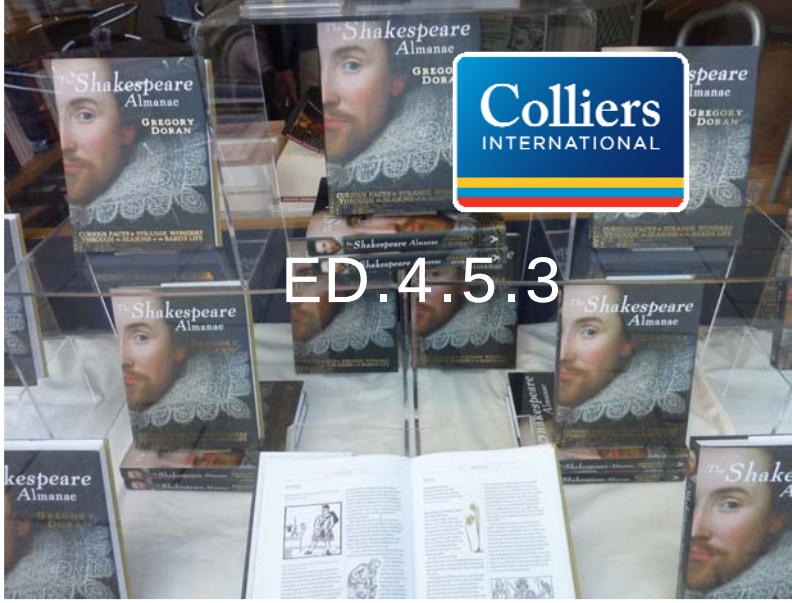

Stratford-upon-Avon

COMPARISON GOODS RETAIL STUDY

VOLUME 1

MAY 2011

PREPARED BY

COLLIERS INTERNATIONAL

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TABLE OF CONTENTS (VOLUME 1)

EXECUTIVE SUMMARY

1. INTRODUCTION **1**
Term of Reference 1
Study Approach 2
Structure of the Report 3

2. PLANNING CONTEXT **5**
Introduction 5
Planning Policy Statement 4: Planning For Sustainable Economic Growth 5
West Midlands Regional Spatial Strategy (WMRSS) 9
Warwickshire Structure Plan, 1996-2011 (WASP) 9
Stratford-on-Avon District Local Plan Review, 1996-2011 10
West Midlands Regional Centres Studies, 2006-2009 11
Summary 14

3. RETAIL NEED: DATA SOURCES AND ASSUMPTIONS **15**
Objectives 15
Retail Need Methodology 15
The Household Telephone Survey 18
Principal Data Sources 21
Interpretation and Definitions 22

4. SHOPPING PATTERNS AND EXPENDITURE FLOWS **30**
Introduction 30
Catchment Area Definition 30
Stratford-upon-Avon Catchment Area 31
Assessment of the Stratford-on-Avon District Retail Economy as a Whole 33
Centre Dominance 38
Characteristics of Shopper Behaviour 41
Summary 43

5. STRATFORD-UPON-AVON: RETAIL OVERVIEW AND COMPARATIVE ASSESSMENT 44
The Stratford-on-Avon District Shopping Hierarchy 44
Stratford-upon-Avon Town Centre 45
Stratford-upon-Avon: Out of Centre Retailing 55
Summary 55

6. RETAIL FLOORSPACE NEED: METHODOLOGY AND ASSESSMENT 57
Objectives 57
Our Approach to Quantifying Retail Floorspace Need 58
Non-Bulky and Bulky Comparison Goods Need Assessment 58
Summary 66

7. CONCLUSIONS AND RETAIL POLICY RECOMMENDATIONS 68
Introduction 68
Retail Context and Overview 68
The Need for Additional Comparison Goods Floorspace 69
Conclusions on Retail Need 76
Specific Retail Issues 79
Retail Strategy Vision 87

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APPENDICES (VOLUME 2)

Appendix 1: The Household Telephone Survey

(A) Methodology, Sampling and Statement of Reliability 1

(B) Survey Questionnaire 7

Appendix 2: Population Projections: Methodology 18

Appendix 3: Experian Data

(A) Definition of Non-Bulky and Bulky Comparison Goods (Extract) 21

(B) Non-Bulky and Bulky Comparison Goods Expenditure Per Head (by Zone) 24

(C) Expenditure Per Head Forecasts (Extract) 27

(D) Forecasts of Special Forms of Trading (Extract) 36

(E) Changing Store Productivities (Extract) 41

Appendix 4: Estimated Inflow Retail Expenditure from Residents and Tourists 45

Appendix 5: Retail Floorspace Data and Benchmark Turnovers

(A) Retail Floorspace of Stratford-upon-Avon Town Centre 50

(B) Out of Centre Retail Floorspace 54

(C) Recent Retail Floorspace Completions and Commitments 58

Appendix 6: Retail Floorspace Need Assessment

(A) Methodology for Assessing Retail Floorspace Need (Summary) 61

(B) The Need for Additional Non-Bulky Comparison Goods Floorspace 64

- Low Population Projection
- Medium Population Projection
- High Population Projection

(C) The Need for Additional Bulky Comparison Goods Floorspace 116

- Low Population Projection
- Medium Population Projection
- High Population Projection

Appendix 7: PPS 4 Definitions Relating to Hierarchy of Centres and Types of Retail Location and Development 168

FURTHER APPENDICES (VOLUME 3)

1. Non-Bulky Comparison Goods: Revised Population Growth

2. Bulky Comparison Goods: Revised Population Growth

EXECUTIVE SUMMARY

1. Colliers International was instructed by Stratford-on-Avon District Council in February 2011 to carry out a study of comparison goods retailing in Stratford-upon-Avon town. The main purpose of the study is to provide part of the evidence base that the District Council will use in the preparation of its core strategy.

2. A key requirement is an assessment of the volume of quantitative need for any additional comparison goods floorspace in the town over the period to 2028, disaggregating between non-bulky and bulky comparison goods shopping. The methodology adopted is consistent with PPS 4. It is underpinned by a household telephone survey of residents living within Stratford-on-Avon District and the surrounding area[1], which provides important information on consumer shopping patterns at the (agreed) base year of (mid) 2008.

3. The household survey confirms that Stratford-upon-Avon town is very dominant within Stratford-on-Avon District for non-bulky and bulky goods shopping, achieving a market share at the base year (2008) of c.85% in both goods categories. Accordingly, all centres within the district collectively account for only 15% of available comparison goods expenditure, meaning the market share of any individual centre is extremely small. Moreover, since (mid) 2008 the Maybird Centre at Stratford-upon-Avon has benefited from a major extension, which is likely to have further boosted the retail attractiveness of the town.

4. Due primarily to the strong retail performance of Stratford-upon-Avon town, the district as a whole retains relatively high levels of available expenditure in non-bulky and bulky comparison goods (c.56% in both categories), particularly given the close proximity of many competing centres. Nevertheless, the survey indicates that some residents who normally shop at Stratford-upon-Avon choose to visit centres outside of the district for 'special occasion' shopping. This suggests that the town, although the dominant force within the district, may not always be able to compete against the very largest competitor centres for occasional higher end comparison shopping trips.

5. Apart from the unsuccessful Town Square Shopping Centre, which originally opened in the mid 1970's as Bell Court and was refurbished in 2002, Stratford-upon-Avon town

[1] The household survey was originally carried out in February 2008 to inform the Colliers International June 2008 Stratford-on-Avon District Retail Study, which focused on convenience goods shopping.

centre has benefitted from relatively new retail investment in recent decades. The town's historic fabric and extensive Conservation Area make it extremely difficult to redevelop or expand. As a consequence, its retail offer has not kept pace with other centres throughout Great Britain and the town centre has slipped 33 places down the national retail ranking over the past 15 years.

6. Nevertheless, the town centre, because of its Shakespeare connections, attracts millions of tourists each year from all over the world, and these visitors contribute significantly to retail spending which enables the town centre to continue to 'punch above its weight' in shopping terms. Tourist spending has also shielded the town from the worst impacts of the recent economic recession and the continuing squeeze on (domestic) household disposable incomes. The town centre contains more 'quality' retailers than many of its competitors and as a result, its rank position, although lower than previously, is still much higher than for other towns around the country with a similar catchment population.

7. Since the Maybird Centre opened in 1989, out of centre retailing has expanded considerably in Stratford-upon-Avon, and now accounts for almost 60% of the town's total comparison goods floorspace stock. The provision of retail warehouses is concentrated in the northern half of the town, in an area close to Stratford-upon-Avon town centre.

8. The quantitative assessment of comparison goods floorspace need for Stratford-upon-Avon is based on the principle of 'constant market shares', since we do not believe there is scope for the town to increase its share of comparison goods spend from its already high level without diverting monies from other centres within the district and thus materially undermining their retail economies.

9. For non-bulky and bulky comparison goods, we forecast the following quantums of floorspace need at each of the design years (assuming the 'medium' population projection) after taking into account retail floorspace completions since the base year (mid 2008) and current retail commitments.

Design Year	*Non-Bulky Comparison Goods*		*Bulky Comparison Goods*	
	Sq M Net	*Sq M Gross*	*Sq M Net*	*Sq M Gross*
2018	245	380	5,185	5,750
2023	2,220	3,415	7,100	7,880
2028	4,265	6,560	9,085	10,110

10. By comparing actual (survey based) turnovers against benchmark turnovers, the study indicates that Stratford-upon-Avon town as a whole was materially over-trading in both non-bulky and bulky comparison goods shopping at the base year (mid 2008), thus producing a pre-existing qualitative need for additional retail provision. This need was met in relation to non-bulky comparison goods by the major extension to the Maybird Centre in late 2008. Thus the forecast need for non-bulky comparison goods through to 2028 is relatively modest and is underpinned by population growth and increases in consumer spend per head.

11. In contrast, the (2008) pre-existing need for additional bulky comparison goods floorspace has not been met through any material new retail provision in the town. Therefore, the need for additional bulky comparison goods floorspace through to 2028 is higher than for non-bulky comparison shopping.

12. Although we forecast a positive quantitative and qualitative need for additional comparison goods floorspace in Stratford-upon-Avon town, the totals are not that substantial and should be achievable in planning terms.

13. We recommend that the Council adopts a strong 'town centre first' policy approach in order to maximise the prospects for new retail investment coming forward in Stratford-upon-Avon town centre. This will enable the town centre to continue to compete with larger centres elsewhere, and also provide a measure of control over the development of other retail facilities in the town as a whole. The primary role of the town centre should be the sale of non-bulky comparison goods and this is where the need for additional shopping provision of this type should be met. A new site is likely to be required over the medium to longer term, and of those identified within the Consultation Core Strategy, site SUA.2 (the Rother Quarter) is preferred.

14. In planning for new provision of bulky comparison goods floorspace, the Council should have regard to the policies set out in PPS 4, in particular the sequential approach to site location. However, given the primary role of the town centre as a non-bulky comparison goods shopping destination, out of centre may be considered to be an appropriate location for large unit bulky comparison goods shopping, although land and units in existing retail parks should be fully utilised prior to allocating sites for any additional provision.

15. In general terms, we believe that Stratford-upon-Avon town centre already offers consumers a good choice of retail stores. However, no centre can afford to rest on its

laurels, and the Council should therefore encourage any appropriate opportunities that may arise in the future to refresh and improve its offer.

1. INTRODUCTION

TERMS OF REFERENCE

1.1 Colliers International was instructed by Stratford-on-Avon District Council in February 2011 to carry out a study of **comparison goods** retailing in Stratford-upon-Avon[1]. The main purpose of the study is to provide part of the evidence base that the District Council will use in their preparation of its Core Strategy, which will cover the period to 2028. The principal focus of the study is to provide the Council with robust evidence and advice on the provision of additional comparison goods floorspace given current national planning policy and in the light of demographic and economic trends.

1.2 The key requirements of the retail study as set out in the Consultants Brief are as follows:-

- an assessment of the volume of quantitative need for any additional comparison goods floorspace in Stratford-upon-Avon town, disaggregating between non-bulky and bulky comparison goods;
- the amount of additional comparison goods floorspace, if any, to be presented in five year periods in accordance with PPS 4;
- an assessment of whether there is a need to widen consumer choice for comparison goods shopping in the town;
- guidance on a sequential assessment of potential locations for providing any additional provision of comparison goods floorspace identified;
- a commentary on the likely impact of any additional out of centre provision of comparison goods floorspace on the vitality and viability of Stratford-upon-Avon town centre; and
- advise on the appropriate policy approach that should be taken in the Core Strategy.

[1] Colliers prepared a study of convenience goods shopping in Stratford-on-Avon District on behalf of the Council in 2008.

STUDY APPROACH

1.3 In preparing this report, we have drawn on our wider knowledge of retail planning and experience gained in undertaking many other retail need/capacity studies throughout the UK and Ireland, including previous retail studies of Stratford-on-Avon District carried out in 1997, 2003 and 2008. Specifically, we have sought to combine experience in terms of:-

- Research
- Retail Agency
- Planning
- Consumer/Market Research

1.4 As such the study seeks to blend detailed **research** with relevant **commercial** and **planning** expertise.

1.5 As author of the (June) 2008 Stratford-on-Avon District Retail Study, we also draw on the research carried out for this report, in particular the telephone survey of 750 households undertaken throughout the District and its shopping hinterland during January/February, 2008. This survey provides important information on convenience goods and comparison goods shopping patterns and flows of consumer retail expenditure between zones (where people live) and centres/stores (where they spend their money).

1.6 Although household survey data was available prior to the commencement of this study, it soon became clear that a substantial body of **new** information was required in order to satisfactorily meet the objectives in a robust manner. This data includes the following:-

- estimates of existing comparison goods **retail floorspace** in Stratford-upon-Avon, both in-centre and out of centre[1];

- estimates of average **expenditure per head** on comparison goods for each zone and forecasts of growth in such expenditure through to 2028[2];

[1] This data has been provided by Stratford-on-Avon District Council and, in part, by Colliers International.

[2] Data and forecasts are sourced from Experian.

- existing **population totals** for the District and individual survey zones and projections of population to 2028[1];

- details of **retail floorspace in the development pipeline** within Stratford-upon-Avon town[2] (eg. retail commitments).

1.7 In addition, we have examined published research from a wide range of third party organisations in order to incorporate into the retail floorspace need assessment the latest data and forecasts on:

- the level of non-store retail sales, including consumer spending over the internet;

- the changing floorspace efficiency (average store productivities) of existing retailers; and

- appropriate existing and future average sales densities for different categories of goods.

STRUCTURE OF THE REPORT

1.8 This report consists of three volumes. Volume 1 (this volume) comprises the Consultant's Report, whilst Volume 2 contains a numbers of Appendices which provide technical information relating to the statistics and forecasts we have used, together with comprehensive information on Stratford-upon-Avon town. Volume 2 also contains our detailed retail floorspace need tabulations (spreadsheets) in relation to the non-bulky and bulky comparison goods sectors of the retail economy. Volume 3 contains further Appendices. These provide an additional set of retail floorspace need requirements based on revised population projections that have been identified in a Housing Provision Options Study, finalised subsequent to the production of this report.

1.9 In terms of this volume (the main report), Section 2 describes the planning context to the study at the national, regional and local level, and reviews the findings for Stratford-

[1] This data has been provided by Stratford-on-Avon District Council. We have used a provisional set of population projections. These may be superseded in due course by a more detailed assessment which the District Council is undertaking as part of the evidence base for its LDF Core Strategy.

[2] This information has been provided by Stratford-on-Avon District Council.

upon-Avon set out in the Regional Centre Studies prepared during 2006 to 2009 for the (now abolished) West Midlands Regional Assembly, to inform the West Midlands Regional Spatial Strategy Revision process.

1.10 Section 3 provides the retail and economic context to the assessment of Stratford-upon-Avon's retail economy and the quantitative analysis of comparison goods floorspace need.

1.11 In Section 4, we describe our approach to assessing the quantitative need for additional comparison goods floorspace in Stratford-upon-Avon town. The sources of data are identified, the methodology of the 'model' is described and our key assumptions are explained.

1.12 In Section 5, we consider the present shopping hierarchy of Stratford-on-Avon District and, drawing on the results of the household telephone survey, examine the current pattern of shopper behaviour for comparison goods shopping. Using this information, we quantify the retail trading performance of the District as a whole and Stratford-upon-Avon town in particular.

1.13 In Section 6 we describe the methodology for quantifying the need for additional comparison goods floorspace within Stratford-upon-Avon town. This quantitative need assessment is carried out for the forecast years of 2018, 2023 and 2028.

1.14 Section 7 sets out in full the results of our retail floorspace needs assessment within Stratford-upon-Avon town for comparison goods shopping. It also contains our conclusions and recommendations to the Council on the most appropriate retail policy approach for inclusion in the Core Strategy.

2. PLANNING CONTEXT

INTRODUCTION

2.1 This section describes the planning context to the assessment of comparison goods retailing within Stratford-upon-Avon town. Existing retail planning guidance and policy at the national, regional and local levels is summarised, whilst towards the end of the section we review the need results for Stratford-upon-Avon contained in the 2006 Regional Centres Study (carried out for the West Midlands Regional Assembly) and its updates in 2007 and 2009.

PLANNING POLICY STATEMENT 4: PLANNING FOR SUSTAINABLE ECONOMIC GROWTH

2.2 PPS 4 was published on 29 December, 2009. It sets out the Government's national planning policies for economic development.

2.3 Economic development includes development within the B Use Classes, public and community uses, main town centre uses and other forms of development which achieves at least one of the following objectives:

- provides employment opportunities
- generates wealth or
- produces or generates an economic output or product.

2.4 Of most relevance to this study are the **town centre uses** to which town centre policies apply. These uses are defined as comprising:

- retail development;
- leisure, entertainment facilities, and the more intensive sport and recreation uses;
- offices; and
- arts, culture and tourism development.

2.5 The Government's overriding objective is sustainable economic growth. To achieve this, its objectives for planning for urban areas are to:

- build prosperous communities by improving the economic performance of cities, towns, regions, sub-regions and local areas, both urban and rural;

- reduce the gap in economic growth between regions, promoting regeneration and tackling deprivation;

- deliver more sustainable patterns of development, reduce the need to travel, especially by car and respond to climate change; and

- promote the vitality and viability of town and other centres as important places for communities.

2.6 To do this, the Government wants:

- new economic growth and development of main town centre uses to be focused in existing centres;

- competition between retailers and enhanced consumer choice through the provision of innovative and efficient shopping, leisure, tourism and local services in town centres; and

- the historic, archaeological and architectural heritage of centres to be conserved and, where appropriate, enhanced.

2.7 At the local level, PPS 4 states that the evidence base should:-

- be informed by regional assessments (to be revoked in full);

- assess the detailed need for land or floorspace for economic development, including for all main town centre uses over the plan period;

- identify any deficiencies in the provision of local convenience shopping;

- assess the existing and future supply of land for economic development;

- assess the capacity of existing centres to accommodate new town centre development taking account of the role of centres in the hierarchy and identify centres in decline where change needs to be managed.

2.8 PPS 4 requires that when assessing the need for retail development local planning authorities should:-

- take account of both quantitative and qualitative need for additional floorspace;
- give special weight to meeting qualitative deficiencies in deprived areas, although any benefits in respect of regeneration and employment are material considerations rather than elements of qualitative need;
- have regard to relevant market information and economic data, such as population levels, forecast expenditure and improvements in retail sales densities; when assessing quantitative need;
- consider whether the choice of shopping, leisure and local services is adequate, particularly in deprived areas, in the assessment of qualitative need; and to take into account the degree to which shops may be over-trading and whether competition and retail mix should be improved.

2.9 Land authorities are required to set out a strategy for the management and growth of their centres. This should include setting flexible policies:

- defining a network and hierarchy of centres;
- defining centre boundaries and primary shopping areas and, where appropriate primary and secondary frontages; and
- consider setting floorspace thresholds for the scale of edge-of-centre and out-of-centre development which should be subject to an impact assessment.

2.10 PPS 4 also states that local authorities should proactively plan to promote competitive town centres and provide consumer choice by:

- supporting a diverse range of uses;

- planning for a strong retail mix;
- supporting shops, services and other small scale economic uses in local centres and villages;
- identifying sites for new development where a need has been identified;
- retaining and enhancing existing markets and, where appropriate, re-introducing or creating new ones;
- taking measures to conserve and, where appropriate, enhance the established character and diversity of centres.

2.11 Government policy also requires that local authorities manage the evening and night-time economy of town centres, by encouraging a diverse range of complementary uses and by setting out the number and scale of new leisure development they wish to encourage.

2.12 PPS 4 also advises that Councils should use their annual monitoring report to keep under review:

- the network and hierarchy of centres;
- the need for further development; and
- the vitality and viability of centres.

2.13 Lastly, Annex B of PPS 4 sets out a number of definitions relating to hierarchy of centres and types of retail location and development (these definitions are reproduced in **Appendix 7**).

2.14 The Business Plan published by the Department of Communities and Local Government (DCLG) in November 2010, indicates that PPS 4 (and other Planning Statements) will be superseded by a new National Planning Policy Framework. The Coalition Government hopes to publish this by mid 2011. It is expected that this will roll back national planning policy and put more emphasis on to planning at the local level, with local planning authorities assuming a greater responsibility in their areas.

WEST MIDLANDS REGIONAL SPATIAL STRATEGY (WMRSS)

2.15 The West Midlands Regional Assembly commissioned a number of studies from 2006 to 2009 to inform the retail elements of the West Midlands Regional Spatial Strategy (WMRSS) which was originally introduced in 2004. However, the Regional Assembly was abolished on 31 March 2010 and the West Midlands local authorities now have collective lead responsibility for planning and economic development in their areas and sub-regions.

2.16 The WMRSS – along with all the other RSS's – was revoked by the new Coalition Government's Secretary of State on 6 July, 2010. This action was challenged in the High Court by developer Cala Homes on 11 November, 2010. The Court's decision was that the Secretary of State could not revoke all Regional Strategies in their entirety. However, in practice this changes very little as the Coalition Government has already introduced the Localism Bill to Parliament. Once this legislation has been passed the Regional Strategies that were introduced by the previous Government will be abolished. The Second Reading of the Localism Bill took place on 17 January, 2011. It is currently at the committee stage.

2.17 Although the WMRSS is likely to be abolished later this year and will cease to form part of the Development Plan for Stratford-on-Avon District, the Council has requested that we comment upon the comparison goods floorspace need forecasts produced for Stratford-upon-Avon town by Roger Tym and Partners (RTP) in their series of reports for the West Midlands Regional Assembly, which informed the emerging WMRSS. Our summary of RTPs work is presented at the end of this section.

WARWICKSHIRE STRUCTURE PLAN, 1996-2011 (WASP)

2.18 The saved Policy TC.2 of the WASP defines four main town centres (including Stratford-upon-Avon) and four other town centres within the county. These centres should be the location for all major shopping developments of 1,000 sq m or above. The policy seeks to actively consolidate the role of town centres, through the location of appropriate development, and to prevent potential adverse impact from developments elsewhere.

