

Broxbourne Council Market Towns Future Retail Strategy

Draft Version

June 2009

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**Broxbourne Council Market Towns
Future Retail Strategy**

June 2009

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Broxbourne Council Market Towns

Future Retail Strategy

June 2009

1. BACKGROUND & OBJECTIVES

Broxbourne Council needs support developing a future retail strategy for its market towns

- Broxbourne Council has asked Javelin Group for support in developing a retail strategy for the key Broxbourne market towns, Hoddesdon, Waltham Cross and Cheshunt.
- The primary aim of this work will be to help demonstrate the future commercial vitality of Hoddesdon, Waltham Cross and Cheshunt.
 - This will draw on a review of each of the towns and highlighting comparison locations across the South East
- Javelin Group has previously carried out an evaluation of the trading potential of Greater Brookfield for Bayfordbury Estates.

Research will demonstrate vitality of analogy towns

- Research submitted to the Council will focus on the following issues:
- **Hoddesdon:**
 - Focus on highlighting potential opportunity for Waitrose in Hoddesdon
 - > Identification of analogy towns comparable with Hoddesdon in Waitrose portfolio
 - Identify opportunity for an improved comparison goods retail offer in Hoddesdon with the addition of Waitrose as catalyst
 - > Profile of retail offer in analogy towns (mix by product sector, multiple vs independent mix, market positioning, retail performance)
 - > Retailer gap analysis
 - Commentary on potential opportunity for Tower Shopping Centre
- **Waltham Cross & Cheshunt:**
 - Benchmarking of Waltham Cross and Cheshunt against relevant analogy towns
 - > Profile of retail offer in analogy towns (mix by product sector, multiple vs independent mix, market positioning)
 - > Retailer gap analysis

1. Background & Objectives • Deliverables

Core deliverables include...

1. Highlight realistic opportunity for Waitrose store in Hoddesdon
2. Highlight how arrival of Waitrose could be the catalyst for an improved comparison goods offer
3. Highlight realistic tenant mix opportunities for Waltham Cross and Cheshunt

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2. INTRODUCTION

2. Introduction

Benchmark locations identified using a number of different criteria

- Suitable aspirational South East benchmark centres have been selected for Hoddesdon, Waltham Cross and Cheshunt based upon the following criteria:
 - Region
 - VENUESCORE (i.e. scale of venue – see following pages for explanation)
 - Market positioning of retail offer (i.e. how upscale/aspirational or discount/value-oriented the retail offer is)
 - Comparable 15 minute drivetime catchment demographics
 - > Number of residents
 - > Demographic profile of residents
 - Proximity to a more dominant competing retail offer
- These benchmark centres are then used to understand the potential future strategies required for each of the town centres to trade alongside one another as well as Brookfield.

2. Introduction

VENUESCORE is one of Javelin Group's tools used to help us identify comparison towns

- VENUESCORE is a ranking based on the presence of multiple retailers and foodservice (i.e. cafes and restaurants) operators found in a retail venue.
 - Retail venues include town centres, standalone shopping centres, retail parks and factory outlets.
 - Retailers and foodservice operators are scored based on their perceived influence on consumer decisions about where they choose to do their shopping
 - > Department store/major supermarket operators are given a higher score than standard unit store multiples
- Aggregating these scores for retailers and foodservice operators in each retail venue creates the venue's VENUESCORE which, in turn, allows us to rank all retail venues and draw comparisons between them
- VENUESCORE is also a tool which allows us to profile retail offers according to its market positioning bias (i.e. how upscale/aspirational or discount/value-oriented it is)
 - Each retailer is classified according to its market position and the overall profile of each venue is compared against national benchmarks

- VENUESCORE ranks the venues in the following way:

- **Hoddesdon** –
VENUESCORE 38 –
Ranks 618th – 'Minor District' status
- **Waltham Cross** –
VENUESCORE 51 –
Ranks 474th – 'District' status
- **Cheshunt** –
VENUESCORE 11 –
Ranks 1,870th –
'Local' status



© **VENUESCORE**

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3. EXECUTIVE SUMMARY

3. Executive Summary

Key to future of Hoddesdon lies in securing Waitrose

- 6 key steps to strengthening Hoddesdon:-
 1. Addition of Waitrose will lift profile and allow Hoddesdon to better exploit its strengths – catchment profile and pleasant shopping environment.
 2. Presence of Waitrose would register on radar of niche aspirational fashion multiples (e.g. Phase 8, Fat Face etc.) – Bircherley Green in Hertford is a good benchmark.
 3. Strengthening the foodservice offer with operators such as Pizza Express or ASK alongside Starbucks or Costa will also help raise profile and increase reasons for consumers to come to the town centre and also times of day when they come to the town centre.
 4. Improving parking provision will be important to making Hoddesdon an easier place to come shopping.
 5. Promote the street market in Hoddesdon as a point of difference for the town in order to draw people to the town centre.
 6. Engaging UBS Triton Property, as owners of Tower Shopping Centre, is central to progressing some of these proposals
- Hoddesdon has a predominantly convenience goods retail focus.
- Strengthening the convenience goods offer could be the catalyst for some improvements to the comparison goods offer, particularly if a distinct market position is adopted.
- High vacancy levels in Tower Shopping Centre do not help Hoddesdon's image as a retail venue and, if development proceeds in Brookfield, this poor image could be damaged further.

3. Executive Summary

Key to Waltham Cross' future: larger supermarket, foodservice, build on value strength

- 5 key steps to strengthening Waltham Cross:-

1. Increasing the size of the main town centre supermarket (Sainsbury's) is central to Waltham Cross' successful future.
2. Addition of value anchors such as Wilkinson, Matalan or TK Maxx will also increase its destination appeal and differentiation from surrounding venues.
3. Strengthening the foodservice offer with operators such as Nando's or Pizza Express alongside Caffè Nero, Starbucks or Costa will increase reasons for consumers to come to the town centre and also times of day when they come to the town centre.
4. Parking provision and access to the parking should be improved.
5. Promote the street market in Waltham Cross as a point of difference for the town in order to draw people to the town centre.

- Waltham Cross has a mixed (comparison and convenience) offer which potentially makes it vulnerable to development elsewhere.
- However, the fact it has a more established and varied offer also makes it more resilient.
- Improvements to Waltham Cross' offer are therefore more likely to be incremental rather than dramatic.

3. Executive Summary

Key to Cheshunt's future: convenience unit store retail, foodservice

- 3 key steps to strengthening Cheshunt:-
 1. Addition of convenience goods unit store retailers such as Boots, Superdrug, WHSmith will add some variety to offer.
 2. Strengthening the foodservice offer with operators such as Pizza Express (in the former RJ's unit?) alongside Caffè Nero or Costa will increase reasons for consumers to come to the town centre and also times of day when they come.
 3. Environment around roundabout should be improved.
- Cheshunt is predominantly a convenience goods retail venue and is likely to remain so in the future.
- Any development at Brookfield is unlikely to have a major impact on retailers in Cheshunt due to the differing types of shopping trip that each location represents.
- Nevertheless, there are some small improvements which could both widen Cheshunt's appeal as a retail offer and increase the number of reasons for visiting and staying.

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4. REVIEW OF HODDESDON

4. Review of Hoddesdon • Introduction

Hoddesdon has an attractive shopping environment, let down by vacancies in Tower SC



- Hoddesdon provides an attractive shopping environment with the exception of Tower SC which was recently refurbished but remains largely unlet.
- Food shopping in the town centre is very limited with only a Tesco Express.
- Sainsburys and Netto are also present but, as they are edge of town, the rest of the town centre does not benefit from their presence.
- Foodservice provision is also under-exploited with Caffè Nero the only recognised operator.

