary and Wilton Website will prove useful, but local venues need to be encouraged to advertise and promote their programme of activities.

David von Zeffman, President of Wilton and District Business Chamber,
Chair of Wilton Town Team. July 2014