2.19 The WASP states that it is likely that local plans will extend the hierarchy of Policy TC.2, as necessary, to define district, local and village centres and set out criteria for determining the scale and nature of development appropriate to each tier.

STRATFORD-ON-AVON DISTRICT LOCAL PLAN REVIEW, 1996-2011

2.20 This Plan sets out policies and proposals to guide development in Stratford-on-Avon District in the period up to 2011. Together with the WASP, 1996-2011, it forms the Development Plan for the whole of Stratford-on-Avon District.

STRATFORD-UPON-AVON

2.21 The market town has a population of just 23,000, but because of its association with Shakespeare attracts around three million visitors each year. Accordingly, the town centre supports a wide range of shops and facilities, far greater than would normally be expected for a town of Stratford-upon-Avon's size. The town's 'tourist' role leads to considerable pressures in its fabric and function (eg. congestion of access roads), and raises complex challenges in seeking to resolve the conflicts that exist.

2.22 Virtually all of the town centre lies within a Conservation Area, which contains about 350 listed buildings. Therefore, proposals for new retail development are supported in certain streets (only), subject to the character of the area being maintained. Other policies are aimed at ensuring ground floor areas on primary shopping streets are in retailing use, whilst particular attention will be given to the means of improving the appearance and function of secondary shopping areas in the town centre. The Plan also resists the loss of existing commercial uses within and adjacent to the town centre.

MAIN RURAL CENTRES

2.23 The Plan identifies eight main rural centres, including Alcester, Shipston-on-Stour and Southam. The Plan seeks to promote and enhance the role of these centres, which includes underpinning their retail and commercial sectors.

2.24 Policy MRC.1 states that proposals for retail development within the existing commercial cores of the main rural centres will be encouraged, since they are recognised as important local retail and commercial destinations. As none of the main rural centres are identified in the town centre hierarchy set out in Policy TC.2 in the WASP (see paragraph 2.18 above), then no retail schemes in excess of 1,000 sq m gross should be permitted.

WEST MIDLANDS REGIONAL CENTRES STUDIES, 2006-2009

FINAL REPORT, MARCH 2006

2.25 Roger Tym & Partners (RTP) were appointed in January 2005 by the (then) West Midlands Regional Assembly to undertake the WMRSS – Regional Centres Study. The prime purpose of the study was to assist the Regional Planning Body in identifying the centres in the region where major new retail, leisure and office development should be focused in order to support urban regeneration, achieve a balanced network, minimise the risk of harm elsewhere, assist vulnerable centres and support the sustainability agenda. RTPs Final Report was published in March 2006.

2.26 The most relevant part of the study for present purposes is the quantitative assessment of the need for additional comparison goods floorspace[1]. This was informed by a telephone survey of 11,000 households throughout the West Midlands region, which enabled the catchment area and comparison goods turnover of each (study) centre to be determined. The RTP study estimated the 2005 comparison goods turnover of Stratford-upon-Avon town (at 2001 prices) to be c.£212 million, which defined it as a 'Fourth Tier' centre. Of this total, c.£179 million was assumed to be drawn from the study area. Thus RTP assumed 16% of the town's comparison goods trade originated from residents outside the survey area or from tourists (c.£33 million).

2.27 RTP concluded that Stratford-upon-Avon town was one of five centres in the West Midlands that *'are most constrained in terms of physical capacity for retail development'*.

2.28 RTP's quantitative assessment of need adopted a conventional 'constant market shares' approach (albeit on a large scale) and they took into account available expenditure, forecast population, expenditure per head, real growth in turnover efficiency and special forms of trading. Numerous scenarios were adopted reflecting alternative population projections, expenditure per head growth rates and floorspace efficiency growth rates. Nevertheless, all proved somewhat off the mark and RTP were asked to carry out two further updates (see below). Accordingly, there is little point delving into the retail capacity figures presented in RTP's March 2006 Main Report, since they were quickly superseded by updates. For the record, RTPs comparison goods floorspace requirement at 2021 for Stratford-upon-Avon town ranged between 4,000 sq m net (minimum requirement) and 13,000 sq m net (maximum requirement).

[1] This includes non-bulky comparison and bulky comparison goods floorspace.

FIRST UPDATE REPORT, NOVEMBER 2007

2.29 This report updated the forecasts of comparison goods retail floorspace need throughout the West Midlands. The opportunity was taken to extend the forecast period to 2026 and the price base was changed to 2004 prices.

2.30 The update took into account revised (higher) population projections, significantly lower forecasts for special forms of trading and the actual growth in spend per head from 2001 to 2004. However, expenditure growth rates and assumptions relating to changes in floorspace efficiency either remained the same or changed only a little. RTP did not update the February 2005 survey of households which was used to inform shopping patterns.

2.31 RTP produced floorspace need estimates for a wide range of alternative scenarios, each assuming different combinations of assumptions for expenditure growth, changes in floorspace efficiency, special forms of trading and population projections. However, the key assumption, in our view, is RTPs 'refinement' that the minimum floorspace requirement for the 15 year period from 2006 up to 2021 in each of the strategic centres (before commitments) is 20,000 sq m sales area[1]. Not surprisingly, therefore, the minimum need which RTP forecast for Stratford-upon-Avon town (which is included as a strategic centre) is 20,000 sq m net at 2021, irrespective of assumptions used or scenarios adopted. The maximum comparison goods floorspace requirement for the town is given as 23,000 sq m net at 2021.

2.32 For 2026, RTP forecast a minimum need for Stratford-upon-Avon of 25,000 sq m net and a maximum need of 35,000 sq m net. The maximum total of need is high, because RTP assume a real growth in comparison goods expenditure per head that takes no account of the economic recession, the continuing economic downturn and today's more conservative forecasts of future spending levels.

FURTHER UPDATE REPORT, MAY 2009

2.33 The West Midlands Regional Assembly appointed RTP to undertake a further review of their comparison goods floorspace need forecasts in 2009, focusing on the data inputs and assumptions. This report incorporated 2006 spend per head data and adopted a 2006 price base.

[1] RTP Update Report, para. 4.2.

2.34 This report took into account more recent expenditure forecasts that reflected the onset of recession. These were lower than RTP had hitherto adopted, but these were only adopted for the period from 2008 to 2016. (RTP used actual growth rates from 2006 to 2008 as published by MapInfo/Pitney Bowes).

2.35 Beyond 2016, RTP chose to ignore the more conservative rates of growth published by both MapInfo and Experian. RTP concluded as follows *'we consider that the latest projections from MapInfo and Experian for the eight year period 2008 to 2016 are cautious, even allowing for the apparent severity of the recession. Thus we consider it reasonable to assume that comparison goods growth in the period 2016 to 2021 will be strong'*. (Our underlining).

2.36 Accordingly, RTP assumed a 'low' growth rate for 2016 to 2021 of 5.6% per annum. For the later period 2021 to 2026, RTP assumed a low rate of 3.9% per annum (their mid and high rate projections were much higher). However, with the passage of time, it is clear that even the 'low' expenditure growth rates assumed by RTP through to 2016 and beyond are likely to be too optimistic. Such has been the severity of the economic recession and the current fragility of any recovery, that Experian are now forecasting that comparison goods spend will increase at the following rates:-

Experian Retail Planner Note 8.1 (Figure 1)	2013-17	2.7% per annum
	2018-27	2.9% per annum

2.37 Thus for the crucial period 2016 to 2021, RTP appear to have assumed a rate of expenditure growth under their 'low' scenario which is around double that which is now forecast to occur. Beyond 2021, the differential is less, but still substantial. Given that RTP refer to *'the power of exponential growth in expenditure'*, it follows that even RTPs most conservative scenario for comparison goods floorspace need is predicated on a decade of rapidly rising expenditure, which, in practice, is now very unlikely to happen.

2.38 In addition to over generous expenditure per head growth forecasts, RTP incorporated still higher population projections and rates for increasing floorspace efficiencies lower than those recommended by Experian. Both these revisions will have served to boost further the quantum of floorspace need. Moreover, once again, RTP assumed that *'the minimum requirement for the 15 year period from 2006 up to 2021 in each of the strategic centres (before commitments) is 15,000 sq m sales area*[1]*'*. This represented a reduction from the 20,000 sq m threshold used in RTP's 2007 update.

2.39 Accordingly, RTP's final forecasts of comparison goods floorspace need for Stratford-upon-Avon town (before commitments) at 2021 ranged from 15,000 sq m net to 19,000

[1] RTP Further Update, May 2009, para 2.53.

sq m net, whilst the corresponding estimates for 2026 were 25,000 sq m net to 32,000 sq m net.

SUMMARY

2.40 RTP produced a series of studies on behalf of the West Midlands Regional Assembly between 2006 and 2009. These attempted to keep pace with the rapid changes in economic circumstances over the period. However, as demonstrated above, despite these updates, RTPs assessments continued to over-estimate the need for additional comparison goods floorspace throughout the West Midland Region as a whole and more specifically within Stratford-upon-Avon town.

2.41 These over-estimates arise primarily because of the adoption of over-generous expenditure growth rate assumptions (even RTP's latest and lowest growth rate is double that which is forecast today) and the application of the arbitrary 'minimum' (but relatively substantial) floorspace need total for even the smallest 'strategic' centres such as Stratford-upon-Avon.

2.42 In line with many other floorspace need assessments undertaken at the regional level around the UK, RTPs study is a strategic exercise and the results should not be used as a substitute for detailed retail studies at the local level.

2.43 We therefore advise that the Council attaches little or no weight to RTPs comparison goods floorspace need forecasts for Stratford-upon-Avon town. We recommend that much greater weight is attached to the need estimates produced in this report; they are bespoke to Stratford-upon-Avon, more up to date (post-recession) and do not incorporate a prescribed (and apparently arbitrary) minimum floorspace requirement that is out of all proportion to the size and character of the town, particularly given its physical and conservation constraints, as was acknowledged in the RTP study. We return to this issue in Section 7.

3. RETAIL NEED: DATA SOURCES AND ASSUMPTIONS

OBJECTIVES

3.1 The principal objective of this study is to estimate the need for additional comparison goods (retail) floorspace within Stratford-upon-Avon town through to 2028. The assessment has been undertaken for the following categories of retailing - non-bulky comparison goods and bulky comparison goods.

3.2 Although the assessment of retail floorspace need is necessarily detailed and relatively complex, we have at all stages sought to achieve transparency in our calculations. We have followed a traditional approach to estimating retail floorspace need and have incorporated the latest published data and the results of a specially commissioned household survey. This should ensure that our assessment is up to date, comprehensive and robust.

3.3 Section 6 of this report describes our approach to quantifying retail floorspace need, whilst we present the results of the assessment, together with our retail planning policy recommendations, in Section 7. In this section, we introduce the methodology, summarise the role of the household telephone survey and (for convenience) set out in one place the main assumptions and definitions which we have used and our principal sources of data.

RETAIL NEED METHODOLOGY

3.4 The need for additional retail floorspace within a centre (or area) is dependent on the future relationship between the demand for and supply of space, ideally after taking into account the extent (if any) of any over/under trading that is occurring at the base year. The demand for floorspace is then determined by assessing the likely growth in the volume of consumer retail expenditure, while an assessment of floorspace supply involves quantifying the extent to which proposed changes in the location, quality and quantity of retail floorspace will meet the forecast increases in expenditure. Any monetary shortfall of supply relative to demand in the future indicates there is the need for more retail floorspace in quantitative terms. The scale of additional retail provision is then determined by converting any excess of consumer expenditure (or headroom

expenditure) into a retail floorspace need by applying appropriate sales densities. In practice, because shopping patterns are complex and vary for different types of goods, the methodology utilises survey data to determine base year shopping patterns.

3.5 Our methodology for estimating retail floorspace need is presented diagrammatically in **Figure 3.1** (overleaf). The key steps are set out below.

STEP 1 CATCHMENT AREA DEFINITION

3.6 The catchment area should be defined with regard to the study objective. For this study it covers Stratford-on-Avon District and its shopping hinterland.

STEP 2 ANALYSE CONSUMER DEMAND

3.7 This involves multiplying population by consumer retail expenditure per head for the base and forecast years. This should include resident population, but also, where it is likely to occur, any in-flow retail expenditure from residents and tourists living outside the survey area.

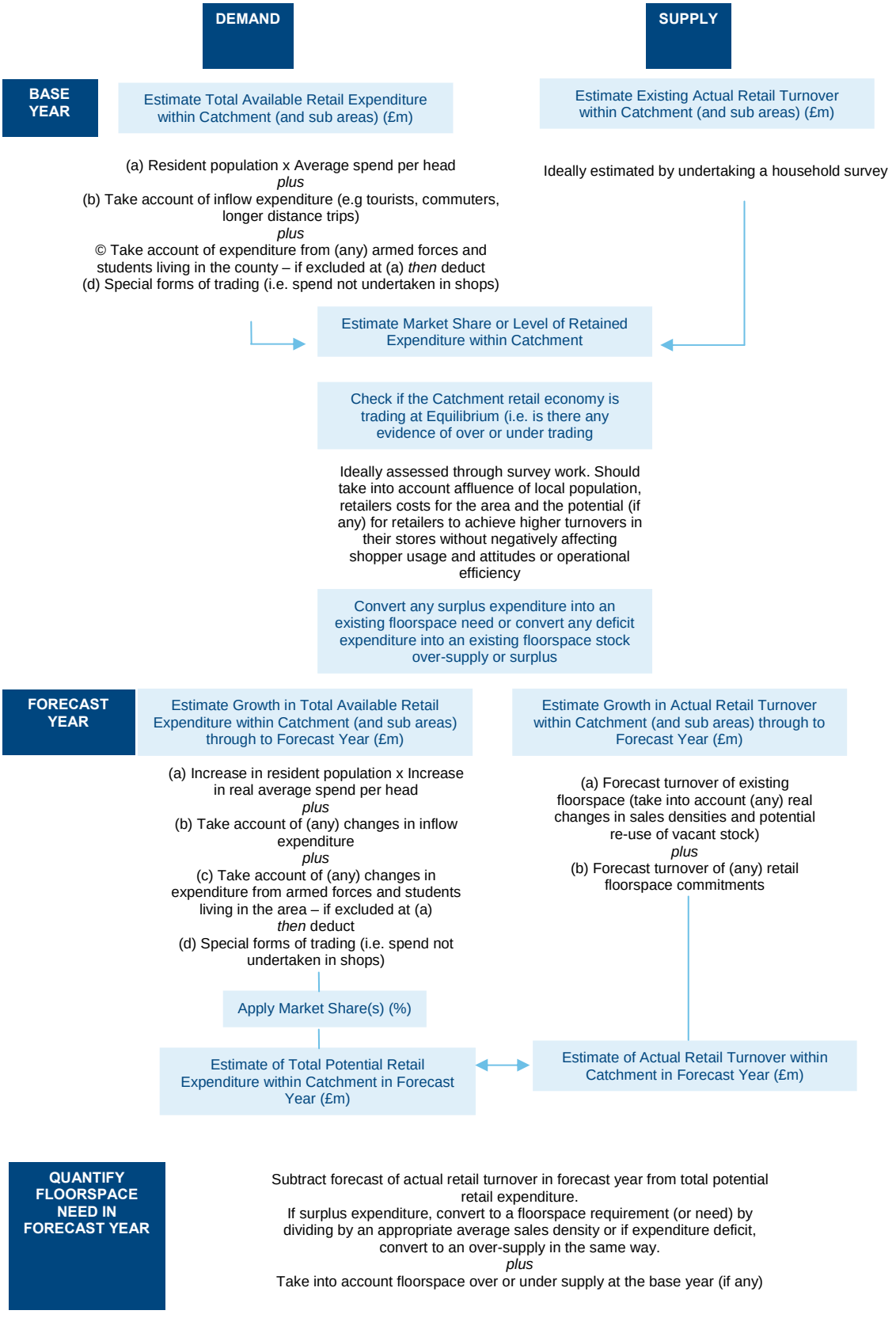
STEP 3 ANALYSE RETAIL SUPPLY

3.8 This step comprises an assessment of the turnover of the retail floorspace stock at the base year. This will involve a household survey to estimate the actual retail turnover of centres and stores, and a comparison with estimated benchmark turnover.

STEP 4 RETAIL DEMAND VS RETAIL SUPPLY AT THE BASE YEAR

3.9 At this stage, the adequacy of the existing retail provision is assessed. For example, if actual turnovers assessed in Step 3 exceed the benchmark turnovers, it could be argued that the floorspace is over-trading and, therefore, there may be an existing need for additional retail floorspace. Alternatively, if actual turnovers are less than benchmark levels then the floorspace may be assumed to be under-trading, signalling a potential over-supply of existing retail floorspace. PPS 4 defines any base year over or under trading as being a component of qualitative need.

Fig. 3.1 Quantitative Retail Methodology



STEP 5 CHANGES IN RETAIL DEMAND AND RETAIL SUPPLY THROUGH TO THE FORECAST YEAR

3.10 This step projects forward total available expenditure in the catchment area and the turnover of existing and committed retail floorspace. In simple terms, the difference between the forecast totals of available expenditure and retail turnover gives a measure of the need for additional retail floorspace. If there is an expenditure surplus, this is converted into potential floorspace by dividing by an appropriate sales density. Similarly, if there is an expenditure deficit, a floorspace over supply may exist.

THE HOUSEHOLD TELEPHONE SURVEY

OBJECTIVES OF THE SURVEY

3.11 The household survey performs an important role in the assessment of retail floorspace need since it provides important information on the pattern of shopping activity throughout Stratford-on-Avon District and the surrounding area. As such, it forms the foundation upon which the retail need estimates are built.

3.12 A major aim of the survey is to generate quantitative data on consumer retail expenditure flows between areas or zones (where people live) and retail centres (where they spend their money). This has been carried out for the following three types of shopping:-

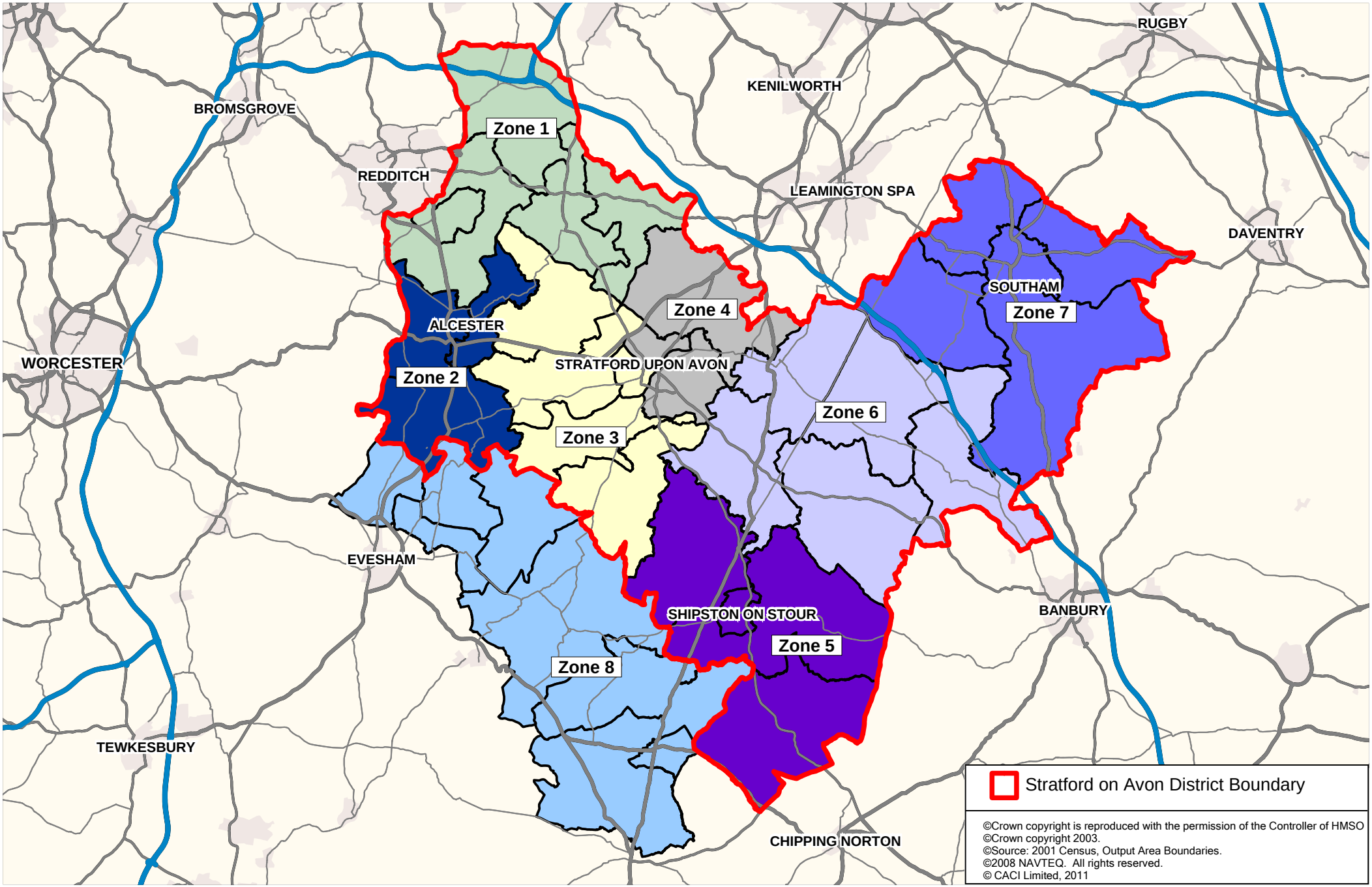
- convenience goods;
- non-bulky comparison goods; and
- bulky comparison goods.

although this report focuses entirely on non-bulky and bulky comparison goods shopping in accordance with the Brief.

DEFINITION OF SURVEY AREA

3.13 We reached agreement with the Council on the outer boundary of the household survey area. The survey area is shown in **Figure 3.2** overleaf. It has been drawn to encompass the shopping catchment areas of all centres within Stratford-on-Avon District, particularly Stratford-upon-Avon town. The household survey was carried out during February, 2008 to originally inform the Colliers June 2008 Stratford-on-Avon District Retail Study, which focused solely on convenience goods shopping.

Fig. 3.2. Household Telephone Survey: Definition of Eight Zones



DEFINITION OF EXPENDITURE ZONES

3.14 For the purpose of sampling and analysis, the survey area has been divided into eight zones. These zones are defined on the basis of ward boundaries and each zone comprises one or more wards. In broad terms they relate to natural shopping activity areas on the ground and to the size and location of retail centres.

3.15 **Figure 3.2** also shows the locations and general configuration of the eight zones throughout the survey area. These were agreed with the Council prior to the survey being carried out. Zones 1 to 7 inclusive cover Stratford-on-Avon District, whilst zone 8 covers its shopping hinterland[1].