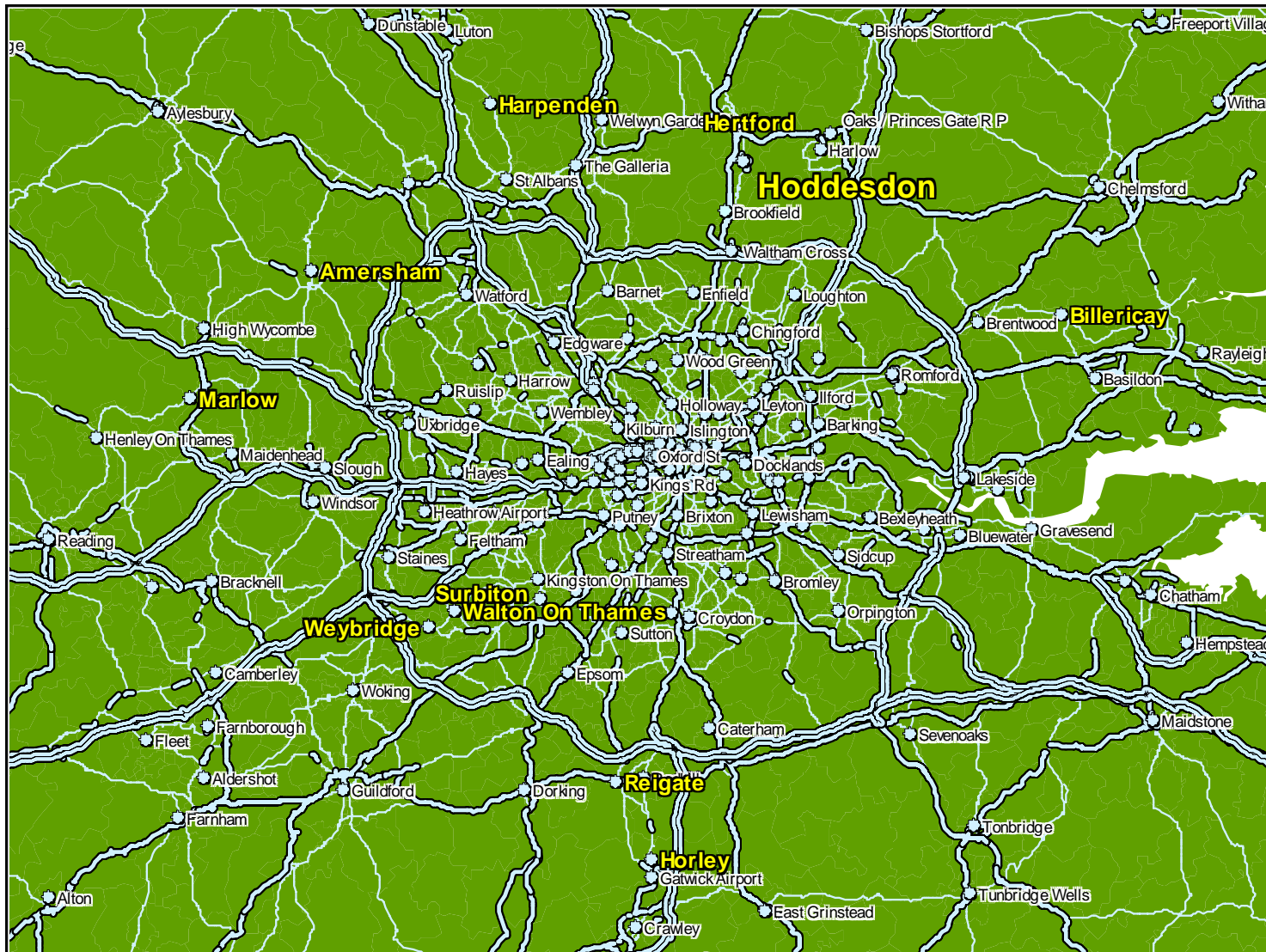
4. Review of Hoddesdon • Tower Shopping Centre

Regeneration of Tower Shopping Centre is central to Hoddesdon's future strategy

- Any retail strategy adopted for Hoddesdon will need co-operation from the owners of Tower Shopping Centre, UBS Triton Property.
 - Despite a refurbishment in mid 2008, the centre remains only 35% let (approx. 20 vacant units), a situation recently exacerbated by the closure of Woolworths.
 - With 240 car parking spaces, the centre should be well-placed to attract a national multiple, in particular a supermarket operator.
 - Current key tenants include Argos, Superdrug, Lloyds Pharmacy
- Tower Shopping Centre is 112k gross sqft and opened in 1964.
 - 240 car parking spaces are available.

4. Review of Hoddesdon • Hoddesdon Benchmarks

Benchmark locations for Hoddesdon....



• Comparable locations to Hoddesdon in the South East include:

- Amersham
- Billericay
- Harpenden
- Hertford
- Horley
- Marlow
- Reigate
- Surbiton
- Walton on Thames
- Weybridge

• See following page for key headlines about each location.

4. Review of Hoddesdon • Benchmark Locations • Summary

Benchmark towns selected on basis of scale of venue and catchment demographics

Hoddesdon • Benchmark Venues • Summary

	Hoddesdon	Amersham	Billericay	Harpenden	Hertford	Horley	Marlow	Reigate	Surbiton	Walton on Thames	Weybridge
Venue Characteristics											
VENUESCORE	38	47	33	36	55	32	36	34	38	96	36
Location Grade	Minor District	District	Minor District	Minor District	District	Minor District	Minor District	Minor District	Minor District	Major District	Minor District
Ranking	618	510	722	663	443	744	663	702	618	239	663
Market Positioning Profile (100=Average)	77	108	97	112	107	88	130	126	114	114	126
Supermarket Operators	Sainsburys	Tesco	Waitrose	Waitrose, M&S Simply Food, Sainsburys	Waitrose, M&S Simply Food, Tesco	Waitrose, Sainsbury's	Waitrose, M&S Simply Food, Sainsburys	M&S, Morrisons	Waitrose, M&S Simply Food, Sainsburys	Sainsbury's	Waitrose
Key Non-Food Operators	New Look, Peacocks	Jaeger, Phase Eight	M&Co, New Look	Phase Eight, JoJo Maman Bebe	Monsoon, New Look	Original Factory Shop, M&Co	Viyella, White Stuff	Fat Face, White Stuff	M&Co, Clarks	Desire by Debenhams, Next, H&M	Phase Eight, Laura Ashley, Fat Face
Key Foodservice Operators	Pizza Hut, Caffe Nero	Pizza Express, Costa	ASK, Prezzo, Caffe Uno	Pizza Express, Caffe Nero	Pizza Express, ASK, Caffe Nero	Subway	Pizza Express, Chez Gerard, Starbucks	Pizza Express, ASK, Starbucks, Caffe Nero	Zizzi, Starbucks, Costa, Caffe Nero	Giraffe, Nando's, Starbucks, Costa	Pizza Express, Prezzo, Dexter's,
Key Major Venues	Brookfield	High Wycombe	Basildon	Luton, St Albans	Stevenage	Crawley	High Wycombe	Sutton	Kingston	Kingston	Kingston
15 Minute Drivetime Catchment Characteristics											
Drivetime (Mins)	15	15	15	15	15	15	15	15	15	15	15
Resident Population	187,180	143,060	176,324	175,819	164,543	211,213	172,973	144,442	319,428	199,975	207,028
# AB	33,731	37,718	31,985	41,261	32,409	40,747	40,997	32,764	82,922	43,982	46,057
# C1	38,748	29,281	35,131	33,783	33,532	44,055	35,127	29,901	71,263	43,835	45,227
# ABC1	72,479	66,998	67,116	75,044	65,941	84,802	76,123	62,665	154,184	87,817	91,284
% AB	28%	43%	29%	37%	31%	31%	37%	37%	40%	35%	35%
% C1	32%	33%	32%	30%	32%	33%	32%	33%	34%	35%	35%
% ABC1	60%	76%	61%	67%	63%	64%	69%	70%	75%	70%	70%

Amersham provides an aspirational retail offer



- Amersham has a relatively upmarket retail offer although the retail environment is relatively out-dated.
- Large Tesco supermarket outside town centre leaving M&S Simply Food as main in-town food offer.
- Waterstones operates a small store in the town, one of the smallest retail venues for the chain.
- Starbucks and Costa cafes are a sign of affluence levels.
- Aspirational fashion (e.g. Phase 8 principally provided by Old Amersham).

Billericay provides a more attractive shopping environment to Basildon



- Good sized Waitrose store located on the main high street. The store also provided main car park for the town.
- Good quality independent clothing , jewellery, and home wares stores.
- Presence of good quality catering retailers such as Strada, Prezzo, and Cafe Uno.
- Presence of mid market retailers such as Boots, Argos and Superdrug.