SAMPLING

3.16 In consultation with the Council an overall target sample of 750 completed interviews was agreed, giving a sample of 94 interviews per zone. Within each of the eight zones the interview sample was drawn randomly and in proportion to the distribution of population. This ensures the results of the survey for each zone reflect the density of population on the ground. At the analysis stage of the survey, individual zone samples are then weighted to their appropriate representation within the survey population to produce an overall result which is representative of the survey area as a whole. Without this weighting, the less densely populated zones would have a disproportionately large effect on the overall survey results, contrary to their population size. The whole principle of weighting therefore allows the characteristics of less densely populated zones to be represented without the unnecessary cost of a grossly inflated sample. **Appendix 1A** provides a more detailed statistical synopsis of the sampling methodology and the degree of confidence which can be attributed to the survey results.

THE SURVEY QUESTIONNAIRE

3.17 The survey questionnaire was drafted in consultation with the Council and its agreement was obtained prior to the commencement of interviewing. A copy of the survey questionnaire is reproduced in **Appendix 1B**.

[1] Due to a number of major competing retail centres being located in close proximity to the boundary of the District, we do not feel that the retail influence of Stratford-upon-Avon and other smaller towns within the District materially extend beyond the District boundary.

3.18 In so far as we use the survey results to inform our assessment of retail floorspace need, the key data which the survey generates is the percentage market share (in terms of expenditure) of towns and other centres/stores within each of the eight zones. This is analysed separately for non-bulky and bulky comparison goods shopping. Using this quantitative information, it is possible to build-up a detailed picture of shopper behaviour within the survey area as a whole. In particular, the data allows the base year (2008) catchment area and retail turnover of Stratford-upon-Avon town to be determined for each broad category of goods.

PRINCIPAL DATA SOURCES

3.19 The retail need assessment which we present in Sections 6 and 7 utilises four major sources of data. The data sources are as follows:-

Data on shopping trips patterns and consumer retail expenditure flows

Source: We have incorporated the results from a specially commissioned household telephone survey carried out during February 2008. This has been described at paragraphs 3.11 to 3.18 above.

Data on population and population projections

Source: Current populations and population projections to 2028 have been provided by Stratford-on-Avon District Council for three different scenarios – low, medium and high population growth projections. (Full details of the methodology for projecting population are set out at **Appendix 2**).

Data on consumer retail expenditure per head

Source: Data on average non-bulky and bulky comparison goods expenditure per head for 2006 has been derived from Experian for the resident population living within each of the eight zones. The expenditure per head data is summarised in **Appendix 3B**.

Data on existing retail floorspace/retail floorspace commitments

Source: The comparison goods floorspace of Stratford-upon-Avon town centre has been estimated by Colliers International. (See **Appendix 5A** for details). The gross floorspace of individual out of centre stores in the town has been provided by the Council, and sales floorspace subsequently estimated by Colliers by applying a suitable net to gross ratio. (See **Appendix 5B**). Details of retail commitments have also been provided by the Council. (See **Appendix 5C** for details).

INTERPRETATION AND DEFINITIONS

3.20 In addition to the principal sources of data, there are a number of further definitions, assumptions and forecasts which we have adopted throughout this study. Although many are referred to again in Sections 6 and 7, we hope that grouping them together below will assist the reader in understanding the technical analysis which follows.

STUDY CENTRES

3.21 In this study, we assess the need for additional floorspace in Stratford-upon-Avon town.

COMPOSITION OF MAIN RETAIL GOODS CATEGORIES

3.22 In this study, in order to address the requirements of the Council, we undertake separate retail need assessments for non-bulky comparison goods and bulky comparison goods floorspace. **Appendix 3A** defines the detailed types of goods which comprise each goods category.

BASE YEAR

3.23 We adopt a base year of 2008. It is the year at which we use the household survey to determine the pattern of shopper behaviour and consumer retail expenditure flows.

FORECAST YEAR

3.24 The Council has requested that we forecast retail floorspace need to 2028. We also provide 'interim' need totals at 2018 and 2023 (five year periods).

PRICE BASE

3.25 All monetary figures in this report are given in **constant 2006 prices**. This is the price base for the consumer retail expenditure per head data obtained from Experian.

FUTURE GROWTH IN CONSUMER RETAIL EXPENDITURE PER HEAD

3.26 Future spending levels have an important bearing on the need for additional retail floorspace. The assumptions used are therefore critical to the validity of the overall assessment and it is vital that up to date, realistic and robust sources are used.

3.27 In this study, we adopt the latest available (August 2010) UK expenditure forecasts published by Experian. These are set out in full at **Appendix 3C** and incorporate the move by the Office of National Statistics (ONS) in 2003 to an annual chain linking approach to producing constant price economic aggregates. These forecasts take into account the major downturn in the UK economy.

3.28 Experian's expenditure forecasts are estimates of future spending based on an economic model of disaggregated consumer spending. They differ from expenditure projections published by Experian (and also Pitney Bowes[1]) that are estimates of future spending based on the extrapolation of past trends. Experian advise that when carrying out longer term retail need assessments, the use of forecasts is preferred to projections, particularly given the UK's present position in the economic cycle. This is because all of the projections extrapolate past time periods, characterised (in the main) by buoyant economic growth, whereas the UK has recently experienced economic recession and any recovery is still fragile and uncertain. Thus the use of projections is likely to materially over-state the growth in consumer retail expenditure over the coming years, whereas forecasts will better reflect the weaker economy and the current fall in spending levels. Experian recommend, therefore, that:-

- *"economic forecasts are to be preferred over the projections for planning for future demand growth".*

3.29 Following the advice of Experian, we therefore adopt their latest UK wide expenditure per head forecasts through to 2027. These forecasts, which are at constant prices, are set out in **Table 3.1** overleaf.

[1] Previously known as MapInfo.

Table 3.1: Expenditure Per Head Growth Forecasts (% Per Annum)

Goods Category	Time Period							
	2007(A)	2008(A)	2009	2010	2011	2012	2013-17	2018-27
Non-Bulky Comparison Goods	1.4	1.9	-1.2	0.9	1.1	2.5	2.6	2.8
Bulky Comparison Goods	5.0	6.9	0.5	-0.5	1.3	2.4	2.8	3.0
All Comparison Goods	2.7	3.7	-0.6	0.4	1.2	2.4	2.7	2.9

***Source**: Experian Forecasts, August 2010. Retail Planner Briefing Note 8.1. See **Appendix 3C** for full details.*
(A): Actual growth.

IN-FLOW EXPENDITURE

3.30 By extending the household telephone survey area beyond Stratford-on-Avon District (see **Figure 3.2**), the objective was to capture virtually all resident trips made into the district for shopping purposes. This approach is borne out by the pattern of market shares generated by the household survey. Even for Stratford-upon-Avon town trade penetration falls off rapidly in the more distant zones due to competition.

3.31 Nevertheless, we do anticipate that some spending will occur in Stratford-upon-Avon town from people living outside the survey area. Some of this in-flow expenditure will come from residents living in areas beyond the district boundary, but most of it will be generated by tourists visiting the town due to it being the birthplace of William Shakespeare. We estimate the amount of in-flow expenditure to Stratford-upon-Avon town from residents and tourists, for non-bulky and bulky comparison goods shopping, at **Appendix 4**. Our assessment indicates that resident based in-flow expenditure for non-bulky comparison goods to the town will be at a level equivalent to 10% of sales drawn from the survey area, whilst the corresponding proportion for bulky comparison goods is 5%. For tourist expenditure, we assume that all of the comparison in-flow spend will be on non-bulky goods and a sizeable total of £56 million has been estimated for the base year of 2008.

SPECIAL FORMS OF TRADING AND E-TAILING

3.32 It is normal practice in the preparation of retail need studies to make deductions from the consumer retail expenditure per person figures adopted to allow for expenditure by 'special forms of trading' (SFT). This is retail expenditure that does not take place in shops, such as that via mail order houses, door to door salesmen and stalls and markets. It also includes spending using digital TV and over the internet.

3.33 Recent evidence suggests that e-tailing sales are increasing as a proportion of total retail expenditure, although perhaps not at the rate many commentators forecast at the height of the dot.com boom. Much of the initial growth in e-tailing was achieved through the cannibalisation of retail expenditure on traditional catalogue-based mail order. However, with this source almost 'exhausted', further gains in e-tailing have fed directly through into an increase in retail sales through SFT. Accordingly, we feel it is prudent to take this into account in our retail need assessment.

3.34 In preparing this study, we have examined a wide range of published material on the subject of e-tailing. However, in our view, the most appropriate and up to date research paper available on the topic has been prepared by Experian[1] and this is reproduced in full in **Appendix 3D.** This paper takes into account the new methodology for calculating the value of internet sales announced by the Office for National Statistics (ONS) in February 2010, which resulted in a large increase in estimated internet retail sales and their share of the total retail market. The upward revision reflects the inclusion in the new methodology of all sales made over the internet by individual businesses using information derived from the monthly ONS Retail Sales Inquiry (RSI[2]).

3.35 Experian note that after a slow start, the UK now appears to be in the rapid growth phase of the spread of e-tailing, although growth is expected to begin to plateau from around 2016. The company publish separate projections of the future market share for SFT (including e-tailing) through to 2027 for convenience and comparison goods shopping.

3.36 It must be stressed that the Experian forecasts are only estimates, since it is very difficult to predict precisely what will happen, particularly over a long time frame. Moreover, Experian themselves note that:-

> *"the non-store retailing figures include supermarkets and other retailers that source internet goods sales from store space".*

3.37 For this reason, the 'headline' rate for share of non-store retailing is likely to be over-stated if the focus, as in this report, is purely on physical shop units. Although this is particularly the case for convenience goods, where a number of major operators supply a proportion of the goods purchased online direct from their stores, it is also a

[1] Source: Experian Retail Planner Note Briefing Note 8.1, August 2010.

[2] The RSI covers 5,000 businesses in Great Britain accounting for 95% of the retail sector in terms of turnover.

characteristic of comparison goods retailers. To reflect these operational factors, Experian have published a parallel series of SFT forecasts that are adjusted for internet sales from stores. Experian SFT forecasts are set out in **Table 4.2**. In this report, we adopt these 'adjusted' forecasts.

Table 4.2: Estimated Share of Consumer Retail Expenditure Accounted for by Special Forms of Trading

Year	Comparison Goods	
	SFT (%)	SFT (Adjusted for sales from stores)
2008	8.2 (A)	6.2
2018	13.8	10.4
2023	13.5	10.1
2028	13.2	9.9

Source: *Experian (A = actual. All other figures are Experian estimates and forecasts).*

TURNOVER ALLOCATION FOR EXISTING RETAIL FLOORSPACE

3.38 It would, in our view, be wrong to assume that all of the increase in available retail expenditure within the survey area is available to support additional retail floorspace. This is because it is appropriate that some of the forecast growth in expenditure should be allocated to existing retailers because the evidence confirms that existing retail shops, in general, achieve real and necessary gains in sales productivities year on year. Rising sales densities are driven by a number of factors including growth in floorspace efficiency and changes in trading hours, net to gross ratios and the mix of goods. Rapidly rising costs also mean existing retailers must grow their sales densities in real terms to remain viable.

3.39 Consequently, to avoid making a turnover allowance for existing retailers would, in our view, lead to a "double-counting" of future available retail expenditure and thus an over-estimation of the need for additional retail floorspace (ie. the consumer spend required by existing retail floorspace would be used to justify the need for new retail floorspace).

3.40 Experian has recently published a Retail Planner Briefing Note which provides their latest forecasts for changes in retail sales densities for comparison goods retailers. This is set out in **Appendix 3E**. The forecasts take into account likely changes to the stock of

retail floorspace, which is Experian's "recommended" method. The forecasts are summarised in **Table 4.3**, and show a small decline in 2009, prior to a return to positive average growth from 2010 through to 2027.

Table 4.3: Retail Sales Densities: Forecasts (% Per Annum)

Goods Category	*2009*	*2010*	*2011*	*2012*	*2013-17*	*2018-27*
Comparison	-0.5	0.4	1.5	2.3	2.2	2.3

Source: *Experian, Retail Planning Briefing Note 8.1, August 2010.*

3.41 Experian further advise that for centres where there is a material over-trading at the present time, it is likely that the potential for real gains in sales productivity in the future will be less than the UK averages set out above. Similarly, in centres where there is currently significant under-trading, there is likely to be potential for gains in sales productivity in excess of the national average. However, if the monetary effects of (any) over-trading and under-trading in the base year are fully taken into account in the retail assessment – as is the case in this study – then it brings the centre retail economies into a retail equilibrium position akin to the UK average and consistent with Experian's forecasts on the growth in store productivities. This link is important and has been established in discussions we have had with Experian. Consequently, it is perfectly reasonable to apply the Experian store productivity forecasts set out in **Table 4.3** to the benchmark turnovers of existing non-bulky and bulky comparison goods floorspace within Stratford-upon-Avon town.

BENCHMARK TURNOVERS

3.42 In order to assess the scale of any over or under trading of existing retail floorspace in Stratford-upon-Avon town at the base year (2008), we compare estimated actual retail turnover, which is derived from the results of the household telephone survey, against estimated benchmark turnover. This assessment is carried out separately for non-bulky and bulky comparison goods floorspace. The benchmark turnover estimates are derived by multiplying sales floorspace by appropriate average sales densities. The sales densities are built up using published statistics on company average store productivities[1] as applied to major stores, professional judgement and comparable evidence gleaned from similar studies prepared by ourselves and other consultants. The benchmark turnovers feed through into our assessment of retail floorspace need (**Appendix 6**).

[1] For example, as published in UK Retail Rankings 2010, Mintel.

FORECAST SALES DENSITIES

3.43 Sales density measures the relative efficiency with which floorspace is used by retailers to convert sales floorspace into retail turnover. We use forecast sales densities to convert the available residual headroom expenditure at each of the forecast years into a need for additional retail floorspace.

3.44 In considering what are the most important sales densities to use it is necessary to bear in mind the following:-

- that sales densities relating to new stores or retail developments (which will open in the future) are likely to be higher than those which apply to all of the existing floorspace stock in a centre at the base year (2008);

- that sales densities vary widely between different goods categories - being generally higher for non-bulky comparison goods floorspace; and

- that sales densities will increase over time due to the real increases in store productivity which we apply to all retail floorspace.

3.45 In selecting what we consider to be the most realistic sales densities to adopt, we have had regard to the characteristics of the retail economy of Stratford-upon-Avon town and the estimated average store productivities for non-bulky and bulky comparison goods floorspace at the base year (2008).

3.46 Our assumed sales densities for converting available headroom expenditure into a need for additional floorspace are set out in **Table 4.4**.

Table 4.4: Assumed Forecast Sales Densities (£ psm net)

	Base Year	*Forecast Years*		
Goods Category	***2008***	***2018***	***2023***	***2028***
Non-Bulky Comparison goods	5,500	6,500	7,280	8,160
Bulky Comparison Goods	2,500	2,950	3,310	3,710

Note: *The sales densities are higher in 2018, 2023 and 2028 because they include appropriate real increases in store productivities as set out in Table 4.3.*

NET TO GROSS RATIOS

3.47 Where actual gross and net floorspace figures are available we have used them. However, where it has been necessary to convert from gross to net (or vice versa) we have used the following net to gross ratios for retail floorspace:-

• Non-bulky comparison goods	65:100	Town Centre
	90:100	Retail Warehouses (Out of Centre)
• Bulky comparison goods	65:100	Town Centre
	90:100	Retail Warehouses (Out of Centre)

METRIC CONVERSION

3.48 Where necessary, we have converted square feet into metres (and vice versa) using the following formulae:-

1 sq m = 10.764 sq ft

1 sq ft = 0.093 sq m

VAT

3.49 Expenditure and sales/turnover data used throughout the retail need assessment includes VAT.

4. SHOPPING PATTERNS AND EXPENDITURE FLOWS

INTRODUCTION

4.1 The main purpose of this section is to quantify shopper behaviour and to determine the retail trading performance of Stratford-on-Avon District as a whole and Stratford-upon-Avon town in relation to non-bulky and bulky comparison goods shopping. We also identify centre dominance across the sub-region.

4.2 The assessment draws on the results of a household telephone survey which was carried out during February 2008 within Stratford-on-Avon District and its shopping hinterland. In addition, we refer to retail floorspace, population and consumer expenditure data. The sources of this information have already been described in Section 3.

4.3 Using the survey results, we also identify the main characteristics of consumer behaviour for non-bulky and bulky comparison goods shopping within the district and surrounding areas.

CATCHMENT AREA DEFINITION

4.4 The main objective of the household telephone survey was to obtain comprehensive information on consumer shopping trip patterns and expenditure flows for non-bulky and bulky comparison goods shopping within the sub-region.

4.5 Within the survey area we sought to determine the catchment area of Stratford-upon-Avon town as a whole for non-bulky and bulky comparison goods shopping using survey data on consumer retail expenditure patterns[1]. Our analysis permits the core, primary, secondary and tertiary catchments (where they exist) to be determined. For the purpose of this study, we have adopted the following definitions:-

- **core catchment:** comprises those zones from which a centre attracts the **majority** of generated expenditure (i.e. **more than 50%**);

[1] We therefore include consumer expenditure flows to both town centre and out of centre retail floorspace in Stratford-upon-Avon.

- **primary catchment:** comprises those remaining zones from which a centre attracts **25% or more** of generated expenditure;

- **secondary catchment:** comprises those remaining zones from which a centre attracts **10% or more** of generated expenditure;

- **tertiary catchment**: comprises all remaining zones from which a centre attracts **5% or more** of generated expenditure.

4.6 Beyond the tertiary catchment, the detailed survey results show that Stratford-upon-Avon town attracts even smaller amounts of consumer retail expenditure from additional zones. Such expenditure flows will account for a very small proportion of the town's turnover and can, for most analytical purposes, be ignored. We have therefore excluded these zones from our definition of Stratford-upon-Avon's catchment area in this section, although such flows (as well in-flow expenditure to the survey area) are taken into account in the quantitative retail need assessment (Sections 6 and 7).

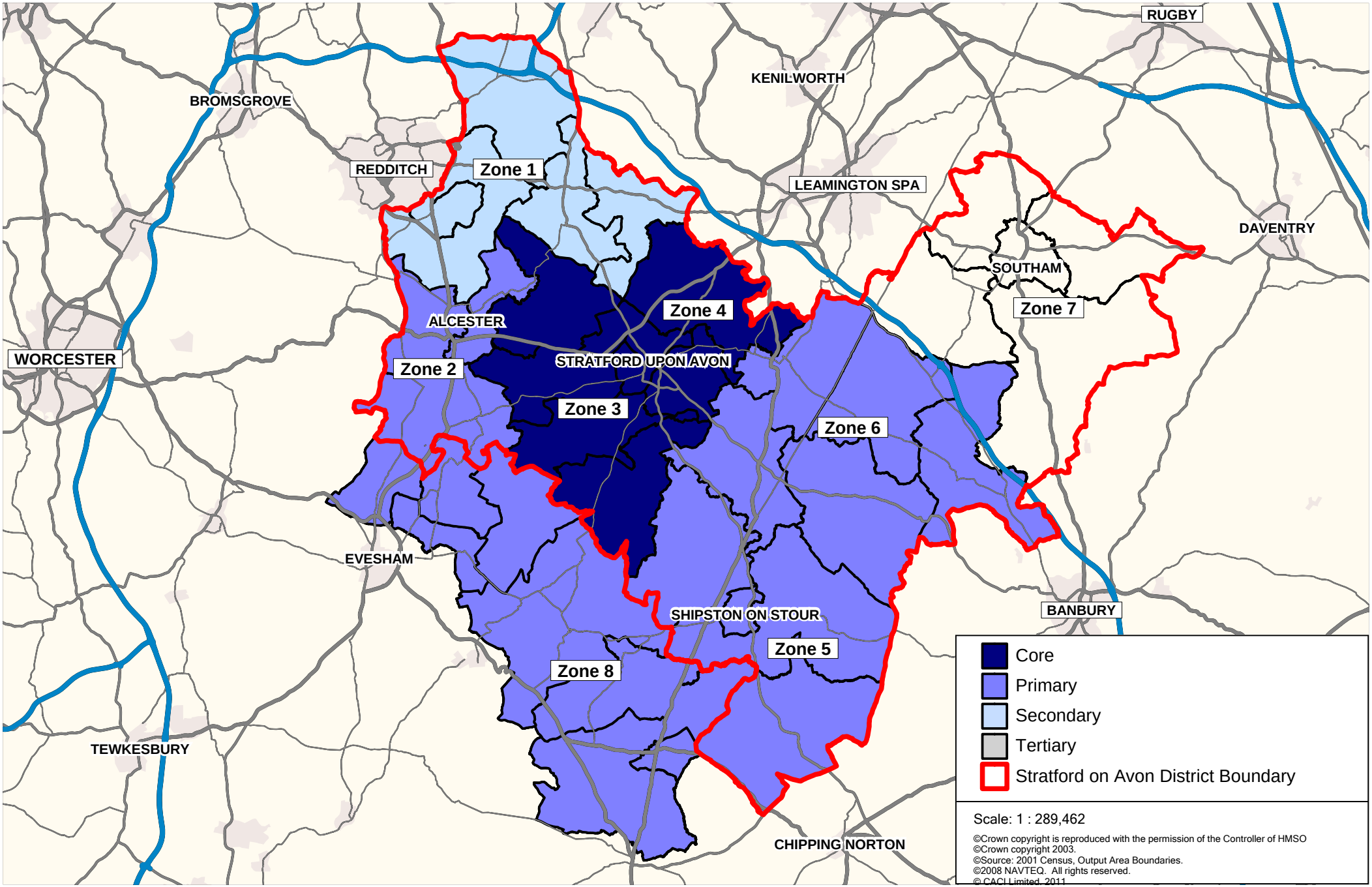
STRATFORD-UPON-AVON CATCHMENT AREA

4.7 We turn first to defining the non-bulky and bulky comparison goods shopping catchment areas for Stratford-upon-Avon town using the results of the household survey (and the catchment methodology set out at paragraph 4.5). It should be borne in mind in the following analysis that zones are dealt with in their entirety, although in practice parts of a zone may actually fall within the retail influence of a different centre to that being described.

NON-BULKY COMPARISON GOODS

4.8 Stratford-upon-Avon town's catchment area for non-bulky comparison goods shopping is defined in **Figure 4.1** overleaf. The map shows that the town is strong enough to generate a core catchment covering two zones (zones 3 and 4) in the heart of the District. Beyond this, Stratford-upon-Avon produces a primary catchment area extending across four zones to the west, south and east, whilst its secondary catchment encompasses zone 1, which is located in close proximity to Redditch. There are no zones falling within the tertiary catchment definition. Zone 7 falls outside of the town catchment area, due mainly to the considerable influence of Royal Leamington Spa.

Fig. 4.1. Definition of Stratford-upon-Avon Catchment Area: Non-Bulky Comparison Goods



BULKY COMPARISON GOODS

4.9 In relation to bulky comparison goods shopping (see **Figure 4.2** overleaf), the survey indicates that Stratford-upon-Avon town's core catchment extends across three zones, one more than for non-bulky comparison shopping. This illustrates the strength and attraction of the town's out of centre retail offer, which is focused on the Maybird Centre[1]. A further two zones to the west and east of Stratford-upon-Avon fall within its primary catchment, whilst zones 1 and 8 comprise the town's secondary catchment. No zones are classified as tertiary catchment. As for non-bulky comparison goods, zone 7 falls outside of Stratford-upon-Avon's catchment for bulky comparison goods, again due to the competing attraction of Royal Leamington Spa – its town centre and the Leamington Shopping Park.

ASSESSMENT OF THE STRATFORD-ON-AVON DISTRICT RETAIL ECONOMY AS A WHOLE

4.10 Using the results of the household survey, we first consider the retail trading characteristics of Stratford-on-Avon District as a whole in relation to non-bulky and bulky comparison goods shopping at the base year of 2008. In particular, we are able to determine the volume of expenditure in-flows and out-flow to and from the district for each category of goods, and quantify the role and performance of Stratford-upon-Avon town within the wider district retail economy.

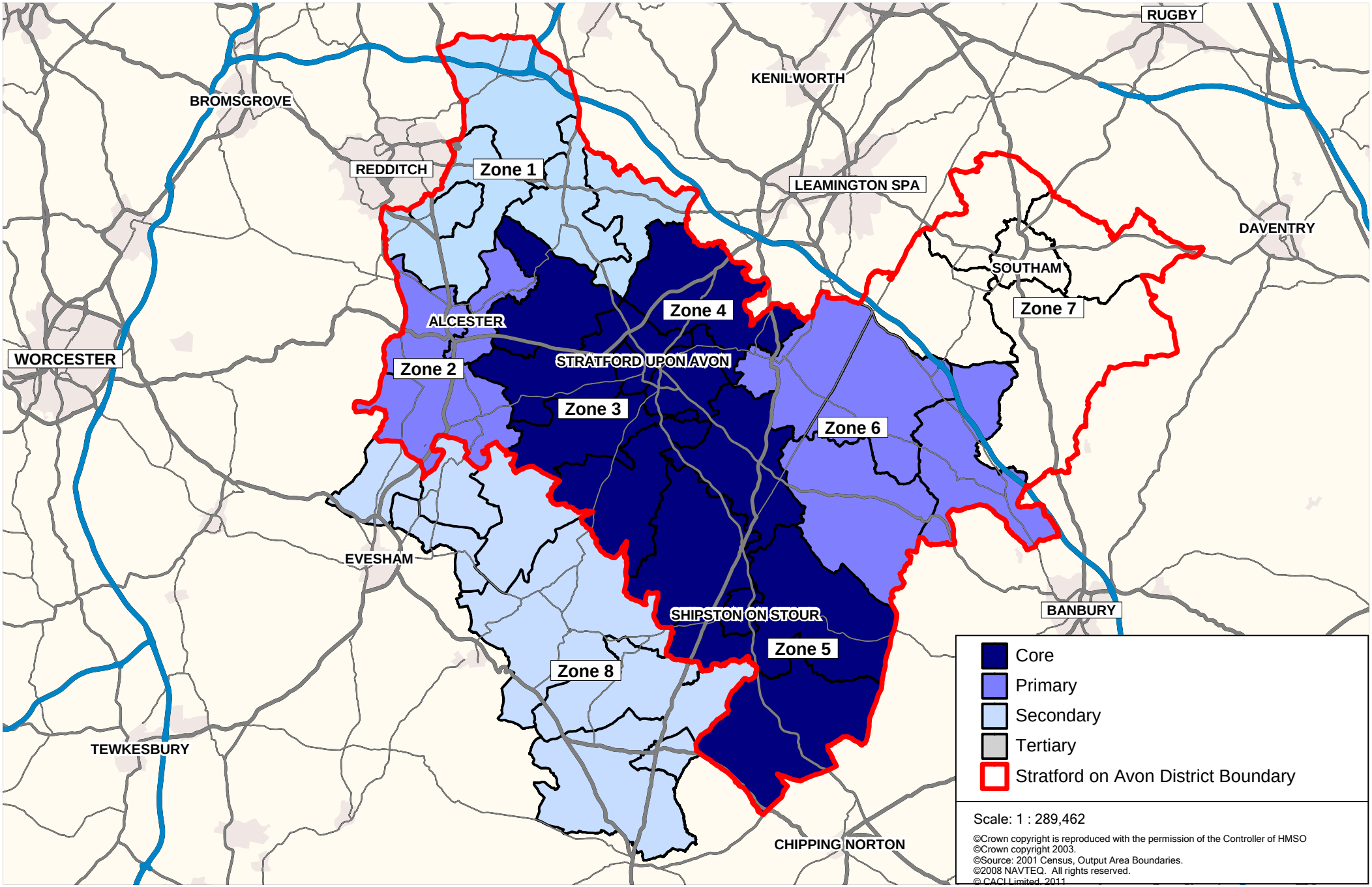
4.11 By relating the scale of these expenditure in-flows and out-flows to the known 'pool' of available expenditure generated within Stratford-on-Avon District, we are able to estimate the base year (2008) retail turnover of the district by category of goods. In addition, by expressing turnover as a proportion of available expenditure, the level of expenditure 'retention' can be estimated.

NON-BULKY COMPARISON GOODS

4.12 The household survey indicates that of the £254 million of non-bulky comparison goods expenditure generated by the residents of Stratford-on-Avon District in 2008, some £112 million leaked out to centres in adjoining areas (**Figure 4.3**). Thus the district retained £142 million of its non-bulky comparison goods spend, which equates to a retention rate of 56%. To this total, the district attracted an estimated in-flow of £93

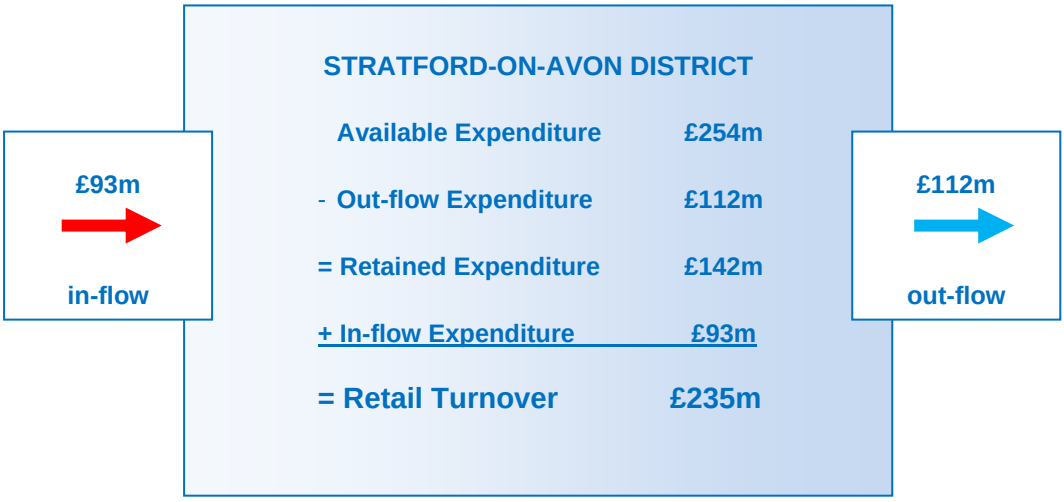
[1] Since the household survey was carried out in February 2008, the Maybird Centre has been extended. We take account of this recent completion in the retail needs assessment in Sections 6 and 7.

Fig. 4.2. Definition of Stratford-upon-Avon Catchment Area: Bulky Comparison Goods



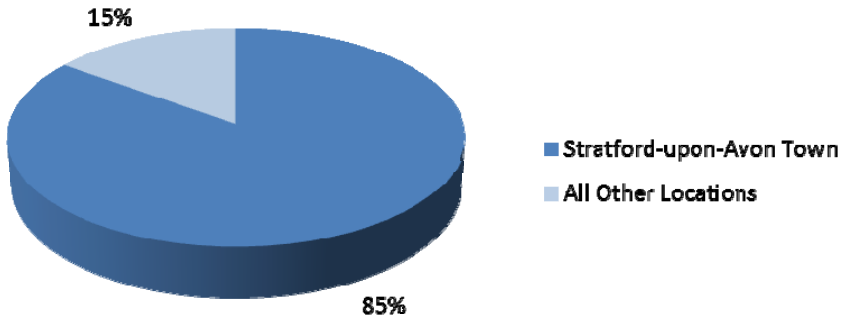
million[1], which results in an annual non-bulky comparison goods turnover of £235 million.

Figure 4.3: Stratford-on-Avon District: Retail Trading Characteristics: Non-Bulky Comparison Goods, 2008



4.13 The total non-bulky comparison goods turnover of Stratford-on-Avon District may be broken down by location as set out in **Figure 4.4**. The figures indicate that Stratford-upon-Avon town accounted for 85% of the district's non-bulky comparison goods sales in 2008, whilst all the remaining centres together attracted only 15% of trade.

Figure 4.4: Stratford-on-Avon District: Non-Bulky Comparison Goods Turnover Disaggregated by Location, 2008

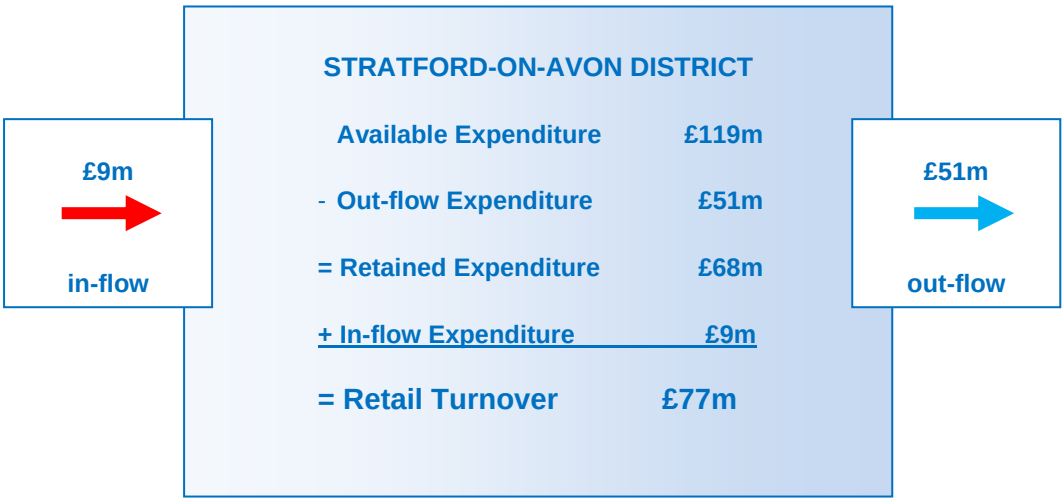


[1] Inflow spend to Stratford-on-Avon District comprises of three components:- (a) £18.2 million of inflow spend from residents living in the survey area (but outside the district) (zone 8), (b) £13.0 million of inflow spend from residents living outside the survey area (all such spend is assumed to flow to Stratford-upon-Avon town) and (c) £62.0 million of inflow spend from tourists visiting Stratford-upon-Avon and other centres in the district.

BULKY COMPARISON GOODS

4.14 For bulky comparison goods, the household survey indicates that £51 million of the available spend of £119 million leaked out of Stratford-on-Avon District to competing centres in 2008 (**Figure 4.5**). Thus £68 million of locally generated bulky comparison goods expenditure was retained within the district, equating to a retention rate of 57%, virtually the same as for non-bulky comparison goods. Adding to this an estimated in-flow spend of £9 million[1] produces an estimated annual bulky comparison goods turnover for Stratford-on-Avon District in 2008 of £77 million.

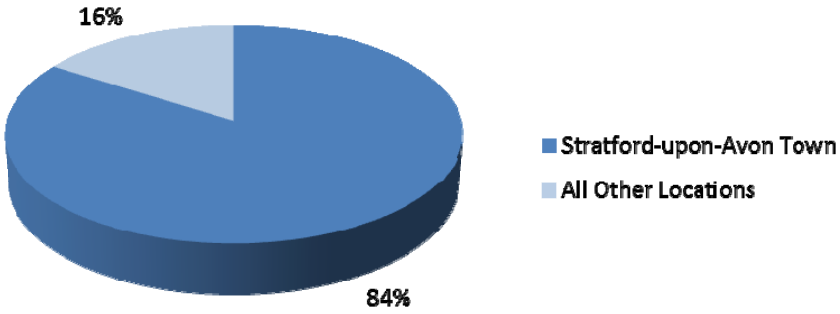
Figure 4.5: Stratford-on-Avon District: Retail Trading Characteristics: Bulky Comparison Goods, 2008



4.15 **Figure 4.6** overleaf disaggregates the total bulky comparison goods turnover of Stratford-on-Avon District by location. Stratford-upon-Avon town accounted for 84% of turnover in 2008, marginally lower than that for non-bulky comparison goods, whilst all other locations in the district captured just 16% of trade.

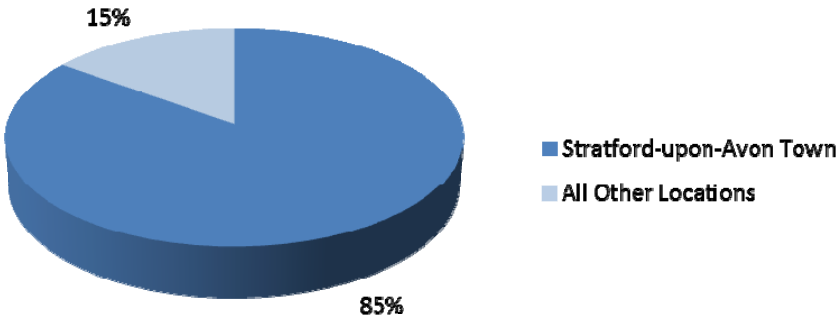
[1] Inflow spend to Stratford-on-Avon District comprises of two components:- (a) £5.5 million of inflow spend from residents living in the survey area (but outside the district) (zone 8); and (b) £3.1 million of inflow spend from residents living outside the survey area (all such spend assumed to flow to Stratford-upon-Avon town).

Figure 4.6: Stratford-on-Avon District: Bulky Comparison Goods Turnover Disaggregated by Location, 2008



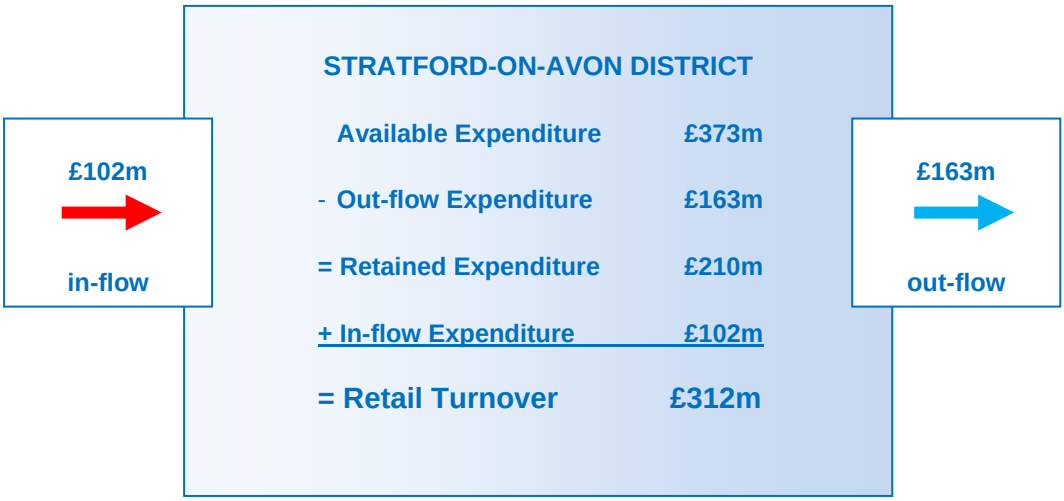
4.16 Combining the non-bulky and bulky comparison goods turnovers indicates that Stratford-on-Avon District had a total comparison goods turnover of £312 million in 2008, of which 85% was generated by Stratford-upon-Avon town, with just 15% of sales accounted for by other centres. (**Figure 4.7**).

Figure 4.7: Stratford-on-Avon District: All Comparison Goods Turnover Disaggregated by Location, 2008



4.17 **Figure 4.8** overleaf summarises the consumer retail expenditure patterns for Stratford-on-Avon District in 2008 in relation to all comparison goods. Overall, 56% of all comparison goods expenditure generated by households within the district was spent within the area, whilst 44% leaked out to competitor centres/stores.

Figure 4.8: Stratford-on-Avon District: Retail Trading Characteristics: All Comparison Goods, 2008



CENTRE DOMINANCE

4.18 Towns or retail locations which capture the largest single share of available expenditure within a zone we describe as being **dominant** within that area. **Figures 4.9 and 4.10** show town dominance across the survey area for non-bulky and bulky comparison goods shopping respectively. The maps provide a good visual indication of the relative strengths of towns across the survey area for each category of goods.

NON-BULKY COMPARISON GOODS

4.19 Stratford-upon-Avon town dominates no less than six of the eight zones in our survey area for non-bulky comparison goods shopping. As **Figure 4.9** overleaf illustrates, its influence extends mainly to the south. To the north, the town's trade penetration is curtailed by Redditch (zone 1) and Royal Leamington Spa (zone 7). Although not dominant enough to capture the largest market share in any of the district's zones, additional centres located just beyond the periphery of the district, such as Banbury and Evesham, also exert an influence on shoppers living in Stratford-on-Avon District.

BULKY COMPARISON GOODS

4.20 Stratford-upon-Avon town's dominance in relation to bulky comparison goods (**Figure 4.10** overleaf) is broadly similar to non-bulky goods, except that zone 8 falls within the

Fig. 4.9. Town Dominance Map: Non-Bulky Comparison Goods Shopping

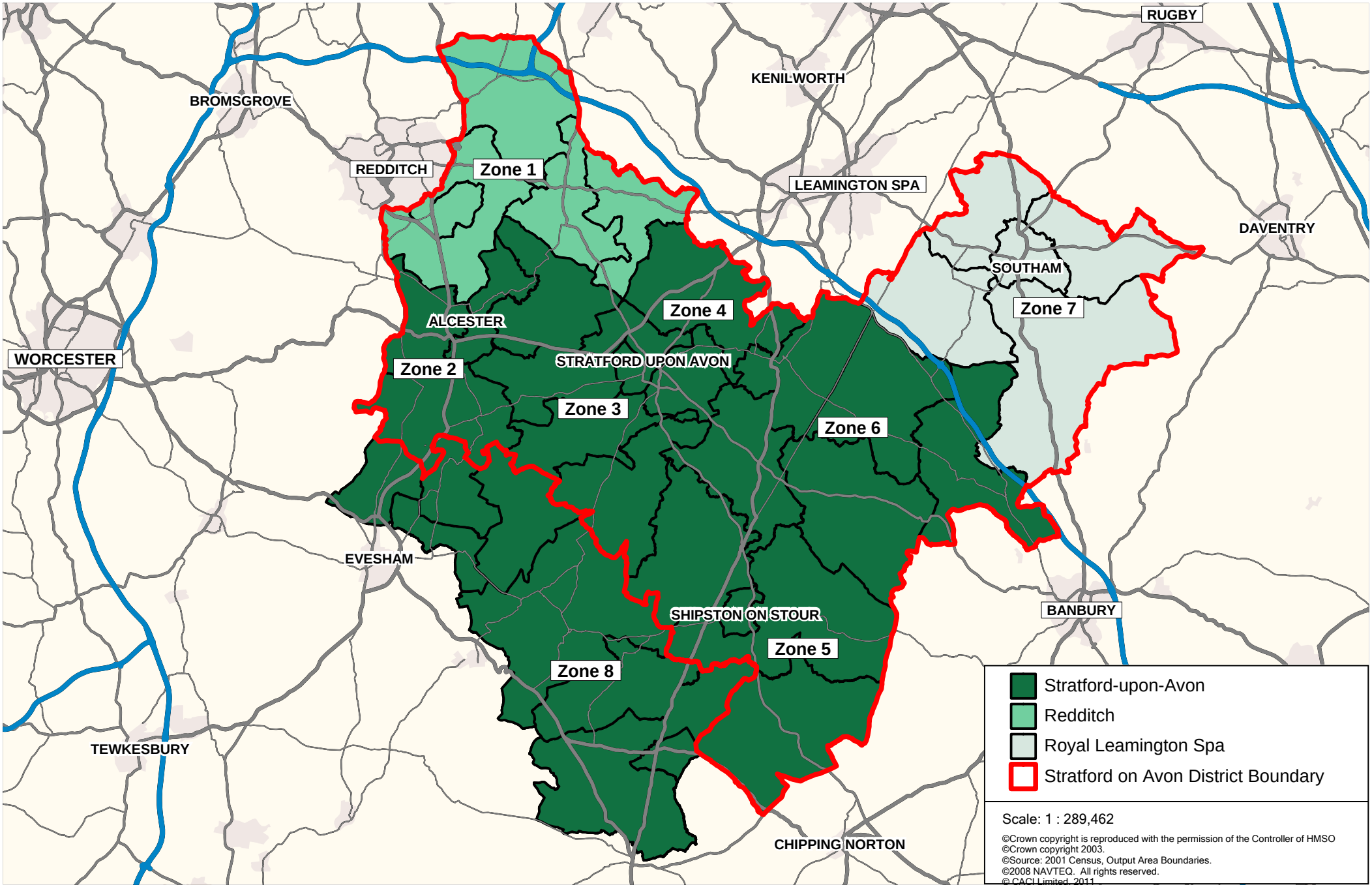
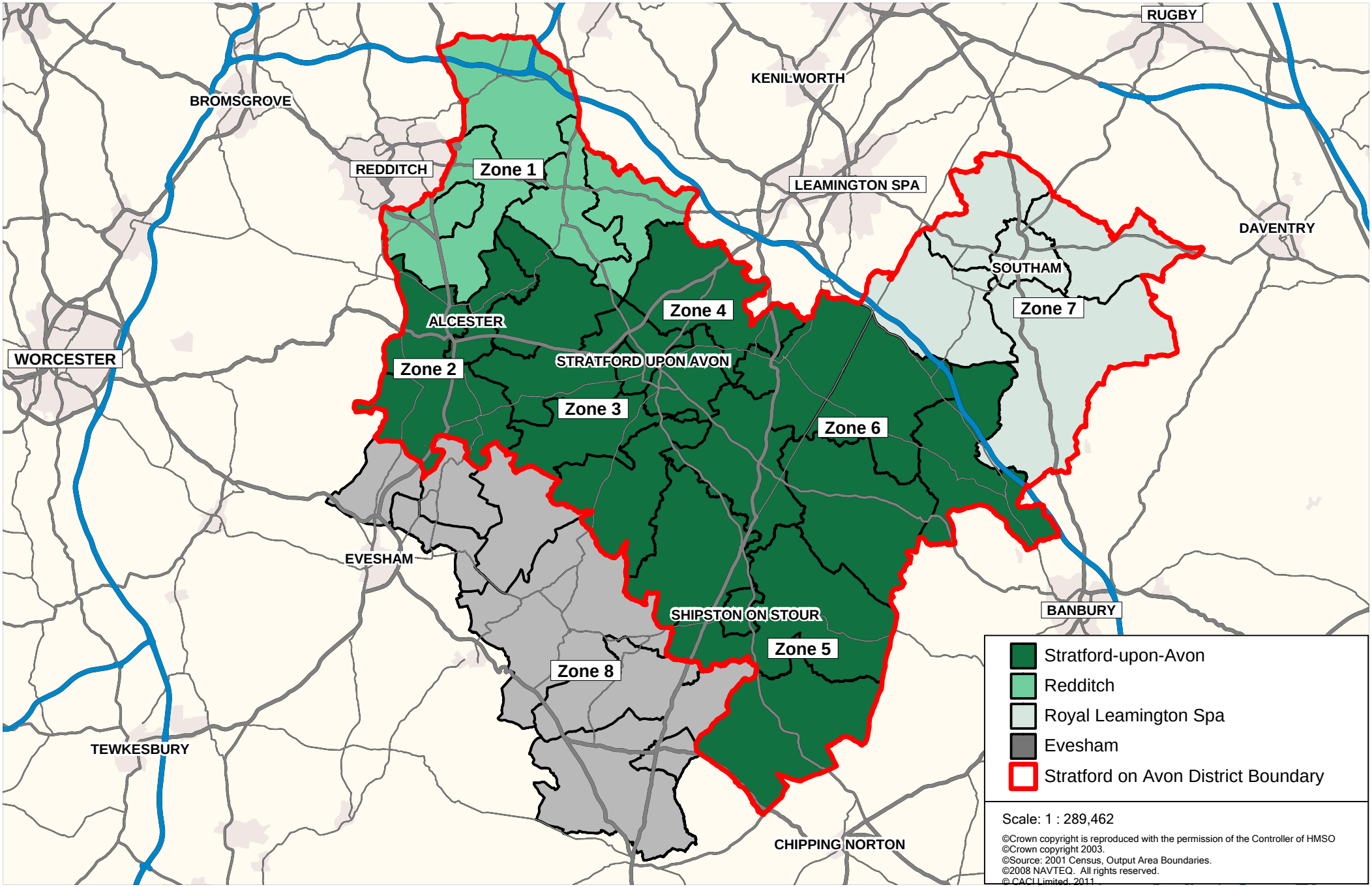


Fig. 4.10. Town Dominance Map: Bulky Comparison Goods Shopping



influence of Evesham. Redditch and Royal Leamington Spa continue to dominate zones 1 and 7 respectively.