Harpenden provides an attractive setting for aspirational retail



- Harpenden provides an attractive retail environment for its aspirational set of retailers.
- With Waitrose as supermarket anchor, the town has successfully also attracted non-food operators such as Phase Eight and JoJo Maman Bebe.
- Pizza Express, Caffe Nero, Slug & Lettuce all help to animate the town centre and keep it vibrant throughout the day.
- Proximity to Luton, St Albans and Hemel Hempstead has not prevented it from thriving.

Hertford provides a good local example for what Hoddesdon should aspire to



- Out-of-town Tesco supported by M&S Simply Food and Waitrose in town centre.
- Numerous aspirational retailers present such as Monsoon, Accessorize and CC.
- Very strong foodservice offer including recognised chains such as Ask, Cafe Rouge, Caffe Uno and Pizza Express as well as independents.
- Small shopping centre, Bircherley Green, anchored by Waitrose, an appropriately sized centre with free parking on Sunday.

Horley is another example of a Waitrose-anchored town centre



- Waitrose provides the main food retail offer in Horley.
- Original Factory Shop is a growing business and its presence gives Horley something different to its competitors.
- Foodservice offer is actually fairly weak and could be improved.
- Proximity to Basingstoke has not prevented businesses such as Waitrose locating here.

Marlow's retail offer is the most aspirational of the benchmark venues



- Very upmarket retail offer reflecting the affluent demographics of its catchment.
- M&S Simply Food, Waitrose and Sainsburys Local operate in the town centre.
- Numerous aspirational retailers trade in the town, such as: Monsoon, East, Jack Wills.
- Aspirational foodservice offer further supports the retail offer.

4. Review of Hoddesdon • Hoddesdon Benchmarks • Reigate

Reigate provides a strong aspirational retail offer



- Morrison's Superstore located behind the main high street with walkways through to the town centre.
- Good provision of restaurants such as Cafe Rouge, Chez Gerard, Strada and Pizza Express, as well as good provision of independent catering and cafes.
- Presence of Upper and Upper Mid retailers such as Phase Eight, Fat Face, White Stuff and Jones Bootmaker.
- Low proportion of independent retailers. Those present had a upper mid market feel to them.

Surbiton provides a busy retail environment with strong food retail and foodservice



- Surbiton's retail offer focuses on a main road running through the town centre – not as attractive as Hoddesdon.
- Waitrose, M&S Simply Food and Sainsbury's provide the food offer while the foodservice offer is strong with Zizzi, Starbucks, Costa and Caffè Nero.
- Strong foodservice ensures the town centre remains busy throughout the day.
- Despite being located close to Kingston, the town performs well.

New shopping centre in Walton on Thames has dramatically increased its status



- The opening of The Heart has transformed Walton on Thames, bringing many national multiples to the town including Desire by Debenhams.
- At 240k sqft, The Heart is approx. double the size of Tower SC.
- The ability to attract Desire by Debenhams will have played an important role in the unit store offer that is found there.
- Very strong foodservice offer ensures the town centre is vibrant even outside of traditional shopping hours.

Weybridge has niche aspirational retail and f&b despite less attractive retail environment



- Weybridge's retail offer focus on a relatively busy main road running through the town centre – a less attractive retail environment than Hoddesdon.
- Affluent catchment results in the presence of a number of 'niche' aspirational multiple retailers such as Phase Eight and Fat Face, as well as Waitrose as supermarket anchor.
- Strong foodservice offer with Pizza Express, Prezzo and Dexter's offering dining as well as Starbucks and Coffee Republic.

4. Review of Hoddesdon • Hoddesdon Benchmarks • Profile of Offer

Clear differences in Hoddesdon's offer compared to benchmarks.....

Hoddesdon • Profile of Commercial Offer

	Hoddesdon (%)	Benchmark Locations Average (%)	Hoddesdon vs Benchmark Average (Index: Benchmark Avge=100)
Product Sector Mix			
Clothes & Fashion	4.7	11.9	40
Health & Beauty	14.2	15.1	94
Home & Garden	12.3	14.0	88
Food & Drink	9.4	5.2	180
Other Shops & Amenities	38.7	35.1	110
Foodservice	17.0	14.7	116
Pubs, Bars & Clubs	3.8	4.1	93
Total	100.0	100.0	100
Multiple vs Independent			
Clothes & Fashion			
- Multiples	40.0	41.3	97
- Independents	60.0	58.7	102
Shops & Amenities			
- Multiples	46.3	40.8	113
- Independents	53.7	59.2	91
Foodservice			
- Multiples	22.2	30.2	73
- Independents	77.8	69.8	111

Source: LDC, Javelin Group

- Javelin Group has assessed the retail offer in Hoddesdon compared with the benchmark locations focusing on:
 - Product sector mix
 - Multiple/Independent balance
- This highlights following key weaknesses :
 - Clothes & Fashion
 - Multiple Foodservice offer
- Consequently, these represent opportunities for how Hoddesdon's offer might be improved.
- NB: %'s derived by classifying each store in each location by dominant product sector and whether it is a national multiple or independent

4. Review of Hoddesdon • Hoddesdon Benchmarks • Gap Analysis

Numerous key retailers missing from Hoddesdon but present in benchmarks...

Hoddesdon • Gap Analysis vs. Benchmark Venues

Retailer	Sector	Category	Presence in Benchmark Venues (10)
Dollond & Aitchison	Miscellaneous Goods	Opticians	7
Pizzaexpress	Foodservice	Restaurants	7
M&Co	Clothing & Accessories	General Clothing	6
Martin's	Miscellaneous Goods	CTN	6
Thomas Cook	Travel Services	Travel Agents	6
Waitrose	Food-To-Take-Home	Supermarkets	6
Blockbuster Superstores	Retail Services	Video Rental	5
Caffe Uno	Foodservice	Restaurants	5
Clarks	Clothing & Accessories	Footwear	5
Co-op	Food-To-Take-Home	Convenience Stores	3
Holland & Barrett	Food-To-Take-Home	Health Foods	5
Marks & Spencer-Simply Food	Food-To-Take-Home	Supermarkets	5
Starbucks Coffee	Foodservice	Coffee Shops	5
W H Smith	Leisure Goods	Bookshops	5
Ask	Foodservice	Restaurants	4
Carphone Warehouse	Electrical Goods	Mobile Phones	4
Monsoon	Clothing & Accessories	Womenswear	4
Phase Eight	Clothing & Accessories	Womenswear	4
Robert Dyas	DIY	DIY	4
Thomson	Travel Services	Travel Agents	4
CC	Clothing & Accessories	Womenswear	3
Costa	Foodservice	Coffee Shops	3
Crew Clothing Co	Clothing & Accessories	General Clothing	3
Fat Face	Clothing & Accessories	Sportswear & Equipment	3
Greggs The Bakers	Food-To-Take-Home	Bakers	3

- Numerous key retailers commonly found in benchmark venues and not currently in Hoddesdon.
- Grocery retailers including Waitrose and M&S Simply Food.
- Key fashion retailers including Clarks, Monsoon, Phase Eight, CC, Crew Clothing and Fat Face.
- Key foodservice operators including Pizza Express, Caffe Uno, Ask, Starbucks and Costa.

4. Review of Hoddesdon • Hoddesdon Benchmarks • Gap Analysis

Numerous key retailers missing from Hoddesdon but present in benchmarks...