CHARACTERISTICS OF SHOPPER BEHAVIOUR

4.21 Information on shopper characteristics is drawn from the household telephone survey. **Appendix 1** describes the survey methodology and sampling, and includes a copy of the survey questionnaire.

NON-BULKY COMPARISON GOODS

4.22 The household telephone survey[1] confirms that non-bulky comparison goods shopping is undertaken relatively infrequently by survey area residents. On average, 52% of households undertake their main trips monthly or less often.

4.23 For the survey area as a whole, 65% of households choose their main centre because it is convenient and close to home. For Stratford-upon-Avon town centre the proportion is even higher at 76%. The only other significant reason given is good choice of shops/wide range of goods, 14% overall and 13% for Stratford-upon-Avon town. Significantly, 18% of respondents naming the Maybird Centre as their main non-bulky comparison goods shopping destination gave ease of parking as the reason. This compared to just 2% of households that gave ease of parking as their reason for shopping in Stratford-upon-Avon town centre.

4.24 Around 80% of households within the survey area use a private car to undertake their main non-bulky comparison goods shopping (60% as a driver and 21% as a passenger). In comparison 12% travel by bus, 5% walk and 3% use other modes (eg. train, taxi and cycle). The figures for Stratford-upon-Avon town centre and the Maybird Centre are broadly similar.

4.25 Across the survey area as a whole, 99% of households start their shopping for main non-bulky comparison goods from home, whilst just 1% begins from work/friends/relatives. For those households travelling from home to their main non-bulky comparison goods shopping destination, 31%, on average, take 10 minutes or less, 44% 11 to 20 minutes and 25% more than 20 minutes. For trips to Stratford-upon-Avon town centre, 32% take up to 10 minutes, 51% 11 to 20 minutes and the remaining

[1] The commentary is based on the results of the household telephone survey undertaken to inform the study. The survey area covers zones 1 to 8 as shown in **Figure 3.2.**

17% over 20 minutes, therefore indicating a slightly shorter than average journey time. Average travel times to the Maybird Centre are similar to those to the town centre.

4.26 Households gravitate towards the larger centres outside of the district for Christmas and other special occasion shopping. For example, Birmingham, Cheltenham and Coventry have a combined share of 'normal' main trips of just 4.2%, but this almost trebles to 12.3% for 'special' trips. In contrast, Stratford-upon-Avon town centre loses its attraction for special occasion shopping; its share dropping to 25% from its normal 29%.

BULKY COMPARISON GOODS

4.27 Almost 70% of survey area households visit their main centre for bulky comparison goods shopping monthly or less often. This compares with 52% for non-bulky comparison goods indicating that shopping for bulky items - as one may expect - is undertaken less frequently.

4.28 As for non-bulky comparison goods shopping, convenience of location is the most important reason for choosing which centre to visit, although, at 71% of households, the proportion is higher. A good choice of retail goods/stores is the second ranked criteria (13%). For Stratford-upon-Avon town centre, 83% of shoppers who use it as their main centre visit because of convenience, with only 6% doing so due to the quality and range of shops/goods. The corresponding figures for the Maybird Centre are 77% and 9% respectively. In contrast, 52% of households who choose Birmingham as their main centre, for example, do so because of the range of its retail offer, whilst 25% are influenced by proximity to home.

4.29 Overall, 86% of main trips for bulky comparison goods shopping are undertaken by car, a higher proportion than for non-bulky comparison goods. Most of the remaining journeys are made by bus (8%). Stratford-upon-Avon town centre attracts 77% of its main bulky comparison goods trips by car, whilst 85% of households carrying out main bulky comparison goods trips to the Maybird Centre use this mode.

4.30 For the survey area as a whole, 99% of households carry out their main shopping for bulky comparison goods from home. The proportion for Stratford-upon-Avon town centre is 100%.

4.31 Some 32% of households in the survey area take 10 minutes or less to reach their main destination for bulky comparison goods shopping from home, whilst 50% take 11 to 20 minutes and just 18% more than 20 minutes. Travelling times are therefore, on average,

marginally less than for non-bulky comparison goods. Average travelling times for Stratford-upon-Avon town centre and the Maybird Centre are broadly similar.

SUMMARY

4.32 The household telephone survey confirms that Stratford-upon-Avon town is very dominant within Stratford-on-Avon District for non-bulky and bulky comparison goods shopping, achieving a market share at the base year (2008) of c.85% in both goods categories. Therefore, all the remaining smaller towns within the district collectively account for only 15% of available comparison goods expenditure, meaning the market share of any individual centre is extremely small. Moreover, since 2008 the Maybird Centre at Stratford-upon-Avon has benefited from a major expansion, which is likely to have further boosted the retail attractiveness of Stratford-upon-Avon town.

4.33 Due primarily to the strong retail performance of Stratford-upon-Avon town, the district as a whole retains relatively high levels of available expenditure in both non-bulky and bulky comparison goods – c.56% in both categories - particularly given the close proximity of many competing centres. Nevertheless, there is an indication from the survey that some residents who normally shop at Stratford-upon-Avon choose to visit centres outside of the district for 'special occasion' shopping. This suggests that Stratford-upon-Avon, although the dominant force locally, may not be able to always compete against the very largest competitor centres for occasional higher end comparison shopping trips.

5. STRATFORD-UPON-AVON: RETAIL OVERVIEW AND COMPARATIVE ASSESSMENT

5.1 In this section, we focus on the retail economy of Stratford-upon-Avon town and assess how it has performed against a number of its nearby competitors over the past decade or so. The analysis provides an important context to our retail policy recommendations in Section 7. The assessment draws on data from a wide range of sources.

THE STRATFORD-ON-AVON DISTRICT SHOPPING HIERARCHY

5.2 The Stratford-on-Avon District Local Plan Review 1996-2011 (Policy STR.1) defines the following hierarchy of centres in the district.

- Main Town — Stratford-upon-Avon
- Main Rural Centre — Alcester, Bidford-on-Avon, Henley-in-Arden, Kineton, Shipston-on-Stour, Southam, Studley, Wellsbourne

5.3 However, in developing its new Local Development Framework, the Council in its Consultation Core Strategy has adjusted the hierarchy below 'Main Town' level. Policy CS.2.D proposes that Alcester, Shipston and Southam should be identified as 'primary centres' and Bidford-on-Avon, Henley-in-Arden, Kineton, Studley and Wellsbourne as 'secondary centres'. Below this tier, there are additional settlements defined as 'local centre villages'.

5.4 Stratford-upon-Avon is by far the largest settlement in the district and dominates the area's retail offer through its town centre shops and out of centre retail development.

This is particularly the case for comparison goods shopping as demonstrated by the floorspace figures set out in **Table 5.1**.

Table 5.1: Estimated Town Centre Comparison Goods Floorspace

Town	*Comparison Floorspace (Sq M Gross)*	*Col %*
Stratford-upon-Avon	32,100	75
Alcester	4,480	10
Shipston-on-Stour	3,150	7
Southam	3,000[1]	7
Total	**42,730**	**100**

Note: (1) Estimated by Colliers International. All other figures sourced from Experian GOAD. (Ground floor areas only included).

5.5 The figures in **Table 5.1** indicate that Stratford-upon-Avon contains around three-quarters of the town centre comparison goods shopping in the district. In addition, virtually all out of centre comparison goods retailing in the district is concentrated at Stratford-upon-Avon (we return to this later). It is for these reasons that this study focuses on the assessment of future retail floorspace capacity within Stratford-upon-Avon town; commercial demand for additional comparison shopping elsewhere in the district, even within the three Main Rural Centres, is likely to be very limited, and, in practice, policy should seek to preserve the existing retail offer rather than focus on expansion.

STRATFORD-UPON-AVON TOWN CENTRE

5.6 The analysis of shopping patterns in Section 4 confirms the dominant role of Stratford-upon-Avon town within the wider retail economy of the district. The town attracts a huge proportion of locally generated non-bulky and bulky comparison goods expenditure and its catchment area and trade penetration extends over much of the district. Nevertheless, some expenditure does leak out of the district and even its core catchment.

5.7 The survey indicates that most of this leakage flows to just five centres: Royal Leamington Spa, Solihull, Redditch, Evesham and Banbury. We therefore define these towns as the main 'competing centres' to Stratford-upon-Avon. The survey confirms that much larger regional centres such as Birmingham, Merry Hill, Cheltenham and Coventry

attract very small amounts of trade away from Stratford-upon-Avon. We believe this is due to their more distant locations, combined with the fact that the closer 'inner ring' of competing centres, although smaller, offer an attractive range of stores, many of which are located in modern, enclosed shopping centres.

5.8 Stratford-upon-Avon town centre has benefited from relatively little new retail investment in recent decades. The Mulberry Tree Centre at the bottom of Bridge Street, which opened in the early 1990's, and the conversion of the former Post Office/Royal Mail Sorting Office to retail in the late 1990's, are the only significant increases in town centre retail floorspace over the past 20 years. The town centre has therefore virtually 'stood still' in retail terms for many years, whilst throughout the rest of the UK many new shopping centres have been built, and others have experienced significant expansion and improvement. Furthermore, over the past 20 years or so there has been substantial out of centre retail development within the town (eg. The Maybird Centre), particularly in comparison goods shopping, and this has soaked up a material share of locally generated consumer retail expenditure.

5.9 To 'stand still' in what is a dynamic and rapidly evolving retail sector is to experience a relative decline against the competition even if in absolute terms the retail offer remains broadly similar. This is what has happened to Stratford-upon-Avon town centre as borne out by evidence of its changing retail rank.

5.10 **Table 5.2** overleaf compares Stratford-upon-Avon's retail rank position against its principal competitor towns over the past 15 years. The comparison shows that Stratford-upon-Avon has slipped 33 places down the UK ranking[1] since 1995, a similar fall to Redditch. However, a closer inspection reveals that Redditch has retained its position since 2005, whereas Stratford-upon-Avon has fallen 44 places. Evesham has come out worst, falling 123 places over the past 15 years, whereas Royal Leamington Spa, Banbury and Solihull have moved up 15, 35 and 75 places respectively over the period.

[1] The retail offer of each centre (or shopping venue) in the UK is evaluated by Javelin Group using a straight forward scoring system which takes account of the presence in each location of multiple retailers, including anchor stores, fashion operators, non-fashion multiples and food stores. The score attached to each operator is weighted to reflect their overall impact on shopping patterns. (eg. premier department store, 20 points down to small 'other' multiple, 1 point).

Table 5.2 UK Retail Rankings, 1995-2010: Stratford-upon-Avon vs Competing Centres

Town	Rank of Centre in UK Retail Hierarchy							Change in Rank
	1995	1998	2000	2003	2005	2007	2010	1995-2010
Banbury	161	170	182	126	103	105	126	+35
Evesham	246	263	269	262	278	277	369	-123
Redditch	136	161	165	165	170	168	171	-35
Royal Leamington Spa	105	85	93	130	101	89	90	+15
Solihull	125	111	116	54	53	52	50	+75
Stratford-upon-Avon	136	135	145	170	125	154	169	-33

Source: *Javelin Group (UK Shopping Venue Rankings) and Management Horizons Europe (UK Shopping Index).*

5.11 All five competing towns offer fully enclosed shopping centres (see **Table 5.3** overleaf). Although originally built some time ago (between 1973 (Redditch) and 2001 (Solihull)), they have all experienced regular refurbishments and up-grades and in many cases now effectively anchor their respective town centres by accounting for a significant proportion of town centre retail floorspace and accommodating key department and variety stores. These towns therefore are able to offer something that is unavailable in Stratford-upon-Avon. Moreover, due to the historic fabric of the town centre and the physical constraints that impinge on any future major retail development, it is likely this differentiation in shopping environments between it and its closest competitor destinations will continue into the future. We return to this issue in Section 7.

Table 5.3: Principal Competing Towns to Stratford-upon-Avon

Town	*Total Retail Floorspace[1] (Sq M Gross)*	*Details of Principal Shopping Centre[2]*	*Approximate Proportion of Total Retail Floorspace within Principal Shopping Centre (%)*
	A	*B*	*C = B / A x 100*
Evesham	55,400	**Riverside** – 41 units with 10,680 sq m gross of selling space Anchor: Co-op Opened in 1989	19
Solihull	93,450	**Touchwood** – 105 units with 59,600 sq m gross of selling space Anchor: John Lewis Opened in 2001	64
Banbury	99,300	**Castle Quay** – 88 units with 35,800 sq m gross of selling space Anchors: BHS, Debenhams & Marks & Spencer Opened in 1978	36
Redditch	78,100	**Kingfisher** – 110 units with c.65,000 sq m gross of selling space[3] Anchor: BHS, Marks & Spencer, Debenhams & Primark	83
Royal Leamington Spa	123,000	**Royal Priors** – 68 units with 14,100 sq m gross of selling space Anchors: Marks & Spencer Opened in 1987	11

Notes:

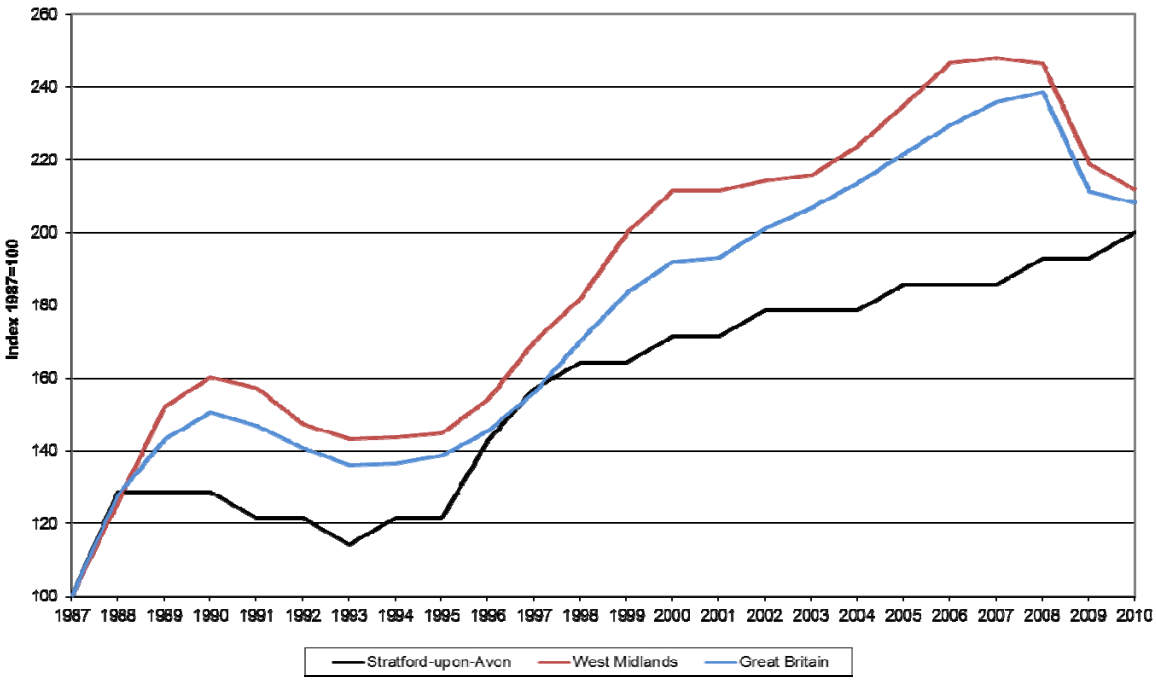
(1) Source: Experian GOAD (totals include services and vacant retail space).

(2) Source: Retail and Shopping Centre Directory, 2009.

(3) Estimated by Colliers International.

5.12 Turning to prime retail rents, **Figure 5.1** compares Stratford-upon-Avon town centre's performance since 1987 against that of the West Midlands region as a whole and Great Britain (GB). The figures indicate that Stratford-upon-Avon's rental performance matched that for the West Midlands and GB through to the late 1990's, but from the turn of the century the town centre began to underperform. However, its prime retail rent has held up well over the past couple of years, due to tourism expenditure cushioning it from the worst effects of the economic downturn.

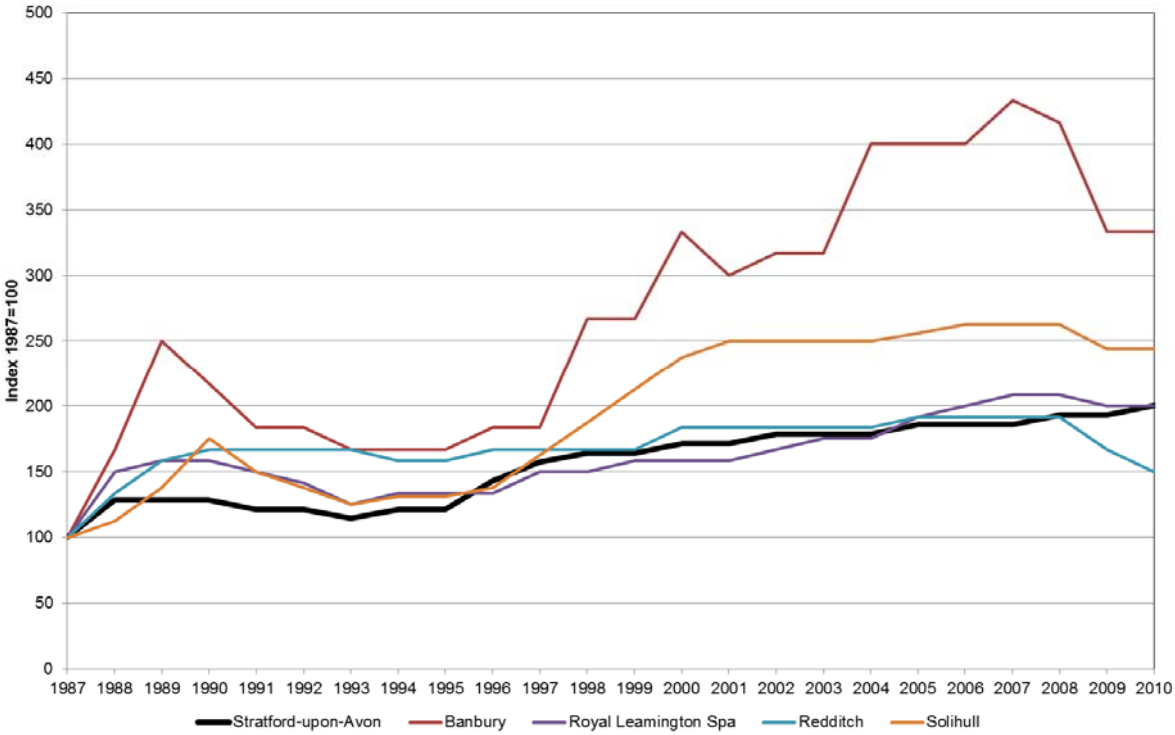
Fig. 5.1: Prime Retail Rental Performance: Stratford-upon-Avon vs West Midlands vs Great Britain (Index 1987=100)



Source: *Colliers International*

5.13 Stratford-upon-Avon town centre's rental performance is compared to that of its major competitors in **Figure 5.2** overleaf. This confirms that prime rents in Stratford-upon-Avon have experienced steady but modest growth since 1987. The town centre's overall performance has matched that of Royal Leamington Spa and beaten that of Redditch. However, its performance has lagged behind that of Solihull, particularly since the late 1990's, and has been far out stripped by Banbury. The town's prime rents have generally held up well because of continuing strong retailer demand and a relatively constrained supply of available floorspace.

Fig. 5.2: Prime Retail Rental Performance: Stratford-upon-Avon Town Centre vs Competing Centres (Index 1987 = 100)

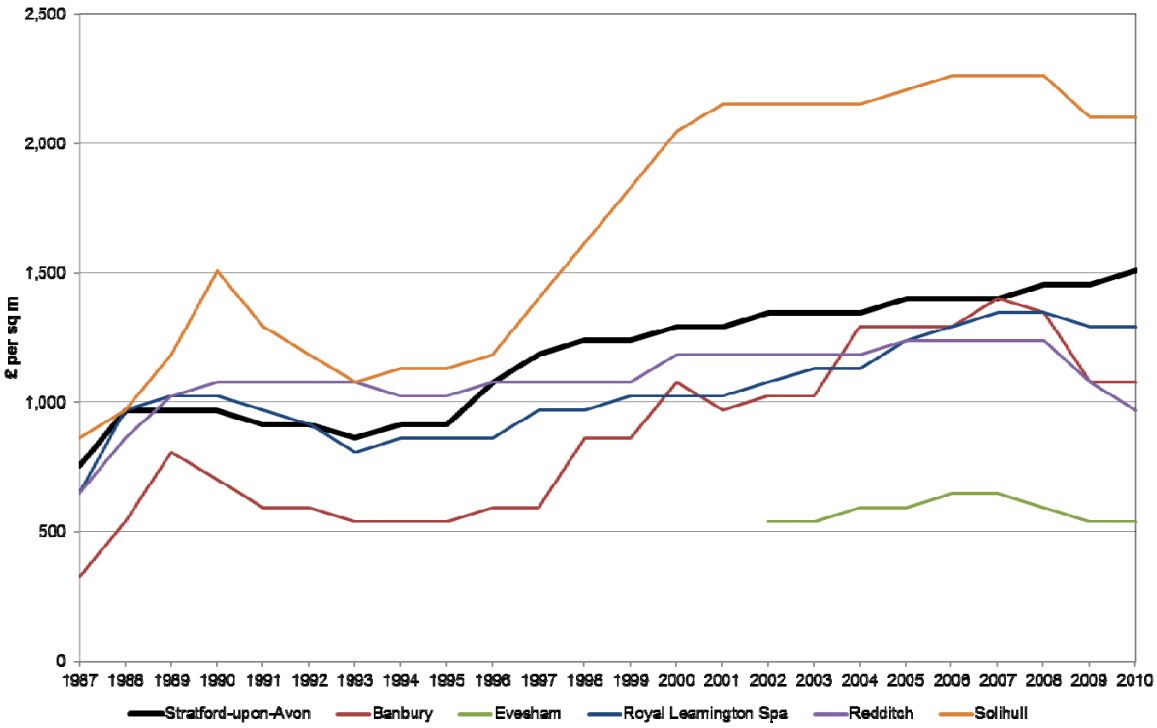


Source: *Colliers International*

5.14 **Figure 5.3** overleaf shows the changes in absolute prime retail rents in the same towns (plus Evesham[1]) since 1987. Back in 1987, Stratford-upon-Avon was ranked second with rents just below those at Solihull. Today, it retains second spot (pulling away a little from some of its competitors) but its prime rent is now considerably lower than that of Solihull.

[1] Prime rental data on a consistent basis is unavailable for Evesham prior to 2002.

Fig. 5.3: Prime Zone A Retail Rents: Stratford-upon-Avon vs Competing Centres, 1987-2010



Source: *Colliers International*

5.15 In terms of supply of retail provision, we estimate that Stratford-upon-Avon town centre currently contains around 27,360 sq m net of comparison goods floorspace, of which some 24,840 sq m net (91%) is estimated to trade in non-bulky comparison goods (see **Appendix 5A**). In addition, there are a small number of convenience goods stores and a wide range of service uses, including cafes, bars and restaurants.

5.16 The town centre accounts for just 41% of currently occupied comparison goods sales floorspace within the town as a whole, as shown in **Table 5.4**.overleaf. For non-bulky comparison goods, the town centre's proportion of sales floorspace stock is 58% and for bulky comparison goods it is only 11%.

Fig 5.4 Stratford-on-Avon District and Sub Region: Map Showing Index of Multiple Deprivation (ONS, 2007)

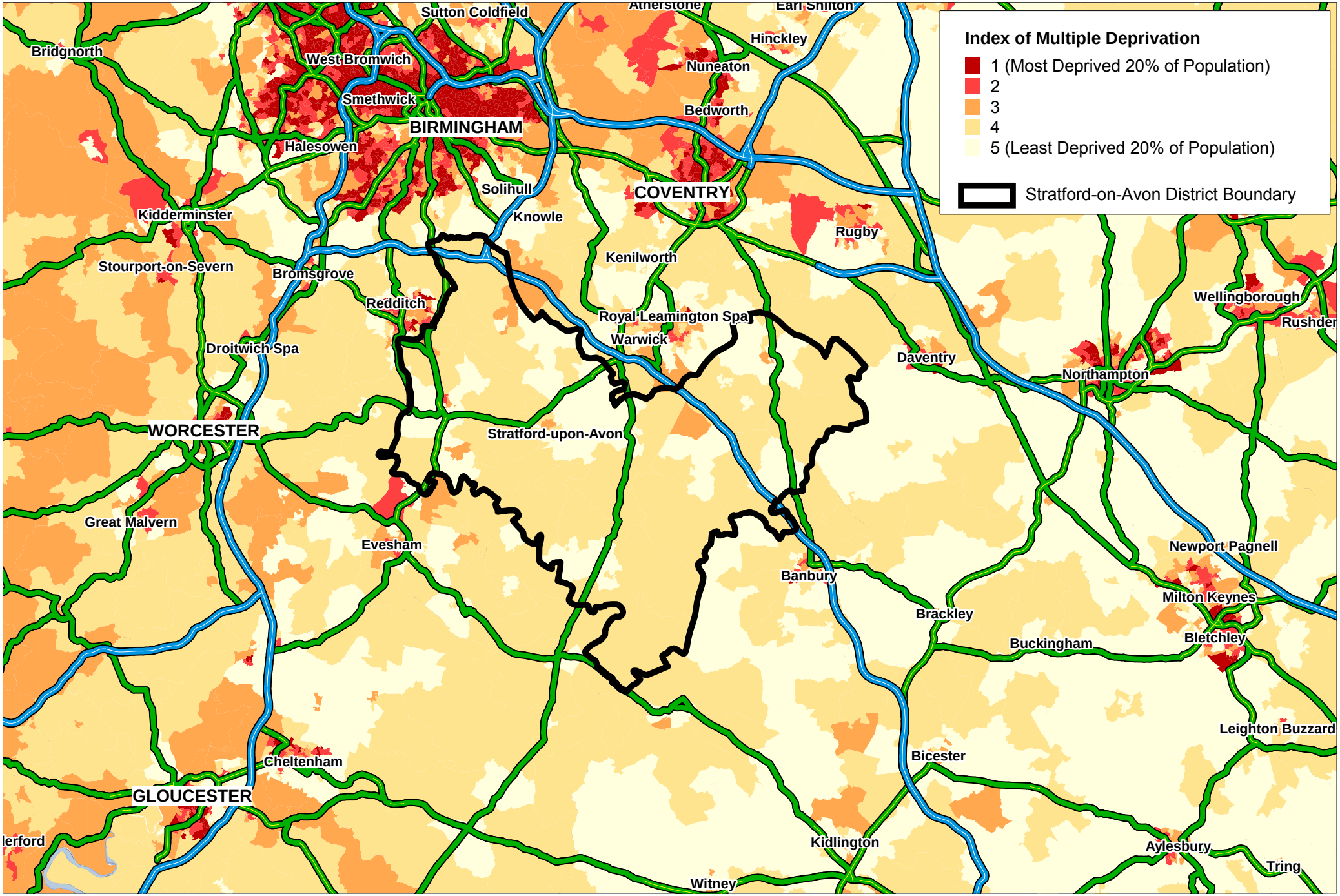


Table 5.4: Location of Occupied Comparison Goods Sales Floorspace in Stratford-upon-Avon, March 2011[1]

Location	Non Bulky Comparison Goods		Bulky Comparison Goods		All Comparison Goods	
	Sq M Net	Col %	Sq M Net	Col %	Sq M Net	Col %
Town Centre	24,836	58	2,522	11	27,358	41
Out of Centre	17,905	42	20,851	89	38,756	59
TOTAL	**42,741**	**100**	**23,373**	**100**	**66,114**	**100**

(1) Includes retail floorspace completions since the base year (2008)

Source: *Colliers International*

5.17 In terms of the quality of retailers currently trading in Stratford-upon-Avon town centre, the breakdown between "premium", "mass" and "value" (as described by CACI[1]) is set out in **Table 5.5.**

Table 5.5: Quality of Retail Offer: Stratford-upon-Avon vs Average for Category of Town

Location	Premium Retailers (Row%)	Mass Retailers (Row%)	Value Retailers (Row%)
Stratford-upon-Avon Town Centre	21	69	10
GB Quality Regional Towns	**17**	**63**	**20**

Source: *Colliers International/CACI*

5.18 The figures indicate that Stratford-upon-Avon has proportionately more 'premium' retailers than the average for all GB centres in its class and just half the share of 'value' retailers.

5.19 **Table 5.6** overleaf compares the quality of Stratford-upon-Avon's retail offer against its major competitor destinations. In terms of 'premium' retailers, Stratford-upon-Avon matches Royal Leamington Spa and easily beats the representation found at Evesham, Banbury and Redditch. However, Solihull has close to double the representation of

[1] CACI has given each retail fascia a quality allocation – premium, mass or value. This is based on a combination of market knowledge, fascia turnover and shopper perception. Examples are: Value – Poundland; Mass – WHSmith and Premium – Austin Reed.

'premium' shops than Stratford-upon-Avon. At the other extreme, Stratford-upon-Avon has proportionately the fewest 'value' retailers amongst the listed centres.

Table 5.6: Quality of Retail Offer: Stratford-upon-Avon vs Competing Centres

Location	*Premium Retailers (Row%)*	*Mass Retailers (Row%)*	*Value Retailers (Row%)*
Stratford-upon-Avon	21	69	10
Banbury	5	66	29
Evesham	0	68	32
Redditch	2	59	39
Royal Leamington Spa	21	63	16
Solihull	41	48	11

Source: *Colliers International/CACI*

5.20 Stratford-upon-Avon's bias towards 'quality' retailers is a reflection of the relatively affluent profile of its catchment area residents and its high volume of tourists. For example, **Figure 5.4** overleaf confirms that residents living in the area immediately in and around the town are in the least deprived 20% of the UK population, whilst virtually all the rest of Stratford-on-Avon District falls into the next 20%. This compares favourably to the areas beyond the district boundary, particularly to the north and west. The high discretionary spend of the many tourists to the town, particularly those from overseas, also underpins the higher number of quality stores in the town centre.

5.21 The positive impact of tourism on Stratford-upon-Avon is ably demonstrated by the data in **Table 5.7** overleaf. The table defines those four towns in the UK that have the most similar resident catchment area populations and demographics to Stratford-upon-Avon. It can be seen that Stratford-upon-Avon (as previously identified) achieves a rank of 169 in Great Britain and is by a considerable margin the highest ranked town in this group. Since the VenueScore ranking is determined by the number and type of retailers present in a town, it is clear that Stratford-upon- Avon 'punches above its weight' in terms of the quantum and quality of its shopping offer, which is more substantial than that which could be supported by resident spend only. This additional retail provision – reflected in its relatively high ranking – is underpinned by the high volumes of tourist spend in the town each year. This is a key characteristic that distinguishes Stratford-upon-Avon from its competitor and comparison centres and is a factor that must be taken into account in interpreting the results of the retail floorspace needs assessment and in the framing of retail policy.

Table 5.7: Stratford-upon-Avon vs Comparable Towns: Resident Shopper Population and Retail Rank

Town	Shopper Population	Shopper Demographics Correlation	Retail Ranking 2010
Stratford-upon-Avon	49,300	-	169
Cirencester	37,900	0.97	238
Northallerton	39,500	0.85	284
Stamford	46,700	0.93	332
Chippenham	42,000	0.87	374

Sources: *Colliers International, CACI & Javelin Group*

STRATFORD-UPON- AVON: OUT OF CENTRE RETAILING

5.22 Out of centre retail provision has expanded rapidly in Stratford-upon-Avon over the past 20 years or so, particularly given the modest size of the town. Today almost 60% of the town's comparison goods floorspace stock is located out of centre.

5.23 Most of the out of centre non-food retailing provision is located in the northern half of the town, primarily at the Maybird Centre or at locations close by. This area is relatively close to Stratford-upon-Avon town centre. These retail warehouses sell a wide range of comparison goods and include many high street retailers, particularly in the new extension to the Maybird Centre, which opened for trading in late 2008. The out of centre Tesco and Morrison's superstores are estimated to include c.760 sq m net and c.225 sq m net of comparison goods floorspace respectively.

5.24 More than 40% of non-bulky comparison goods floorspace in Stratford-upon-Avon town is now located out of centre, whilst the comparable figure for bulky comparison goods is almost 90%. At the time of our site visits in March, 2011 a small number of vacant retail warehouses was noted, the floorspace of which has been excluded from our sales floorspace tables.

SUMMARY

5.25 Apart from the unsuccessful Town Square Shopping Centre, which originally opened in the mid 1970's as Bell Court and was refurbished in 2002[1], Stratford-upon-Avon town centre has benefited from relatively little new retail investment in recent decades. As a

[1] We understand that a planning application has recently been submitted to the Council to redevelop Town Square. A five screen cinema is proposed along with a re-configuration of the existing floorspace.

consequence, its retail offer has not kept pace with other centres throughout Great Britain and the town centre has slipped down the national retail ranking.

5.26 The town as a whole dominates comparison goods shopping in the district and retains a high level of locally generated resident expenditure. In addition, through its Shakespeare connections, Stratford-upon-Avon attracts millions of tourists each year from all over the world, and these visitors contribute significantly to retail spending and enables the town centre to continue to 'punch above its weight' in shopping terms.

5.27 Since the Maybird Centre opened in 1989, out of centre retailing has expanded considerably in Stratford-upon-Avon, and now accounts for almost 60% of the town's total comparison floorspace stock. The provision of retail warehouses is concentrated in the northern half of the town, in an area close to Stratford-upon-Avon town centre.

6. RETAIL FLOORSPACE NEED: METHODOLOGY AND ASSESSMENT

OBJECTIVES

6.1 This section describes our approach to estimating the need for additional non-bulky and bulky comparison goods floorspace within Stratford-upon-Avon town.

6.2 The analysis estimates the amount of over/under trading at the base year (2008) by comparing actual (survey-based turnover) against benchmark turnover and takes any expenditure "surplus" or "shortfall" into account in determining the available headroom expenditure at the forecast years of 2018, 2023 and 2028. We consider this to be a realistic approach, since it reflects the variability in the present trading performance of the different goods categories in the town.

6.3 The assessment provides the following information:-

- Estimates of total available retail expenditure within Stratford-on-Avon District at the base year of 2008 and the forecast years of 2018, 2023 and 2028;
- Estimates of the retail turnover likely to be 'retained' by Stratford-upon-Avon town at the forecast years;
- Estimates of "headroom" expenditure and therefore retail floorspace need within Stratford-upon-Avon town at the forecast years; and
- Retail floorspace need disaggregated into non-bulky and bulky comparison goods retail floorspace.

6.4 The results of this retail need assessment inform our retail planning policy advice to Stratford-on-Avon District Council, which is set out in Section 7.

OUR APPROACH TO QUANTIFYING RETAIL FLOORSPACE NEED

6.5 Our broad approach to estimating the need for additional retail floorspace (set out in detail at **Appendix 6A**) comprises of seven main steps, which in aggregate cover the three main stages of analysis:

(i) Forecasting consumer demand;
(ii) Forecasting retail supply; and
(iii) The conversion of (any) surplus retail expenditure into a retail floorspace requirement.

6.6 We have sought to provide an analysis that is transparent and which, at the same time, seeks to be robust. The assessment is also presented in a way that enables it to be updated in the future as more up-to-date statistics become available and the emerging pattern of shopping activity becomes more established.

6.7 We carry out separate retail need assessments for non-bulky and bulky comparison goods. Each is supported by a number of tables (spreadsheets) which are reproduced at **Appendices 6B and 6C.** For each broad category of goods, we produce separate assessments relating to low, medium and high population projections (our Scenarios 1, 2 and 3 respectively). In addition, the assessments refer to a number of key assumptions which have already been discussed in Section 3, and are reproduced as **Appendices 3A** to **3E** inclusive. The results in relation to all scenarios and both goods categories are discussed in Section 7.

NON-BULKY AND BULKY COMPARISON GOODS NEED ASSESSMENT

STEP 1: CALCULATE TOTAL AVAILABLE EXPENDITURE IN THE SURVEY AREA

6.8 The household survey area is shown in **Figure 3.2** and is defined to encompass the resident shopping catchment areas of all the centres within Stratford-on-Avon District. Within this area the quantum of available comparison goods expenditure is derived by multiplying (resident) population by average annual expenditure per head (see **Appendix 3B** for the Experian spend per head data). This calculation is carried out for each of the eight zones which comprise the survey area.

6.9 Population figures for each zone and for the survey area as a whole are set out in **Appendices 6B and 6C, Table 1**. In addition to estimates for 2008 (the base year), population projections for the design years of 2018, 2023 and 2028 are included.

6.10 **Appendices 6B and 6C, Table 2** give the average annual expenditure per person on comparison goods in 2006 for residents living in each of the eight zones comprising the survey area. These figures have been obtained from Experian. We have projected the per person expenditure estimates forward to the base year (2008) and the forecast years of 2018, 2023 and 2028 by adopting Experian's actual growth rates from 2006 to 2009 and their latest available 2009 – based expenditure per head forecasts as published in August 2010. (See **Appendix 3C**).

6.11 At **Appendices 6B and 6C, Table 3** we make deductions to the per person expenditure estimates to account for retail expenditure which does not take place in shops such as that on mail order shopping, door to door salesmen and market and road-side stalls. This form of expenditure also includes internet shopping and is generally known as "special forms of trading" (SFT).

6.12 In presenting expenditure forecasts through to 2028, we are aware that there are currently a number of electronic shopping formats which, should they become widely established, could reduce significantly the proportion of retail expenditure that is now spent in conventional shops. We have reviewed the recently published research on the future growth of internet shopping expenditure (Section 3) and concluded that SFT is likely to increase as a proportion of total consumer retail expenditure over the next five years before levelling off. This important assumption is built into our retail need assessment. However, we would stress that this assumption should be reviewed from time to time, since, were it to change significantly, it could have a material impact on future levels of retail floorspace by either reducing or increasing the need for additional shopping provision.

6.13 Our estimates of total available comparison goods expenditure at the base year (2008) are set out in **Appendices 6B and 6C**, **Table 4**. Forecasts are also given for the forecast years of 2018, 2023 and 2028. The increases in available expenditure are due to the real growth in comparison goods expenditure per head (from 2011 onwards).

STEP 2: APPLICATION OF "MARKET SHARES" TO DETERMINE AMOUNT OF RETAINED EXPENDITURE

6.14 As a consequence of increases in the volume of consumer expenditure per head running in tandem with population growth, we estimate that the "pools" of available expenditure on non-bulky and bulky comparison goods within the survey area will increase significantly between the base year (2008) and the (latest) forecast year of 2028.

6.15 However, only a proportion of this growth in consumer expenditure will be spent within Stratford-upon-Avon and is available to support new retail floorspace in the town. This is because competitor centres (within and outside of the district) also lay claim to the same growing "pool" of expenditure. This requires us to quantify the "market share" of Stratford-upon-Avon town within each of the eight survey zones.

6.16 Existing "market shares" for non-bulky and bulky comparison goods shopping have been derived from the household telephone survey carried out during February 2008. The survey provides useful information on the geographical extent of catchment areas and trade penetration around existing centres by quantifying the pattern and volume of retail expenditure flows from each of our defined zones (where people live and money is generated) to a range of centres and out of centre stores (where people spend their money).

6.17 In addition, and of **critical** importance, our assessment also takes into account the distribution and volume of locally available consumer expenditure (or spending power) so as to ensure that **our retail turnover estimates are balanced against available retail consumer expenditure**.

6.18 The base year (2008) patterns of "market shares" generated by the non-bulky and bulky comparison goods provision within Stratford-upon-Avon town are presented in **Appendices 6B and 6C, Table 5**. The "market shares" are then applied to the 2008 "pools" of available comparison goods expenditure within each zone (as set out in **Table 5**). **Appendices 6B and 6C, Table 6** give the monetary amounts of non-bulky and bulky comparison goods expenditure flowing to the town by zone. The addition of these expenditure totals for each of the eight zones gives the total amount of non-bulky and bulky comparison goods spend flowing to Stratford-upon-Avon town from the survey area as a whole. At this point, we also take into account estimated in-flow expenditure to Stratford-upon-Avon town from outside of the survey area. Although some is resident based, the vast majority is spend from the millions of tourists that visit

the town each year due to its association with Shakespeare. **Appendix 4** sets out the calculations to determine the quantum of in-flow expenditure from residents and tourists in relation to non-bulky and bulky comparison goods shopping.

STEP 3: DETERMINE WHETHER THE EXISTING RETAIL ECONOMY IS TRADING AT EQUILIBRIUM

6.19 At this stage of the assessment we consider whether the existing comparison goods retail economy of Stratford-upon-Avon town is broadly trading at equilibrium or not. This is important because if the amount of consumer retail expenditure flowing to a centre in relation to the stock of available retail floorspace is high and this appears to be causing problems to retailers and/or shoppers, then the centre's retail offer may be described as over-trading. Conversely, if the expenditure flows are low relative to available retail floorspace, then this can result in under-trading of the present retail offer.

6.20 If over-trading is occurring in a centre then it is commonly assumed that the turnover in excess of the equilibrium position is potentially available to support new shopping provision. If this occurs, then this element of expenditure should be added to the headroom expenditure which we later estimate from the future growth in the retail economy. Conversely, if a centre is under-trading at present, then it is also logical to deduct the amount of turnover shortfall relative to the equilibrium position from the defined headroom expenditures associated with the future growth in the retail economy. (PPS 4 defines any over or under trading at the base year as a component of qualitative need).

6.21 The problem with this kind of analysis is determining whether a centre is trading in equilibrium or not. There are two principal difficulties. First, retailers need to achieve a certain trading level to be viable. However, this trading level varies substantially for individual retailers and for the same retailers for different centres across the UK, reflecting differences in type of business, profit margins, site, costs (eg. rents), size, financial structure and other factors. Without detailed financial data on all individual traders in a centre it is virtually impossible to determine what the average equilibrium trading level is. The second major difficulty is that even if it can be proven that a centre is trading above its retail equilibrium position, this does not automatically mean that problems associated with over-trading occur; such problems may include retailer operating difficulties, in-store congestion, over-busy streets leading to pedestrian safety and security problems, and congested car parks.