Hoddesdon • Gap Analysis vs. Benchmark Venues

Retailer	Sector	Category	Presence in Benchmark Venues (10)
JD Wetherspoon	Foodservice	Pubs / Restaurants	3
Majestic Wine Warehouses	Food-To-Take-Home	Off-Licences	3
Oddbins	Food-To-Take-Home	Off-Licences	3
Wimpy	Foodservice	Fast Food / Take Away	3
Batemans Opticians	Miscellaneous Goods	Opticians	2
Cargo HomeShop	Furniture & Carpets	General Furniture	2
Chez Gerard	Foodservice	Restaurants	2
Claire's	Clothing & Accessories	Fashion Accessories	2
East	Clothing & Accessories	Womenswear	2
F Hinds	Clothing & Accessories	Jewellers	2
Halfords	Miscellaneous Goods	Car Accessories	2
Jaeger	Clothing & Accessories	General Clothing	2
Julian Graves	Food-To-Take-Home	Health Foods	2
Laura Ashley	Clothing & Accessories	Womenswear	2
Mcdonald's	Foodservice	Fast Food / Take Away	2
Nicolas	Food-To-Take-Home	Off-Licences	2
Noa Noa	Clothing & Accessories	Womenswear	2
Perfect Pizza	Foodservice	Fast Food / Take Away	2
Prezzo	Foodservice	Restaurants	2
Slug & Lettuce	Foodservice	Pubs / Restaurants	2
Snappy Snaps	Retail Services	Photo-Processing	2
Space NK Apothecary	Health & Beauty	Toiletries / Cosmetics	2
Stead & Simpson	Clothing & Accessories	Footwear	2
Subway	Foodservice	Fast Food / Take Away	2
Tchibo	Miscellaneous Goods	Miscellaneous Non-Food	2

• Slightly less commonly found in benchmark locations are:

- Chez Gerard
- Laura Ashley
- Prezzo
- Slug & Lettuce
- Space NK
- Subway

43 stores in Waitrose portfolio in venues of similar scale as Hoddesdon

Waitrose • Profile of Portfolio

Location Grade	Example Locations	No. of Stores	% of Portfolio
Major City	Nottingham, Newcastle	3	1.4
Major Regional	Milton Keynes, Southampton	7	3.2
Regional	St Albans, Stevenage	18	8.1
Sub-Regional	Welwyn Garden City, Epsom	12	5.4
Major District	Bishops Stortford, Hitchin	20	9.0
District	Hertford, Henley on Thames	35	15.8
Minor District	Harpenden, Weybridge	43	19.5
Local	Thatcham, Esher	47	21.3
Minor Local	Amphill, Twyford	36	16.3
Total		221	100.0

- Waitrose is a key missing retailer from Hoddesdon's offer.
- Its presence would be a clear sign of the town's vitality and could attract other retailers and foodservice operators.
- Very strong evidence of Waitrose taking stores in venues of a similar scale to Hoddesdon.

4. Review of Hoddesdon • Waitrose Opportunity

Hoddesdon's 15 min catchment - similar profile to current Waitrose venues of same status

Hoddesdon • 15 Minute Drivetime Catchment • Benchmarking vs Other Minor District Venues with Waitrose

15 Minute Drivetime Catchment Profile						
Venue	Region	Population	#AB	#ABC1	%AB	%ABC1
Hoddesdon	South East	187,180	33,731	72,479	28.1	60.4
Minor District Venue Average *		171,835	34,764	68,723	32.6	64.1
Cheadle	North West	360,571	65,133	134,334	29.0	59.8
Stockbridge	Scotland	350,006	72,863	151,267	30.7	63.8
Morningside	Scotland	341,380	69,385	142,389	30.5	62.5
Portswood	South East	328,339	48,230	111,743	23.2	53.7
Woodley	South East	252,024	61,616	113,103	37.7	69.2
Rickmansworth	South East	247,761	57,051	107,626	37.1	70.0
Kenilworth	West Midlands	234,541	46,051	88,068	31.7	60.7
Billericay	South East	232,038	42,314	89,727	29.0	61.6
Chandlers Ford	South East	230,532	45,508	89,427	31.9	62.6
Cobham	South East	219,373	55,965	101,090	41.7	75.2
Weybridge	South East	215,100	47,479	94,434	35.0	69.6
Horley	South East	211,213	40,747	84,802	30.6	63.6
Headington	South East	206,895	41,661	80,693	33.0	63.8
Allington	South East	205,419	36,913	78,274	28.3	60.1
Rushden	East Midlands	188,447	28,626	61,924	24.2	52.4
Harpenden	South East	170,692	40,012	72,835	36.7	66.8
Droitwich	West Midlands	167,181	31,637	62,178	29.9	58.8
Easthampstead	South East	165,465	41,730	76,037	38.9	70.8
Berkhamsted	South East	155,451	34,213	65,231	35.3	67.4
Romsey	South East	140,198	26,215	52,540	30.2	60.4
Abingdon	South East	133,544	28,759	54,127	34.7	65.3
Chesham	South East	132,917	33,931	60,757	41.4	74.1
Leighton Buzzard	South East	113,660	22,467	45,038	31.0	62.2
St Ives	East Anglia	81,254	14,182	27,870	32.4	63.6
Godalming	South East	80,899	20,361	36,034	41.3	73.0
Thame	South East	70,310	16,732	30,797	37.7	69.5
Saffron Walden	South East	60,192	8,599	15,882	36.4	67.3
Tenterden	South East	43,738	7,259	15,588	28.8	61.9
Sidmouth	South West	43,505	6,112	14,021	26.1	60.0
Marlborough	South West	41,823	8,262	15,746	33.2	63.2
Bridport	South West	37,491	4,704	11,211	22.7	54.1
Hexham	North	36,750	7,722	14,337	34.4	63.8

* Excluding Greater London stores

- With 187k residents within a 15 minute drivetime, Hoddesdon compares favourably against its peer group of venues which already have a Waitrose store.
- Focusing on key ABC1 (affluent) residents, Hoddesdon also compares favourably.
- On this basis, Waitrose should have an interest in a store in Hoddesdon.

4. Review of Hoddesdon • Waitrose Opportunity

Hodd'don catchment has bias towards shoppers with high propensity to shop at Waitrose

Hoddesdon • 15 Minute Drivetime Catchment • 'Fit' with Waitrose

Personicx Geo Code	Group Name	Affluence Indicator (1=Affluent: 5=Not Affluent)	Hoddesdon 15 Min Catchment %	UK %	Hoddesdon vs UK Index: UK Ave=100	Propensity to shop at Waitrose * Index: UK Ave=100
GM225	Urban Terraces	2	8.3	1.5	564	113
GM433	Jam-packed Households	4	7.4	1.7	445	75
GX203	Social Explorers	2	4.8	1.5	315	136
GF216	Travel & Timeshare	2	4.8	2.0	240	85
GM342	Shrewd Solos	3	4.4	1.4	319	133
GM244	Detached in the City Suburbs	2	4.2	1.7	246	172
GM232	Healthy, Wealthy & Wise	2	4.1	1.7	235	195
GF109	Affluent Modern Families	1	3.6	2.4	152	149
GX229	Educated Professionals	2	3.3	1.3	259	221
GM235	Semi-Detached Success	2	3.1	1.8	179	68
GF408	Income Supported	4	3.0	1.7	174	33
GR250	Financially Savvy Retirees	2	2.9	1.8	167	84
GF128	Spending Sporty Families	1	2.8	2.3	122	276
GM143	Gourmet Travellers	1	2.7	2.0	137	340
GR559	Budget Conscious Pensioners	5	2.6	2.3	111	39
Top 15 Sub-Total			62.2	27.1	230	141

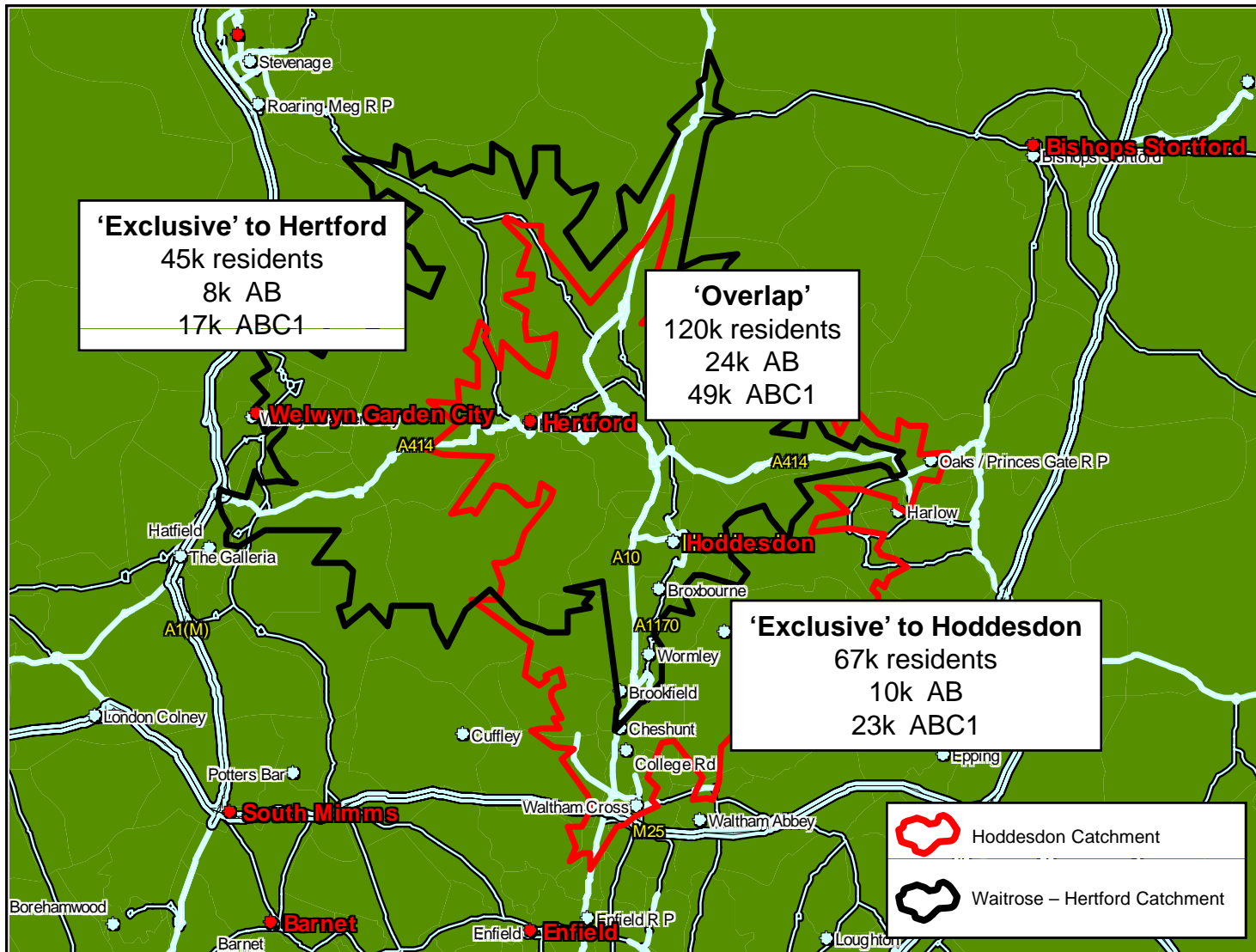
* Source: Acxiom national consumer survey

NB: Top 3 Personicx groups with highest propensity to shop at Waitrose are: Flats & Convertibles, Gourmet Travellers, Mature Convertible Drivers

- Personicx Geo is a lifestyle demographic segmentation tool which divides all UK residents into 1 of 60 different groups based on behaviours and attitudes.
- The 15 Personicx Geo groups most prevalent in Hoddesdon's 15 minute catchment account for 62% of all residents.
- These groups account for 27% of the UK's population – i.e. they account for more than double than typical.
- Based on a national survey of shopping behaviour, these groups are typically 40% more likely to shop at Waitrose than average.

4. Review of Hoddesdon • Waitrose Opportunity

Hoddesdon represents realistic opportunity for Waitrose in this region



- Some overlap exists between the 15 minute drivetimes of the existing Hertford store and a hypothetical store in Hoddesdon.
- However, a new store in Hoddesdon would bring an additional 67k residents (of which 23k are target ABC1 residents) within a 15 minute drivetime of a Waitrose store.
- Hoddesdon represents a realistic option with sites in the Tower Shopping Centre currently available.

Key to future of Hoddesdon lies in securing Waitrose

- 6 key steps to strengthening Hoddesdon:-
 1. Addition of Waitrose will lift profile and allow Hoddesdon to better exploit its strengths – catchment profile and pleasant shopping environment.
 2. Presence of Waitrose would register on radar of niche aspirational fashion multiples (e.g. Phase 8, Fat Face etc.) – Bircherley Green in Hertford is a good benchmark.
 3. Strengthening the foodservice offer with operators such as Pizza Express or ASK alongside Starbucks or Costa will also help raise profile and increase reasons for consumers to come to the town centre and also times of day when they come to the town centre.
 4. Improving parking provision will be important to making Hoddesdon an easier place to come shopping.
 5. Promote the street market in Hoddesdon as a point of difference for the town in order to draw people to the town centre.
 6. Engaging UBS Triton Property, as owners of Tower Shopping Centre, is central to progressing some of these proposals
- Hoddesdon has a predominantly convenience goods retail focus.
- Strengthening the convenience goods offer could be the catalyst for some improvements to the comparison goods offer, particularly if a distinct market position is adopted.
- High vacancy levels in Tower Shopping Centre do not help Hoddesdon's image as a retail venue and, if development proceeds in Brookfield, this poor image could be damaged further.

Broxbourne Council Market Towns

Future Retail Strategy

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5. REVIEW OF WALTHAM CROSS

5. Review of Waltham Cross • Waltham Cross

Waltham Cross provides a fairly uninspiring mainstream/value-oriented retail offer



- Waltham Cross' retail offer is split between Pavilions SC and the High Street.
- Pavilions SC is anchored by Sainsbury's (13.5k net sqft) and a handful of national multiples with a largely value bias (e.g. Peacocks, New Look, Bon Marche).
- Foodservice offer is extremely weak with no recognised multiples.

5. Review of Waltham Cross • Waltham Cross Benchmarks

Benchmark locations for Waltham Cross....



- Comparable locations to Waltham Cross in the South East include:
 - Borehamwood
 - Dartford
 - Feltham
 - Grays
 - Hayes
 - Orpington
- See following page for key headlines about each location.

5. Review of Waltham Cross • Benchmark Locations • Summary

Benchmark towns selected on basis of scale of venue and catchment demographics

Waltham Cross • Benchmark Venues • Summary

	Waltham Cross	Borehamwood	Dartford	Feltham	Grays	Hayes	Orpington
Venue Characteristics							
VENUESCORE	51	35	115	77	54	42	92
Location Grade	District	Minor District	Sub-Regional	Major District	District	District	Major District
Ranking	474	677	200	320	452	562	257
Market Positioning Profile (100=Average)	79	87	83	78	71	81	86
Supermarket Operators	Sainsburys	Tesco Extra, M&S Simply Food	Tesco, Waitrose, Sainsburys	Tesco, Asda	Morrisons		Sainsburys, M&S
Key Non-Food Operators	Peacocks, Bon Marche	Burton, Outfit	Primark, TK Maxx	Dorothy Perkins, New Look	M&Co, New Look	Stead & Simpson, Shoe Zone	MK One, New Look
Key Foodservice Operators	Pizza Hut, McDonalds	Nando's, Starbucks, McDonalds	Pizza Hut, Subway, McDonalds	Pizza Hut, Nando's, Subway, McDonalds	Pizza Hut, McDonalds	McDonalds, Subway	Pizza Express, ASK, Costa, McDonalds
Key Major Venues	Brookfield	Watford	Bluewater	Staines	Lakeside	Uxbridge	Bromley
15 Minute Drivetime Catchment Characteristics							
Drivetime (Mins)	15	15	15	15	15	15	15
Resident Population	306,898	335,702	309,107	329,779	203,104	420,887	179,673
# AB	49,332	66,865	44,711	59,177	25,290	60,434	34,485
# C1	63,839	71,988	64,468	72,123	40,104	86,309	37,478
# ABC1	113,171	138,853	109,179	131,300	65,393	146,743	71,963
% AB	25%	32%	23%	28%	20%	22%	32%
% C1	33%	35%	33%	34%	31%	31%	34%
% ABC1	58%	67%	56%	61%	51%	53%	66%

Borehamwood's retail offer is split between the town centre and shopping park



- Town centre high street supported by shopping park.
- Big Tesco store just outside of town centre.
- Shopping park includes retailers such as Next, M&S Simply Food, New Look as well as Wickes and Netto.
- Starbucks and Nando's provide foodservice support.

Dartford's retail offer is considerably larger in scale to Waltham Cross



- Dartford town centre contained two main shopping centres; the Priory Shopping centre, which also had an outdoor market and the Orchards Shopping Centre.
- The town centre had a good supermarket provision with Sainsbury's and Waitrose both present.
- The retail mix within both centres was predominantly lower mid market with high proportion of discount retailers.
- Prospect place located in close proximity to the town centre contained a TK Maxx, M&S Simply Food and big box home ware stores.

Feltham's retail offer has recently been strengthened by The Centre, anchored by Asda



- Recent investment has seen arrival of Asda as anchor of The Centre.
- Mid-market/value fashion operators such as Next and New Look also located in scheme.
- Minimal retail found outside of this offer.