6.22 In estimating whether any centre is in retail equilibrium or not, consultants are typically handicapped by the unavailability of sales floorspace and trading data on individual shops. Nevertheless, we have attempted to be as robust as possible in making an assessment for Stratford-upon-Avon, since material conditions of over or under-trading at the base year do suggest there is an under or over-supply of retail floorspace already[1]. In theory, in order to provide an accurate "benchmark" average sales density for Stratford-upon-Avon, one would require knowledge of the appropriate sales per square metre of each shop in the town. Since this information is not available, we must derive broad estimates based on a range of criteria including:-

- published company average sales per sq m for individual retailers;
- the breadth and depth of retailers in the town;
- the number of multiple traders present;
- the size of the town (retail floorspace) and its position in the retail hierarchy;
- rental levels; and
- comparable sales density estimates adopted for centres elsewhere in the UK.

6.23 Our benchmark non-bulky and bulky comparison goods turnover estimates for Stratford-on-Avon town are set out at **Appendices 6B and 6C, Table 6.** The derivation of these benchmark turnovers is given at **Appendices 5A** and **5B**.

6.24 For **non-bulky** comparison goods shopping, the results of the household telephone survey suggest that the retail floorspace of Stratford-upon-Avon town at the base year (2008) was over-trading, indicating that actual turnover was above "benchmark" sales levels. This estimated expenditure "surplus" is added to the forecast headroom expenditures later on in the assessment. In relation to **bulky** comparison goods shopping, we estimate that the existing stock of retail floorspace within the town was also over-trading at the base year of 2008. This surplus spend is therefore also added to the forecast headroom expenditures.

6.25 At **Appendices 6B** and **6C, Table 7,** we re-visit the market shares of Stratford-upon-Avon town to see whether there is any scope to make adjustments to them in the future. The potential to adjust any of the market shares is dependent on the scale and pattern of expenditure leakage from the town and whether it is realistic to target a higher level of retained spend in the future.

[1] We define over-trading as occurring when the 'actual' turnover of a store or centre is higher than its 'benchmark' turnover, which is estimated from the range of indicators listed at paragraph 6.22. Under-trading occurs when the 'actual' turnover of a store or centre is lower than its 'benchmark' turnover.

6.26 In relation to **non-bulky** comparison good shopping, we do not believe there is any material scope to increase the market shares of Stratford-upon-Avon. The town and its immediate shopping hinterland equate to survey zones 3 and 4 (see **Figure 3.2**). Within this area, Stratford-upon-Avon town captured a very healthy 75% of available expenditure at the base year of 2008[1], with just 25% flowing to other centres within and outside the district. Given the size and close proximity of competing centres such as Redditch and Royal Leamington Spa – these centres are even closer to parts of zones 3 and 4 than Stratford-upon-Avon itself – then it would be unrealistic to actively plan for Stratford-upon-Avon to clawback some of this trade. Moreover, to do so from the rest of Stratford-on-Avon District would mean diverting trade away from the smaller market towns of Alcester, Shipston on Stour and Southam, which should be avoided.

6.27 For **bulky** comparison goods, the position is even clearer. Stratford-upon-Avon town retained no less than 84% of locally generated expenditure within zones 3 and 4 at the base year of 2008[2], with just 16% flowing to other centres. This leaves no real scope for the town to gain further market share and therefore we feel that adopting a constant market share approach for this goods category is realistic.

STEP 4: CALCULATE GROWTH IN RETAINED EXPENDITURE THROUGH TO THE FORECAST YEARS

6.28 Having determined the base year (2008) "market shares" and levels of retained non-bulky and bulky comparison goods expenditure within Stratford-upon-Avon town, we use the principle of market shares to calculate how much more spending or trade the town could expect to attract (or support) in the future as a result of the forecast growth in the pool of available expenditure.

6.29 For each of the forecast years, we apply the unadjusted market shares set out in **Appendices 6B and 6C, Table 7** to the increased "pools" of available non-bulky and bulky comparison goods expenditure in each zone. The calculations for the forecast years of 2018, 2023 and 2028 are set out in **Appendices 6B and 6C, Table 8, 11 and 14** respectively. Due to the increase in demand (as a result of rising consumer retail expenditure per head and population growth), the assessment produces at 2018 higher retail turnover potentials for Stratford-upon-Avon town than in the base year (2008).

[1] **Appendix 6B, Table 6** confirms that Stratford-upon-Avon town retains £59.6 million of the £79.9 million of available expenditure in zones 3 and 4 at the base year of 2008.

[2] **Appendix 6C, Table 6** confirms that Stratford-upon-Avon town retains £31.1 million of the £37.1 million of available expenditure in zones 3 and 4 at the base year of 2008.

Similarly, the turnover potentials for the town are even higher for the forecast years of 2023 and 2028.

STEP 5: DETERMINE LEVEL OF POTENTIAL HEADROOM EXPENDITURE AT THE FORECAST YEARS

6.30 It would be wrong to assume that all of the increase in turnover potential within Stratford-upon-Avon town will be available by the forecast year(s) to support additional non-bulky and bulky comparison goods shopping. This is because some of the forecast growth in expenditure must be allocated to existing retailers because the evidence confirms that they increase their sales productivities in real terms over time.

6.31 In **Appendices 6B and 6C, Table 9** the turnover allocation for existing retailers in Stratford-upon-Avon is deducted from the 2018 comparison goods turnover potential of the town. This calculation produces an estimate of the residual turnover potential of the town. The base year (2008) turnover is then subtracted from the 2018 residual turnover to determine the potential non-bulky and bulky comparison goods headroom expenditure available to Stratford-upon-Avon town at the forecast year. Similar analyses are carried out at the forecast years of 2023 and 2028 in **Appendices 6B and 6C, Tables 12 and 15** respectively.

STEP 6: DETERMINE LEVEL OF RESIDUAL HEADROOM EXPENDITURE AT THE FORECAST YEARS

6.32 **Appendices 6B and 6C, Table 10** set out our calculations to estimate the headroom expenditures for Stratford-upon-Avon town at the forecast year of 2018 for non-bulky and bulky comparison goods floorspace respectively. The same assessments are carried out for the forecast years of 2023 and 2028 in **Tables 13 and 16** respectively. These headroom expenditures give the forecast totals of expenditure available to support additional retail floorspace before commitments are taken into account and adjustments are made to reflect any over/under trading at the base year.

6.33 The next step is to make appropriate deductions in headroom expenditure to account for the quantums of retail expenditure which are likely to be soaked up by non-bulky and bulky comparison goods floorspace commitments within Stratford-upon-Avon town (commitments are retail developments in the pipeline, which are either under construction or have planning consent). From information supplied to us by the Council,

we have produced a schedule of relevant commitments[1] within Stratford-upon-Avon town (these are set out in **Appendix 5C**). The schedule also gives our estimates of the forecast retail turnover of each commitment at each of the forecast years.

6.34 The forecast turnovers of commitments are then deducted from the headroom expenditure totals at the forecast years of 2018, 2023 and 2028. The calculations are set out in **Appendices 6B and 6C, Tables 10, 13 and 16** for non-bulky and bulky comparison goods respectively. The resulting headroom expenditure totals give the amount of spending available post commitments to support additional retail floorspace. In PPS 4 terms, these totals represent the quantitative need for additional retail floorspace in Stratford-upon-Avon town at each of the forecast years.

6.35 Lastly, we take into account the estimated over/under trading in Stratford-upon-Avon town at the base year (2008). PPS 4 defines over-trading as a component of the qualitative need[2] for additional retail development.

6.36 We therefore, use the over/under-trading estimates determined at **Appendices 6B** and **6C, Table 6** to **"adjust"** our headroom expenditure totals. In practice, if a centre is estimated to be under-trading at the present time, this will reduce the quantum of headroom expenditure at the forecast years since some of the growth in expenditure is set-aside to bring the existing retail stock in that centre up to a retail equilibrium trading position. Alternatively, if a centre is over-trading, this will increase the quantum of headroom expenditure at the forecast years since the 'surplus' sales are assumed to be available to support additional retail floorspace. **Appendices 6B and 6C**, **Table 10** set out our calculations for making these adjustments to the 2018 headroom expenditures for non-bulky and bulky comparison goods. **Tables 13** and **16** repeat the calculations for the forecast years of 2023 and 2028.

6.37 The final residual headroom expenditure totals for Stratford-upon-Avon town at the forecast years of 2018, 2023 and 2028 are set out in **Appendices 6B** and **6C, Tables 10, 13 and 16** for non-bulky and bulky comparison goods respectively. These residual expenditures enable the quantitative and qualitative need for additional retail floorspace in the town to be estimated.

[1] Because the adopted base year is (mid) 2008, we have also taken into account any non-bulky and bulky comparison goods floorspace completions in the town between mid-2008 and January, 2011. The estimated turnover of these recently completed stores has been added to the schedule of current commitments.

[2] PPS 4: Planning for Sustainable Economic Growth, Policy EC1.4, d (ii).

STEP 7: ESTIMATE NEED FOR ADDITIONAL RETAIL FLOORSPACE AT THE FORECAST YEARS

6.38 In our view these residual headroom expenditure totals are important because they provide an estimate of the amount of potential spend that will be available to Stratford-upon-Avon town at the forecast years of 2018, 2023 and 2028 to support additional retail floorspace. In Section 7, we describe the last step of the assessment, which is to convert these residual headroom expenditures into actual requirements for additional non-bulky and bulky comparison goods floorspace. However, the output of this last step is dependent on the application of average sales densities and these, in practice, can vary enormously depending on the type of development that is built. We would therefore recommend that appropriate weight is attached to the **residual headroom expenditure** totals, since these are not open to the same levels of interpretation as are the retail floorspace requirements set out in Section 7.

SUMMARY

6.39 The purpose of this section has been to assess the need for additional non-bulky and bulky comparison goods floorspace within Stratford-upon-Avon town between 2008 (the base year) and 2028. It must be stressed, however, that any quantitative analysis over such a long time-period (20 years from the base year of 2008) may be subject to a significant margin of error (especially after 2018), since it is based on a number of assumptions which are difficult to forecast accurately. In addition, there are two further key assumptions which have a material bearing on the forecast levels of residual headroom expenditure (and therefore need). These are as follows:

- **Special Forms of Trading** – arguably we have assumed conservative forecasts for the growth in non-store retail sales through to 2018. Thereafter, we have assumed no further increase in the proportion of consumer retail spend on comparison goods by SFT. However, if actual growth were to exceed these rates, which is entirely possible, then the projected levels of retail floorspace need would be **less** than those forecast in this report. Alternatively, if SFT growth was less than we have forecast, then the retail floorspace need will be **more** than that set out in this report.

- **Over/Under Trading At The Base Year** – our household survey results indicate that at the base year (2008) Stratford-upon-Avon town was over-

trading in both non-bulky comparison goods and in bulky comparison goods. We have taken this estimated over-trading into account in our retail floorspace need assessment; although we accept that it is difficult to establish what the true position is. However, we do not feel it is appropriate to ignore the estimated over-trading of existing retail floorspace in the town. Clearly, if we have over-estimated the amount of over-trading, for example, the retail expenditure need estimates will be lower than those set out in **Appendices 6B and 6C**. Conversely, if we have under-estimated the current levels of over-trading, the retail floorspace need totals will be higher. Lastly, PPS 4 refers to over trading as being a component of qualitative need rather than quantitative need. In Section 7, we therefore present our retail floorspace need estimates inclusive and exclusive of the 'surplus' spend generated by the over trading estimated at the base year (2008). This enables the contribution of qualitative need to be separately identified in the calculation of overall need.

7. CONCLUSIONS AND RETAIL POLICY RECOMMENDATIONS

INTRODUCTION

7.1 In this final section, we present our conclusions on the need for further comparison goods floorspace within Stratford-upon-Avon town, and then set out our policy recommendations to the Council. In addition, we address a number of more specific retail planning issues on which the Council require advice. We begin, however, with a short resume of the retail background to the study, since this has an important bearing on the study's conclusions and recommendations.

RETAIL CONTEXT AND OVERVIEW

7.2 Stratford-upon-Avon is known throughout the world as the birthplace of William Shakespeare. This connection, as well as its numerous historic buildings and beautiful setting straddling the River Avon, make it a magnet for tourists. On our calculations, visitor spending supports 21% of the town's comparison goods trade.

7.3 As a counterbalance to these benefits, the historic fabric and extensive Conservation Areas make it extremely difficult to redevelop or expand. As a result, Stratford-upon-Avon town centre has experienced little new retail investment over the past 20-30 years, in comparison to many of its nearby competitors which have significantly improved their retail offer by opening new shopping centres.

7.4 As a result, Stratford-upon-Avon town centre has slipped steadily down the national retail ranking during the past 15 years. Nevertheless, evidence suggests it continues to 'punch above its weight' in retail terms, being able to attract many more 'premium' stores than other centres of a broadly similar size. Moreover, whilst most centres have been badly hit by the recent economic recession and the continuing squeeze on household disposable incomes, Stratford-upon-Avon's retail economy has been buoyed up by the spending of more affluent tourists, particularly those from overseas. Retail demand for representation in the town centre therefore remains relatively healthy and, as a result, prime rents have increased in Stratford-upon-Avon over the past couple of years, whereas they have fallen across the country as a whole.

7.5 In practice, virtually all new retail floorspace provision in Stratford-upon-Avon over the past 20 years or so has been built out of centre. For example, the Maybird Shopping Centre originally opened in 1989 and a major expansion took place in late 2008, whilst large out of centre Tesco and Morrison's superstores also contain some comparison shopping. Currently, 42% of all non-bulky comparison goods floorspace in the town is located out of centre, whilst the corresponding figure for bulky comparison goods is 89%. For the comparison sector as a whole, almost 60% of retail floorspace in Stratford-upon-Avon town is now located out of centre.

7.6 At the base year of 2008, we estimate that Stratford-upon-Avon town had a comparison goods turnover of some £264 million (at 2006 prices), of which c.£200 million or 76% was in non-bulky comparison goods. This is a comparatively strong performance; the town's share of district comparison goods sales was 85% as was its share of locally generated expenditure (from zones 3 and 4).

7.7 Given the number of competing centres, their retail strength and relative close proximity to Stratford-upon-Avon, we do not feel there is any material scope to increase the town's base year market shares for either non-bulky or bulky comparison goods, certainly without putting at risk the existing retail health of smaller market towns within the district.

7.8 Accordingly, with Stratford-upon-Avon town already benefiting from 85% market shares in both non-bulky and bulky comparison goods at the base year, our quantitative need assessment assumes these shares of expenditure will continue into the future. Thus our analysis assumes neither a deliberate loss of market share for the town (planning for relative retail decline), nor a rising market share, which would mean the town capturing further trade from nearby centres both within and outside the district.

THE NEED FOR ADDITIONAL COMPARISON GOODS FLOORSPACE

7.9 We now present our conclusions on the need for additional non-bulky and bulky comparison goods floorspace in Stratford-upon-Avon town, and then set out our recommendations to the Council.

7.10 Retail floorspace need is estimated for the town as a whole. Floorspace totals are produced for the (agreed) forecast years of 2018, 2023 and 2028.

7.11 Due to the potential inaccuracies that come into play when preparing forecasts over very long time-periods, we recommend that some caution is exercised when interpreting the retail floorspace need figures for the later forecast years of 2023 and 2028. Nevertheless, the need totals set out in this report do provide a good indication of the broad quantum of additional shopping floorspace that should be planned for over the next 15-20 years.

7.12 The key driver of the need for additional retail floorspace in any area is the growth in consumer retail expenditure (population times spend per head). However, the approach used to estimate need in this report also takes into account a number of other factors which makes the assessment more realistic. For Stratford-upon-Avon town these are as follows:-

- estimated over trading at 2008 (the base year) – over-trading may be described as representing a qualitative need for additional retail provision;
- an allowance for rising store productivities over time for existing retailers; and
- recent retail floorspace completions and current commitments.

7.13 In interpreting the data the Council may wish to ascertain the levels of future floorspace need resulting from the exclusion of one or more of these factors. Accordingly, the need estimates for Stratford-upon-Avon town as a whole are determined against a range of assumptions, whilst the detailed figures in **Appendix 6** will enable the Council to calculate the headroom expenditure for any given assumption. Due to the current economic downturn, it is possible that one or more of the included retail commitments may not get built. If this were to occur, then the estimated turnovers of any unimplemented planning consents should be added to the total expenditures that are available at the forecast years to support the need for additional retail floorspace.

7.14 For the sake of clarification, the retail floorspace need estimates represent the 'net additional' floorspace required within Stratford-upon-Avon town (over that available in 2008) by goods category and are non-cumulative.

7.15 Lastly, future retail floorspace need has been estimated using three different sets of population projections as described in Section 3. In the following commentary, we focus mainly on the medium projection. However, the detailed spreadsheets/results for the low, medium and high projections are set out in full in **Appendix 6**.

7.16 It is common in carrying out a quantitative assessment of future retail floorspace need to adopt what is known as the **"constant market shares"** approach. This assumes that the base year (2008) market shares (in terms of available expenditure) of Stratford-upon-Avon town are held constant through to the design years of 2018, 2023 and 2028. As a result, the quantitative assessment provides an indication of the scale of additional retail floorspace that is required to maintain the town's relative retail attractiveness into the future.

RETAIL NEED RESULTS

7.17 Adopting the approach to market shares described above, the retail floorspace need results for Stratford-upon-Avon town in relation to non-bulky and bulky comparison goods shopping are set out in the tables below. These tables mainly summarise the need results for the medium population projections only (**Appendix 6B** contains the results for the low and high projections).

7.18 In relation to **non-bulky comparison goods** (**Table 7.1** overleaf), making an allowance for rising store productivities eats into the headroom expenditure, whilst taking into account existing retail commitments (as is the convention) further reduces the expenditure available at each of the design years to support additional retail provision. The quantum's of **quantitative** floorspace need for Stratford-upon-Avon town as a whole are set out in Row C. These totals relate to the adoption of the medium population projection. At Row D, we include the estimated overtrading at the base year (2008) and this pushes up the levels of need as the 'surplus' expenditure at the base year is taken into account. According to PPS 4[1], this is regarded as being a key component of qualitative need. Thus the final sets of floorspace need estimates at Row D reflect both **quantitative and qualitative** need.

[1] PPS 4, Policy EC1.4 d (ii).

Table 7.1: Non-Bulky Comparison Goods Floorspace Need, Stratford-upon-Avon Town (Medium Population Projection)

Row	Assumption	2018		2023		2028	
		Available Expenditure £m	Floorspace Need Sq M Net	Available Expenditure £m	Floorspace Need Sq M Net	Available Expenditure £m	Floorspace Need Sq M Net
A	Growth in consumer retail expenditure (=a)	45.0	6,920	88.8	12,195	140.2	17,180
B	(a) after allowing for rising store productivities (only)	13.3	2,050	32.4	4,450	56.2	6,885
C	(a) after allowing for rising store productivities and commitments (only)	(24.5)	(3,770)	(10.0)	(1,375)	8.7	1,065
D	(a) after allowing for rising store productivities, commitments and over trading at the base year.	1.6	245	16.2	2,220	34.8	4,265

Notes:
Figures in brackets are negative. All figures relating to store productivities, over-trading and commitments are set out in **Appendix 6B**.
Figures in red relate to quantitative need (only) in terms of PPS 4.
Figures in blue relate to quantitative and qualitative need in terms of PPS 4.

Source: *Colliers International*

7.19 In **Appendix 6B**, we also present the detailed spreadsheets for the low (Scenario 1) and high (Scenario 3) population projections. In relation to quantitative need (only) and quantitative and qualitative need for Stratford-upon-Avon town, the results for the end year of 2028 set out in **Table 7.2** overleaf.

Table 7.2 Non-Bulky Comparison Goods Floorspace Need (2028) by Population Scenario

Population Scenario	Quantitative Need (Only) (Sq M Net)	Quantitative and Qualitative Need (Sq M Net)
Low (1)	315	3,520
Medium (2)	1,060	4,265
High (3)	2,590	5,795

Source: *Colliers International*

7.20 It is clear from **Table 7.2** that assuming lower population growth produces less need for additional floorspace, whilst adopting the high growth scenario increases the levels of need. However, the important point is that the range is not especially large even by 2028. Adopting a net to gross ratio of 65:100 (see paragraph 3.47 in Section 3), gives the following range of **gross** floorspace need totals for additional non-bulky goods floorspace at 2028:-

- Low Population Growth: Quantitative Need (only) 485 sq m
  Quantitative & Qualitative Need 5,415 sq m
- Medium Population Growth: Quantitative Need (only) 1,630 sq m
  Quantitative & Qualitative Need 6,560 sq m
- High Population Growth: Quantitative Need (only) 3,985 sq m
  Quantitative & Qualitative Need 8,915 sq m

7.21 For **bulky comparison goods** (**Table 7.3** overleaf), the impact of allowing for rising store productivities is less than for non-bulky comparison goods, and the reduction in available headroom expenditure is less substantial. Similarly, taking into account existing commitments has a smaller effect. However, adding in estimated over trading in the base year, increases the headroom expenditure significantly (Row D).

Table 7.3: Bulky Comparison Goods Floorspace Need, Stratford-upon-Avon town (Medium Population Projection)

Row	Assumption	2018		2023		2028	
		Available Expenditure £m	Floorspace Need Sq M Net	Available Expenditure £m	Floorspace Need Sq M Net	Available Expenditure £m	Floorspace Need Sq M Net
A	Growth in consumer retail expenditure (=a)	15.8	5,355	31.9	9,635	50.9	13,720
B	(a) after allowing for rising store productivities (only)	7.3	2,475	16.7	5,045	28.4	7,655
C	(a) after allowing for rising productivities and commitments (only)	(2.9)	(985)	5.3	1,600	15.6	4,205
D	(a) after allowing for rising productivities, commitments and over trading at the base year.	15.3	5,185	23.5	7,100	33.7	9,085

Notes:
Figures in brackets are negative. All figures relating to store productivities, over/under-trading and commitments are set out in **Appendix 6C**.
Figures in red relate to quantitative need (only) in terms of PPS 4.
Figures in blue relate to quantitative and quantitative need in terms of PPS 4.

Source: *Colliers International*

7.22 **Appendix 6C** contains the detailed bulky comparison goods spreadsheets for the low (Scenario 1) and high (Scenario 3) population projections. For Stratford-upon-Avon town, the results for the end year of 2028 are summarised in **Table 7.4**.