5. Review of Waltham Cross • Waltham Cross Benchmarks • Grays

Grays provides a good benchmark although retail performance is very weak



- Morrison's Superstore located just off the town centre. The superstore had a pedestrian links through to the main high street .
- Grays Shopping Centre is the main shopping centre within the town and contains a mix of lower market retailers such as MK One, Peacocks, New Look.
- The main high street was a mix of high street banks and budget retailers with a low proportion of independents.

Hayes' retail offer reflects the strong ethnic minority profile of its residents



- Discount-focused retail offer dominated by independents.
- Very strong Indian community present influencing type of retailers found in Hayes.

Orpington's retail offer focuses on Walnuts SC and main high street



- Sainsbury's supermarket located to the rear of the Walnuts Shopping Centre; the main centre for Orpington.
- Walnuts shopping centre contains a mix of lower and lower mid market retailers such as Peacocks, Wilkinson, M&Co, New Look, as well as discount orientated independent retailers.
- The main high street adjacent to the Walnuts Shopping Centre is a mix of fast food catering such as KFC, Subway and Pizza Hut and high street names such as WH Smith and Argos.

Clear differences in Waltham Cross' offer compared to benchmarks.....

Waltham Cross • Profile of Commercial Offer

	Waltham Cross (%)	Benchmark Locations Average (%)	Waltham Cross vs Benchmark Average (Index: Benchmark Avge=100)
Product Sector Mix			
Clothes & Fashion	16.5	7.6	218
Health & Beauty	10.2	14.4	71
Home & Garden	11.4	11.4	100
Food & Drink	8.0	9.1	87
Other Shops & Amenities	44.3	41.1	108
Foodservice	8.0	13.4	59
Pubs, Bars & Clubs	1.7	3.0	57
Total	100.0	100.0	100
Multiple vs Independent			
Clothes & Fashion			
- Multiples	37.9	62.6	61
- Independents	62.1	37.4	166
Shops & Amenities			
- Multiples	52.6	54.2	97
- Independents	47.4	45.8	104
Foodservice			
- Multiples	14.3	31.1	46
- Independents	85.7	68.9	124

Source: LDC, Javelin Group

- Javelin Group has assessed the retail offer in Waltham Cross compared with the benchmark locations focusing on:
 - Product sector mix
 - Multiple vs Independent
- This highlights following key weaknesses :
 - Foodservice offer (particularly multiple element)
 - Multiple Clothes & Fashion offer
- Consequently, these represent opportunities for how Waltham Cross' offer might be improved.
- NB: %'s derived by classifying each store in each location by dominant product sector and whether it is a national multiple or independent

5. Review of Waltham Cross • Waltham Cross Benchmarks • Gap Analysis

Numerous key retailers missing from Waltham Cross but present in benchmarks...

Waltham Cross • Gap Analysis vs. Benchmark Venues

Retailer	Sector	Category	Presence in Benchmark Venues (6)
Subway	Foodservice	Fast Food / Take Away	5
Carphone Warehouse	Electrical Goods	Mobile Phones	4
Co-Op	Food-To-Take-Home	Convenience Stores	4
Costa	Foodservice	Coffee Shops	4
Domino's Pizza	Foodservice	Fast Food / Take Away	4
KFC	Foodservice	Fast Food / Take Away	4
Shoe Zone	Clothing & Accessories	Footwear	4
Spirit Local	Foodservice	Pubs / Restaurants	4
Wilkinson	Anchor Stores	Everyday Anchor (Non-Clothing)	4
Bakers Oven	Food-To-Take-Home	Bakers	3
Barracuda Pub	Foodservice	Pubs / Restaurants	3
Diamonds & Pearls	Clothing & Accessories	Fashion Accessories	3
Dollond & Aitchison	Miscellaneous Goods	Opticians	3
Holland & Barrett	Food-To-Take-Home	Health Foods	3
JD Wetherspoon	Foodservice	Pubs / Restaurants	3
Matalan	Anchor Stores	Everyday Anchor (Clothing)	3
Papa John's	Foodservice	Fast Food / Take Away	3
Priceless Shoes	Clothing & Accessories	Footwear	3
T-Mobile	Electrical Goods	Mobile Phones	3
Wimpy	Foodservice	Fast Food / Take Away	3
99p Stores	Miscellaneous Goods	Discount	2
Aldi	Food-To-Take-Home	Supermarkets	2
Alliance Pharmacy	Health & Beauty	Chemists	2
BB's Coffee & Muffins	Foodservice	Coffee Shops	2
Beaumont Beds	Furniture & Carpets	Bedroom Furniture	2

- Numerous key retailers commonly found in benchmark venues and not currently in Waltham Cross.
- Discount/convenience grocery retailers including Co-Op and Aldi.
- Key non-food retailers including Carphone Warehouse, Wilkinson and Matalan.
- Key foodservice operators including Subway, Costa, KFC and BB's.

Numerous key retailers missing from Waltham Cross but present in benchmarks...

Waltham Cross • Gap Analysis vs. Benchmark Venues

Retailer	Sector	Category	Presence in Benchmark Venues (6)
Birthdays	Leisure Goods	Stationery & Cards	2
Boots Opticians	Miscellaneous Goods	Opticians	2
Card Factory	Leisure Goods	Stationery & Cards	2
Carpetright	Furniture & Carpets	Carpets	2
Cycles UK	Leisure Goods	Sportswear & Equipment	2
Dreams Superstores	Furniture & Carpets	Bedroom Furniture	2
Ethel Austin	Clothing & Accessories	General Clothing	2
Gamestation	Leisure Goods	Entertainment Software	2
H.Samuel	Clothing & Accessories	Jewellers	2
Half Price Jewellers (HPJ)	Clothing & Accessories	Jewellers	2
J D Sports	Leisure Goods	Sportswear & Equipment	2
Julian Graves	Food-To-Take-Home	Health Foods	2
M&Co	Clothing & Accessories	General Clothing	2
Martin's	Miscellaneous Goods	CTN	2
Mk One	Clothing & Accessories	General Clothing	2
Nando's	Foodservice	Restaurants	2
Pizza Gogo	Foodservice	Fast Food / Take Away	2
Poundstretcher	Miscellaneous Goods	Discount	2
Rosebys	Household Goods	Drapery / Soft Furnishings	2
Select	Clothing & Accessories	Womenswear	2
Thorntons	Food-To-Take-Home	Confectionery / Specialty Food	2
Threshers	Food-To-Take-Home	Off-Licences	2
Works	Leisure Goods	Bookshops	2

• Slightly less commonly found in benchmark locations are:

- Ethel Austin
- H Samuel
- JD Sports
- M&Co
- Nando's
- Rosebys

Key to Waltham Cross' future: larger supermarket, foodservice, build on value strength

- 5 key steps to strengthening Waltham Cross:-

1. Increasing the size of the main town centre supermarket (Sainsbury's) is central to Waltham Cross' successful future.
2. Addition of value anchors such as Wilkinson, Matalan or TK Maxx will also increase its destination appeal and differentiation from surrounding venues.
3. Strengthening the foodservice offer with operators such as Nando's or Pizza Express alongside Caffè Nero, Starbucks or Costa will increase reasons for consumers to come to the town centre and also times of day when they come to the town centre.
4. Parking provision and access to the parking should be improved.
5. Promote the street market in Waltham Cross as a point of difference for the town in order to draw people to the town centre.

- Waltham Cross has a mixed (comparison and convenience) offer which potentially makes it vulnerable to development elsewhere.
- However, the fact it has a more established and varied offer also makes it more resilient.
- Improvements to Waltham Cross' offer are therefore more likely to be incremental rather than dramatic.

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Future Retail Strategy

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6. REVIEW OF CHESHUNT

6. Review of Cheshunt • Cheshunt

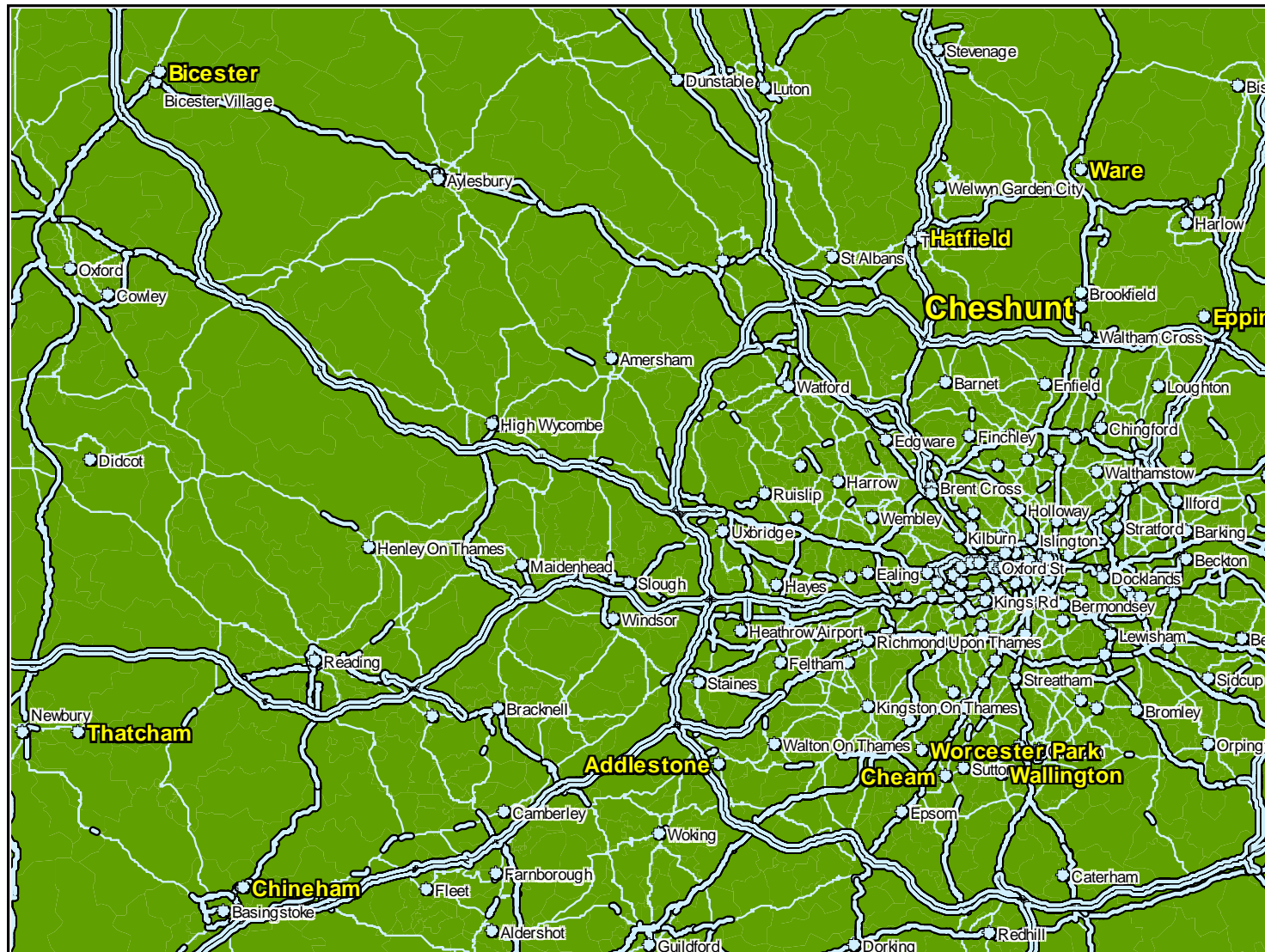
Cheshunt retail offer focuses on Tesco-Metro around Old Pond



- Cheshunt ranks as a 'Local' status retail venue.
- The area around Old Pond is the focus of the retail offer with Tesco Metro found there.
- Retail offer is limited purely to convenience goods.
- Large foodservice operation (formerly RJ's) is currently available to let and could represent a good opportunity to attract a national operator such as Pizza Express.
- A few hundred metres away is the High Street with a Somerfield and short arcade of shops. Standalone Mama's & Papa's store in that location is an oddity.

6. Review of Cheshunt • Benchmark Locations

Benchmark locations for Cheshunt.....



- Comparable locations to Cheshunt in the South East include:

- Addlestone
- Bicester
- Cheam
- Chineham
- Epping
- Hatfield
- Thatcham
- Wallington
- Ware
- Worcester Park

- See following page for key headlines about each location.

6. Review of Cheshunt • Benchmark Locations • Summary

Benchmark towns selected on basis of scale of venue and catchment demographics

Cheshunt • Benchmark Venues • Summary

	Cheshunt	Addlestone	Bicester	Cheam	Chineham	Epping	Hatfield	Thattham	Wallington	Ware	Worcester Park
Venue Characteristics											
VENUESCORE	16	23	32	21	29	31	23	10	26	17	33
Location Grade	Local	Local	Minor District	Local	Minor District	Minor District	Local	Local	Minor District	Local	Minor District
Ranking	1,390	1,012	744	1,111	818	769	1,012	1,992	900	1,330	722
Market Positioning Profile (100=Average)	90	82	93	107	71	100	71	149	93	85	93
Supermarket Operators	Tesco	Tesco	Tesco	Sainsbury's	Tesco	Tesco	Asda	Waitrose, Co-Op	Tesco	Tesco	Waitrose, Sainsbury's
Key Non-Food Operators		Superdrug, Lloyds Pharmacy	New Look, Boots, WHS	Boots, WHS	Matalan, New Look, Boots	Argos, Next, Fat Face	New Look, QS, Boots, Superdrug	Lloyds Pharmacy	WHS, Boots, Superdrug	Peacocks, Boots	WHS, Boots, Superdrug
Key Foodservice Operators	Favorite, Domino's	KFC, Subway	Pizza Express	Pizza Express, Prezzo, Costa	O'Briens, Domino's	Prezzo, Costa	Pizza Hut		Caffe Nero	Greggs	Pizza Express, Costa
Key Major Venues	Brookfield	Walton	Bicester Village	Sutton	Basingstoke	Harlow	Hatfield Galleria	Newbury	Sutton	Stevenage	Sutton/Kingston
15 Minute Drivetime Catchment Characteristics											
Drivetime (Mins)	15	15	15	15	15	15	15	15	15	15	15
Resident Population	275,901	215,625	85,278	431,302	157,412	200,817	215,665	91,700	424,410	142,767	434,199
# AB	44,474	48,821	17,983	88,190	35,095	32,611	47,610	18,933	81,291	28,138	98,064
# C1	56,888	46,518	17,785	96,710	31,461	41,489	42,392	18,273	97,218	29,551	97,416
# ABC1	101,362	95,339	35,768	184,900	66,556	74,100	90,002	37,205	178,509	57,689	195,480
% AB	25%	36%	33%	32%	34%	26%	35%	33%	30%	31%	35%
% C1	32%	34%	33%	35%	31%	33%	32%	32%	36%	32%	35%
% ABC1	58%	70%	66%	67%	65%	59%	67%	64%	66%	63%	70%

Addlestone....



- Addlestone is dominated by the Tesco Extra hypermarket.
- Small number of national multiples also trade in the town.
- Foodservice offer is fairly weak with Subway the only recognised multiple.

Bicester....



- Bicester provides a very pleasant retail environment.
- Several supermarket operators are present, including M&S Simply Food.
- Foodservice offer is also strong with Pizza Express and Costa both present.
- Bicester sits in the shadow of Bicester Village, a well established factory outlet centre.

Cheam....



- Cheam's retail offer focuses on a busy intersection and provides a mix of convenience goods retail and foodservice.
- Sainsbury's is the only major supermarket operator.
- WHSmith and Boots represent the main national retailers.
- Prezzo and Pizza Express provide lunchtime and evening dining options.
- Costa ensures there is a recognised national multiple to ensure the town remains vibrant during the day.

Chineham.....



- Chineham consists of a small retail park with Next, Boots and Brantano and a small precinct anchored by Tesco.
- Chineham sits in the shadow of Basingstoke with Festival Place shopping centre at its heart.

6. Review of Cheshunt • Cheshunt Benchmarks • Epping

Epping.....



- Epping has a Tesco and M&S store as main anchors.
- Prezzo and Costa provide key foodservice operators.
- Epping manages to attract non-food operators such as Next, Fat Face and Argos.

Hatfield....



- Hatfield is dominated by the Asda superstore.
- Small shopping precinct is not an attractive retail environment although retailers such as New Look are still found there.
- Hatfield town centre is due to see significant investment from developer St Modwen in the years to come.
- Town has been overshadowed by the nearby Hatfield Galleria shopping centre.

6. Review of Cheshunt • Cheshunt Benchmarks • Thatcham

Thatcham.....



- Thatcham is predominantly a convenience goods shopping venue with Waitrose and Co-Op both present.
- Kingsland Centre is home to a small number of additional retailers.
- Thatcham is subject to a small proposed retail development by Development Securities.

Wallington....



- Wallington's retail offer sits on a busy main road.
- Sainsbury's is the main supermarket operator and is anchor to a small development.
- Foodservice offer is rather weak with only Subway as a recognised multiple.

Ware has a limited retail offer but in an attractive environment



- Ware provides a very pleasant shopping environment with lots of restaurants, predominantly independent.
- Extremely limited clothing offer.
- Very busy small Tesco store trades in the town centre.

Worcester Park....



- Worcester Park's retail offer sits on a main road connecting Kingston and Sutton.
- Both Waitrose and Sainsbury's have stores there,
- Notably, M&S Simply Food opened but closed its store.
- Pizza Express is the most recognised foodservice offer in the town.

Clear differences in Cheshunt's offer compared to benchmarks.....

Cheshunt • Profile of Commercial Offer

	Cheshunt (%)	Benchmark Locations Average (%)	Cheshunt vs Benchmark Average (Index: Benchmark Avge=100)
Product Sector Mix			
Clothes & Fashion	5.7	6.3	90
Health & Beauty	14.3	17.3	82
Home & Garden	8.6	12.7	68
Food & Drink	11.4	7.6	150
Other Shops & Amenities	45.7	38.9	118
Foodservice	14.3	15.3	93
Pubs, Bars & Clubs	-	2.0	-
Total	100.0	100.0	100
Multiple vs Independent			
Clothes & Fashion			
- Multiples	-	37.5	-
- Independents	100.0	62.5	160
Shops & Amenities			
- Multiples	62.5	37.0	169
- Independents	37.5	63.0	60
Foodservice			
- Multiples	80.0	23.5	340
- Independents	20.0	76.5	26

Source: LDC, Javelin Group

- Javelin Group has assessed the retail offer in Cheshunt compared with the benchmark locations focusing on:
 - Product sector mix
 - Multiple vs Independent
- This highlights following key weaknesses :
 - Clothes & Fashion, Health & Beauty and Home & Garden
 - Multiple Clothes & Fashion offer
- Consequently, these represent opportunities for how Cheshunt's offer might be improved.
- NB: %'s derived by classifying each store in each location by dominant product sector and whether it is a national multiple or independent

Numerous key retailers missing from Cheshunt but present in benchmarks...

Cheshunt • Gap Analysis vs. Benchmark Venues

Retailer	Sector	Category	Presence in Benchmark Venues (10)
Boots	Health & Beauty	Chemists	8
Lloyds Pharmacy	Health & Beauty	Chemists	7
Martin's	Miscellaneous Goods	CTN	7
Abbey	Financial Services	High Street Banks	5
Clinton Cards	Leisure Goods	Stationery & Cards	5
Superdrug	Health & Beauty	Chemists	5
Iceland	Food-To-Take-Home	Supermarkets	4
Thomson	Travel Services	Travel Agents	4
W H Smith	Leisure Goods	Bookshops	4
Boots Opticians	Miscellaneous Goods	Opticians	3
Clarks	Clothing & Accessories	Footwear	3
Co-op	Food-To-Take-Home	Convenience Stores	3
Costa	Foodservice	Coffee Shops	3
New Look	Clothing & Accessories	General Clothing	3
Pizzaexpress	Foodservice	Restaurants	3
Spirit Local	Foodservice	Pubs / Restaurants	3
Thomas Cook	Travel Services	Travel Agents	3
Argos	Catalogue	Catalogue Showrooms	2
Dorothy Perkins	Clothing & Accessories	Womenswear	2
Hallmark Cards	Leisure Goods	Stationery & Cards	2
Holland & Barrett	Food-To-Take-Home	Health Foods	2
KFC	Foodservice	Fast Food / Take Away	2
Papa John's	Foodservice	Fast Food / Take Away	2
Peacocks	Clothing & Accessories	General Clothing	2
Prezzo	Foodservice	Restaurants	2

- Numerous key retailers commonly found in benchmark venues and not currently in Cheshunt.
- Key non-food retailers including Boots, Superdrug, WHSmith and New Look.
- Key foodservice operators including Costa, Pizza Express, KFC and Prezzo.

Key to Cheshunt's future: convenience unit store retail, foodservice

- 3 key steps to strengthening Cheshunt:-
 1. Addition of convenience goods unit store retailers such as Boots, Superdrug, WHSmith will add some variety to offer.
 2. Strengthening the foodservice offer with operators such as Pizza Express (in the former RJ's unit?) alongside Caffè Nero or Costa will increase reasons for consumers to come to the town centre and also times of day when they come.
 3. Environment around roundabout should be improved
- Cheshunt is predominantly a convenience goods retail venue and is likely to remain so in the future.
- Any development at Brookfield is unlikely to have a major impact on retailers in Cheshunt due to the differing types of shopping trip that each location represents.
- Nevertheless, there are some small improvements which could both widen Cheshunt's appeal as a retail offer and increase the number of reasons for visiting and staying.

Broxbourne Council Market Towns

Future Retail Strategy

June 2009

7. APPENDIX

Javelin Group is the UK's leading specialist retail consultancy

Large Retailers



Fast Growing Retailers



Investors/Developers



- Led by Sir Geoffrey Mulcahy, 80 retail specialists with a mix of retail and consulting backgrounds.
- Strong blue-chip client list – store retailers, direct retailers, investors, owners/developers.
- 6 core practice areas:-
 - Strategy: proposition development, formats & channels, economics,
 - Retail execution: range planning, merchandise/stock management, price/markdown
 - Retail technology: enterprise technology strategy, systems selection, implementation
 - Multi-channel: ecommerce/mail order strategy, marketing, contact centres, fulfilment
 - Locations: store locations, format strategy, benchmarking, shopping centre evaluation
 - Commercial due diligence

7. Appendix • Disclaimer

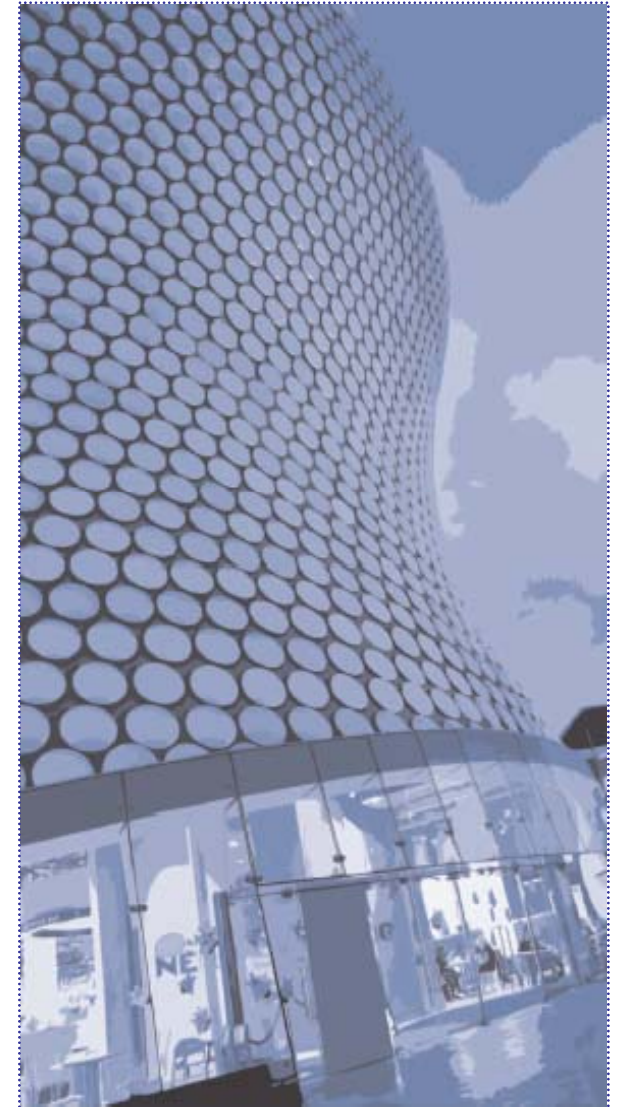
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