Table 7.4 Bulky Comparison Goods Floorspace Need (2028) by Population Scenario

Population Scenario	Quantitative Need (Only) (Sq M Net)	Quantitative and Qualitative Need (Sq M Net)
Low (1)	3,400	8,290
Medium (2)	4,210	9,095
High (3)	5,865	10,755

Source: *Colliers International*

7.23 Since the adjustment for overtrading at the base year is relatively substantial, the floorspace requirements vary quite significantly between our estimates for quantitative need (only) and quantitative and qualitative need. Adopting a net to gross ratio of 90:100, gives the following range of **gross** floorspace need estimates for additional bulky comparison goods floorspace at 2028:-

- Low Population Growth: Quantitative Need (only) 3,780 sq m
  Quantitative & Qualitative Need 9,210 sq m
- Medium Population Growth: Quantitative Need (only) 4,675 sq m
  Quantitative & Qualitative Need 10,110 sq m
- High Population Growth: Quantitative Need (only) 6,515 sq m
  Quantitative & Qualitative Need 11,950 sq m

7.24 **Table 7.5** summarises the comparison goods floorspace need results for Stratford-upon-Avon town for each broad category of goods and population scenario.

Table 7.5 Summary of Comparison Goods Floorspace Need for Stratford-upon-Avon Town as a Whole (Quantitative and Qualitative)

Category of Goods	Population Scenario	2018		2023		2028	
		Net Sq M	Gross Sq M	Net Sq M	Gross Sq M	Net Sq M	Gross Sq M
Non-Bulky Comparison	Low	(80)	(125)	1,695	2,605	3,520	5,415
	Medium	245	380	2,220	3,415	4,265	6,560
	High	905	1,390	3,290	5,060	5,795	8,915
Bulky Comparison	Low	4,825	5,360	6,530	7,255	8,290	9,210
	Medium	5,185	5,750	7,100	7,880	9,085	10,110
	High	5,875	6,530	8,240	9,155	10,755	11,950

Note: Figures are non-cumulative. Figures in brackets are negative.

Source: *Colliers International*

INTERPRETING THE NEED ESTIMATES

7.25 The retail floorspace need estimates summarised in **Tables 7.1** to **7.5** inclusive do not take into account existing **vacant** retail floorspace in Stratford-upon-Avon town centre[1]. Vacant retail floorspace is difficult to quantify since it is impossible to predict what type

[1] We do, however, assume that a small number of currently vacant out of centre retail warehouse units will be occupied/re-occupied, and these are included as commitments (see **Appendix 5C**).

of business will occupy such space, even if it is let. In practice, a proportion of the currently available vacant town centre floorspace is of secondary quality and/or located in secondary locations, and therefore unlikely to be attractive to modern retailers. For this reason, simply deducting vacant town centre floorspace stock (even if known) from the retail floorspace need totals estimated at 2018, 2023 and 2028 would very much represent a worst case scenario.

7.26 In interpreting the floorspace need estimates, it should also be noted that the totals are in sq m net and represent the **net additional** retail floorspace that could be supported. Thus the sales floorspace of any occupied units that may be demolished should be added to the need totals, whilst to convert to gross retail floorspace, the net to gross ratios set out at paragraph 3.47 in Section 3, should be adopted. Moreover, the need totals relate to retail floorspace only. In practice, many new retail developments contain other uses, especially catering and other service activities. To reflect the mix of uses in new retail schemes, particularly those located within town centre locations, it is considered that, on average, c.15% to 20% of new floorspace should be set aside for non-retail activities. Clearly in applying this assumption, in practice, the Council should have full regard to the location and type of development being proposed; clearly a large town centre scheme is likely to include more service/catering floorspace than an application for an out of centre stand alone store, which may not have any.

CONCLUSIONS ON RETAIL NEED

NON-BULKY COMPARISON GOODS

7.27 On the basis of the medium population projection, we do not forecast any quantitative need for additional non-bulky comparison goods shopping in Stratford-upon-Avon town until beyond 2023 and only a modest need (1,065 sq m net) by 2028. Even the high population projection produces a quantitative need of 'only' 2,590 sq m net at 2028.

7.28 The reasons for this are threefold:-

- The forecast for expenditure per head growth through to 2028 is lower than that which has occurred in the past;

- The rising store productivities of existing retail floorspace[1] will soak up some of

[1] PPS 4 states that 'forecast improvements in retail sales density' must be taken into account when assessing quantitative need (Policy EC1.4c (iii).

the increase in available expenditure; and

- Recent floorspace completions since mid 2008 (eg. the Maybird Centre extension) and current retail commitments will attract all, or most, of the remaining headroom expenditure.

7.29 However, the above assessment does not take into account the considerable over-trading which we believe was characterising the Stratford-upon-Avon town retail economy at the base year (2008). This overtrading, which we calculate to be c.£26 million, is defined by PPS4 as a component of qualitative need[1]. Adding in the over trading generates the following quantum's of quantitative and qualitative need for additional non-bulky comparison goods floorspace (assuming the medium population projection):-

- **2018** 245 sq m net or 380 sq m gross
- **2023** 2,220 sq m net or 3,415 sq m gross
- **2028** 4,265 sq net or 6,560 sq m gross

7.30 We consider that the 'surplus' expenditure arising from over trading should be taken into account, since if it is ignored the baseline for the quantitative need only forecasts is unreasonable, particularly in the case of Stratford-upon-Avon town.

7.31 Our view is that the rapid growth in expenditure per head that occurred during the 2000's had not been matched in the town by any additions to retail floorspace supply through to mid 2008 (the base year). Thus it is entirely reasonable that the town's retail offer was over trading at that point in time. This pent-up consumer demand of c.£26 million was in fact met late in 2008 by the opening of the extension to the Maybird Centre, which on our estimates generated a turnover in that year of c.£27 million – virtually identical to the volume of over-trading. Thus by 2009 the town's retail economy was trading at, or close to, retail equilibrium in non-bulky comparison goods.

7.32 Accordingly, the need for additional non-bulky comparison goods floorspace through to 2028 is less than the quantum which would have been required without the recent extension to the Maybird Centre.

[1] PPS 4 Policy EC1.4d (ii).

BULKY COMPARISON GOODS

7.33 A similar picture initially emerges in relation to bulky comparison goods shopping – lower forecast expenditure growth and rising store productivities, combined with recent retail commitments, generates no quantitative need for additional retail floorspace until after 2018, and even then it only reaches 1,600 sq m net at 2023 and 4,025 sq m net by 2028 (assuming the medium population projection).

7.34 However, the bulky comparison goods sector in Stratford-upon-Avon town differs from non-bulky in one crucial respect. Whereas the pent-up consumer demand (over trading) for non-bulky comparison goods back in mid 2008 (the base year) was quickly met by the new stores in the Maybird Centre extension, which brought the town's retail economy back into retail equilibrium, Stratford-upon-Avon has not benefited (to date) from a similar boost to supply of bulky comparison shopping provision. Accordingly, the 'surplus' expenditure from the over-trading at the base year generates an on-going and unmet qualitative need for additional bulky comparison goods floorspace in the town.

7.35 Combining quantitative and qualitative need produces the following requirements for additional bulky comparison goods floorspace provision (assuming the medium population projection):

- **2018** 5,185 sq m net or 5,750 sq m gross
- **2023** 7,100 sq m net or 7,880 sq m gross
- **2028** 9,085 sq m net or 10,110 sq m gross

ALL COMPARISON GOODS

7.36 Adding together the need requirements for non-bulky and bulky comparison goods produces the following aggregate all comparison goods need totals (assuming the medium population projection):

- **2018** 5,430 sq m net or 6,130 sq m gross
- **2023** 9,320 sq m net or 11,295 sq m gross
- **2028** 13,350 sq m net or 16,670 sq m gross

7.37 Given that the majority of future comparison goods need on the basis of our assessment is for bulky comparison goods, we consider that the quantum's of need arising are robust and achievable, and certainly much more realistic than the figures calculated by RTP in May 2009 to inform the West Midlands Regional Spatial Strategy (WMRSS).

7.38 We reviewed RTPs work in some detail in Section 2 and do not repeat it here. However, their final report set out a need for 15,000 sq m net to 19,000 sq m net of comparison goods floorspace in Stratford-upon-Avon town by 2011, rising to 25,000 sq m net to 32,000 sq m net at 2026.

7.39 In Section 2, we commented on the reasons why RTP's need totals are so high, but comparing them to the stock of existing sales floorspace in Stratford-upon-Avon really brings 'home' how inappropriate their figures are, particularly given the town's historic and physical character.

7.40 We estimate that the town centre at the base year (2008) contained c.27,000 sq m net of comparison goods floorspace, with the town as a whole totalling around 59,000 sq m net[1]. Thus RTP concluded that within the next 15 years Stratford-upon-Avon would need a quantum of additional provision which exceeds the existing stock of the town centre or would increase the supply of floorspace in the town as a whole by c.50%!

7.41 This scale of need is clearly out of all proportion and entirely inappropriate to Stratford-upon-Avon. Accordingly, we would advise the Council to attach no weight to the floorspace recommendations in the May 2009 WMRSS – Regional Centres Study Further Update, but instead have regard to those set out in this report, which is more up to date, reflects fully the impact of the economic recession and the continuing fragility of consumer expenditure and is focused solely on the retail economy of Stratford-upon-Avon.

SPECIFIC RETAIL ISSUES

7.42 In addition to the main assessment of retail floorspace need in Stratford-upon-Avon town set out above, the Council also required analysis and guidance on a range of more specific topics (these being listed in the Brief). We deal with each of these in turn below.

CONSUMER CHOICE

7.43 The Brief requests that the study assesses whether there is a need to widen consumer choice for comparison shopping in the town.

7.44 Planning for Town Centres (the Practice Guidance behind PPS 4) states that *"the Government is strongly committed to promoting consumer choice and competition as*

[1] Details at **Appendices 5A** and **5B.**

part of its approach to town centre development"[1]. The guidance notes that *"healthy town centres need to have a 'critical mass' and diversity of retail development to attract consumers"* and *"a good mix of different types of multiple and independent retailers"*[2].

7.45 Planning for Town Centres also states that a diverse retail offer *"can include specialist shops and niche retailers, providing quality retail space that offers sufficient product ranges to meet the requirements of the local catchment. This core retail offer may be reinforced by a range of tourism, leisure and cultural activities".*[3]

7.46 On all these counts, we conclude that Stratford-upon-Avon town centre already offers consumers a good choice of retail stores, supported by a plethora of food and beverage operators, services and historic/leisure facilities. These appear to meet the day to day requirements of resident shoppers, workers and visitors.

7.47 Our conclusion is based on the following evidence:-

- the town centre retains a very healthy 85% of locally generated comparison goods expenditure (zones 3 and 4);
- the town centre continues to 'punch above its weight' in retail terms (as assessed in Section 5);
- the town centre's existing retail offer caters for all market segments (21% 'premium'; 69% 'mass' and 10% 'value') and the mix appears broadly in line with the demographic profile of its catchment (see **Figure 5.4**);
- evidence from the household survey which indicates that:
  - more than three-quarters of households feel the balance between large and small shops in the town centre is about right (excludes don't knows);
  - two thirds of respondents, when asked what would encourage them to visit the town centre more often for shopping, couldn't think of anything;
  - less than 5% of households stated they would like a wider choice of shops/better quality shops;

[1] Planning for Town Centres, para 3.13.
[2] Planning for Town Centres, para 3.14.
[3] Planning for Town Centres, para 3.14.

- almost 90% of households, when asked if there were any particular retailers they would like to see in the town centre, couldn't think of any/were happy with the current offer;

- only two respondents out of 749 interviewed named a comparison store they would like to see represented (a department store) (8% named food retailers).

7.48 Having concluded that existing consumer choice in Stratford-upon-Avon town centre is more than adequate, it must be said that no centre can afford to 'rest on its laurels'. Therefore, the Council should encourage any appropriate opportunities that may arise in the future to refresh and improve the town centre's retail offer.

7.49 Out of centre, there is already a reasonable choice of bulky comparison goods stores with all the principal categories represented. However, we have identified a need for additional retail provision driven largely by estimated over-trading at the existing stores.

7.50 In our view, this 'existing' need should be met by providing additional bulky comparison goods floorspace which will obviously add to supply, but also provide an opportunity to widen choice by enabling non-represented retailers to move into the town. Categories such as PCs/electrical goods and furniture may offer the most scope, given that major operators such as PC World, Comet, Harvey's, Dreams and DFS are not currently represented in Stratford-upon-Avon town.

MEETING THE NEED FOR ADDITIONAL COMPARISON GOODS SHOPPING

7.51 The Brief sought guidance on the sequential assessment and potential locations for meeting any need arising from the main assessment. We have calculated that there will be a need to accommodate additional comparison goods floorspace in Stratford-upon-Avon town during the period to 2028 – mainly in bulky comparison goods – and so this is a pertinent issue.

7.52 PPS 4 (Policy EC5.2) states that:

"Sites for main town centre uses should be identified through a sequential approach to site selection. Under the sequential approach, local planning authorities should identify sites that are suitable, available and viable in the following order:

a) *Locations in appropriate existing centres where sites or buildings for conversion are, or are likely to become, available within the plan period.*

b) *Edge of centre sites, with preference given to sites which are or will be connected to the centre.*

c) *Out of centre sites, with preference given to sites which are or will be served by a choice of means of transport and which are closest to the centre and have a higher likelihood of forming links with the centre."*

7.53 Earlier in this section, we determined that the following quantums of (quantitative and qualitative) need will be required in Stratford-upon-Avon town by the end of the plan period in 2028 (medium population projection):

- Non-bulky comparison goods: 4,265 sq m net (6,560 sq m gross)
- Bulky comparison goods: 9,085 sq m net (10,110 sq m gross)

and therefore should be accommodated.

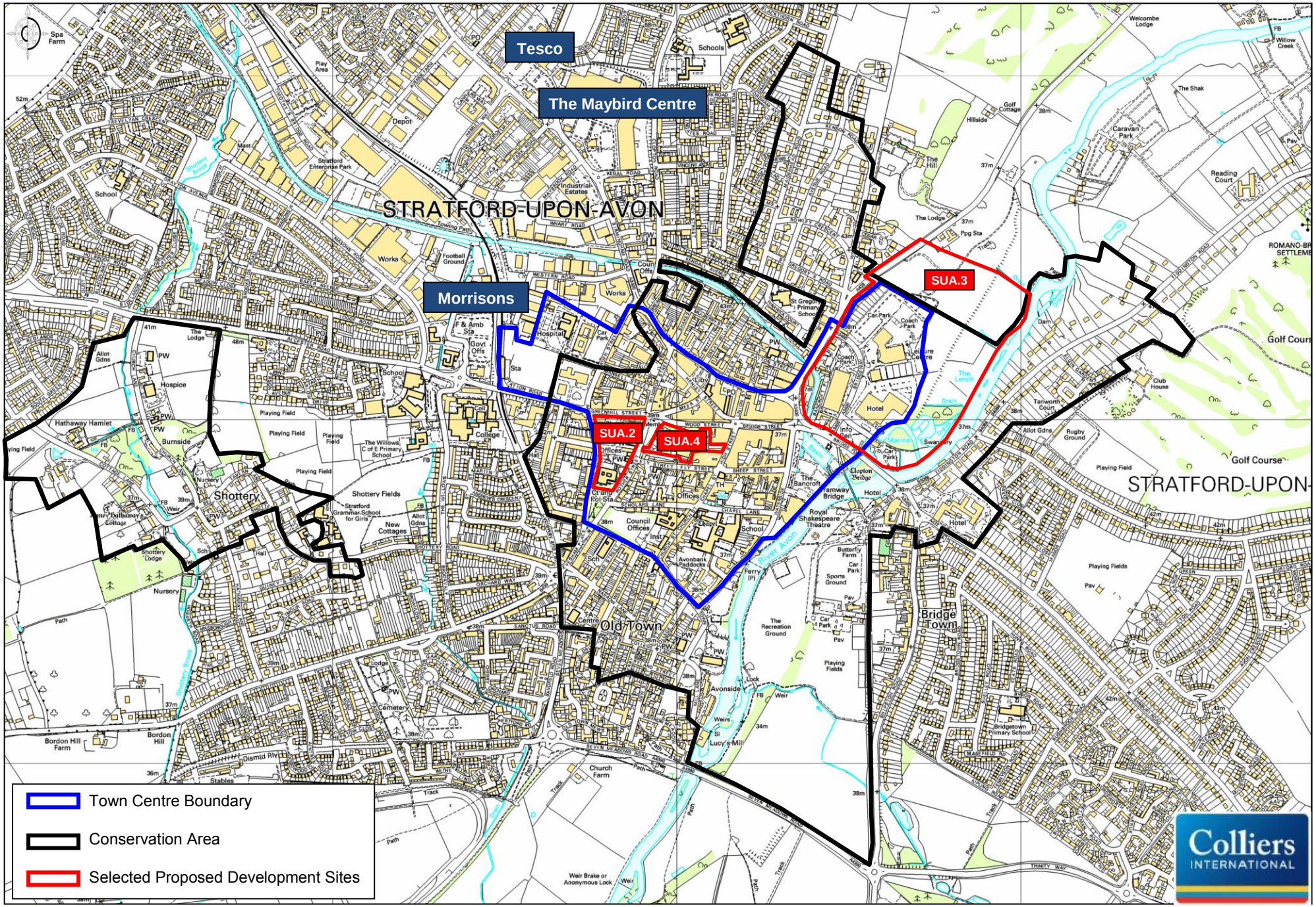
7.54 A key point is that only one-third of the forecast need through to 2028 is in **non-bulky** comparison goods. Moreover, we forecast little, or no, pre-existing need for this goods category, and thus need builds slowly and steadily over the plan period to a modest total. Accordingly, there is no immediate pressure to find a site to accommodate non-bulky comparison goods need.

7.55 We recognise the historic and physical character of Stratford-upon-Avon town centre, and the severe constraints and limitations this places on identifying suitable sites to meet the need. Nevertheless, given the modest scale of need which has been identified, we believe every effort should be made to accommodate it in the town centre in accordance with the sequential approach.

7.56 In practice, the proposed redevelopment of Town Square (site SUA.4 in **Figure 7.1** overleaf) may provide a good opportunity to meet at least some of the future need for additional non-bulky comparison goods shopping in the town. This could be achieved in three ways:-

- by providing new retail accommodation;

Fig 7.1 Stratford-upon-Avon Town: Definition of Town Centre and Location of Existing Out of Centre Shopping Provision



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- by making the shopping centre more attractive to shoppers and thus facilitating the letting of the relatively large number of existing vacant units in the scheme; and

- by increasing the sales densities of existing retail stores (above trend) thus enabling them to soak up some of the growth in available expenditure.

7.57 In addition, the modest need for additional non-bulky comparison goods floorspace in the town centre could be met by some or all of the following:

- re-occupation of existing vacant units (these were excluded from the needs assessment);

- more use of upper floors and/or basements for retail;

- change of use (eg. A2 and A3 to A1);

- improvements to the quality/configuration of existing units in order to increase store productivities (above trend) which would soak-up some of the growth in expenditure.

7.58 In relation to **bulky** comparison goods, two matters are clear:

- there will be need to provide additional retail provision in the town over the plan period to 2028; and

- there is no scope to provide this provision within the existing retail footprint of the town centre.

7.59 The Consultation Core Strategy (February 2010), identifies two potential development sites within or straddling the town centre boundary as proposed in the Consultation Core Strategy. These are SUA.2 (the Rother Quarter) and SUA.3 (the Bridgeway/Bridgefoot area) and their locations are shown in **Figure 7.1**.

7.60 Although site SUA.3 is closer to the existing prime retail pitch of Bridge Street and the 'tourist' attractions of the River Avon and the Royal Shakespeare Theatre, we feel it is more appropriate for leisure related development, such as hotels, conference facilities, visitor attractions and associated car/coach parking. The road infrastructure in this part of the town is already extremely busy and acts as a physical barrier between the site

and the heart of the town centre. More than half of the site also appears to fall outside the town centre boundary.

7.61 Our preference is for any future retail provision to be directed towards site SUA.2, which the Consultation Core Strategy has (already) identified as being suitable for a minimum of 10,000 sq m gross of new retail development. Our reasoning is as follows:-

- the site falls entirely within the town centre (as defined by Core Strategy Policy CS.7) and thus better meets the requirements of the sequential approach;
- it further facilitates the general westwards extension of town centre uses away from the natural barrier of the river towards the railway station, the mixed uses along the Birmingham Road and the Maybird Centre;
- the site relates better to the existing retail footprint of the town centre and is both more visible and accessible (on foot);
- redevelopment for retail would draw shoppers westwards through Town Square and along with Wood Street would create an effective pedestrian circuit;
- bulky comparison goods provision on the site would facilitate linked trips between it and non-bulky comparison and other uses in the rest of the town centre; and
- be instrumental in helping to regenerate an area of the town centre that is currently relatively run down.

7.62 Although bulky comparison goods operators normally occupy 'sheds' in out of centre locations, there may be an opportunity on site SUA.2, given that it falls entirely within a Conservation Area, to provide a small scheme that is of good quality and to a design which is more sympathetic to its town centre setting than a traditional 'retail warehouse' park. Clearly, appropriate levels of on-site car parking would need to be provided.

7.63 Given the acute shortage of retail development sites in Stratford-upon-Avon, we would understand if the Council saw site SUA.2 as being more suitable for non-bulky comparison goods shopping. However, the secondary/tertiary nature of the site would, in our view, make it more difficult for small stores to trade here. If this site was allocated wholly or partly for non-bulky comparison goods, then of course, the need for bulky comparison goods floorspace would need to be met elsewhere in the town.

IMPACT OF FURTHER OUT OF CENTRE RETAIL PROVISION ON THE TOWN CENTRE

7.64 Our assessment of quantitative and qualitative need indicates that the Council should plan to provide for further modest levels of comparison goods floorspace in Stratford-upon-Avon town through to 2028. In order to minimise the likelihood of adverse retail impact, we recommend that all additional non-bulky comparison goods provision is located in the town centre and, where possible, also additional bulky comparison goods floorspace (eg. on site SUA.2).

7.65 Although the town centre appears to have successfully withstood the impact of the Maybird Centre extension in late 2008 (all non-bulky comparison goods shopping), this was largely because there was at that time a pent-up consumer demand (in terms of available expenditure) for the scheme. This 'surplus' expenditure, or over-trading, which cushioned any impact no longer exists. Whilst we consider that the town centre continues to trade well and 'punches above its weight', it has nevertheless slipped 33 places down the national retail ranking over the past 15 years. Therefore, in moving forwards, the town centre retail offer requires support and enhancement and not direct competition from further out of centre non-bulky comparison goods shopping.

7.66 We therefore consider that any material additional non-bulky comparison goods provision out of centre could put at risk the existing healthy levels of vitality and viability of the town centre; particularly given the recent economic recession, the on-going economic fragility and the forecast modest growth in consumer retail expenditure.

7.67 Although we recommend that any additional bulky comparison goods shopping is provided within the town centre boundary in accordance with the sequential approach, we recognise that, in practice, this may be hard to achieve, certainly in the short term. This may mean that further provision is located out of centre.

7.68 However, should further bulky comparison goods floorspace be located out of centre (within the levels of need identified in this study), we do not feel this will materially undermine the existing vitality and viability of the town centre. Our reasoning is as follows:-

- bulky comparison goods accounts for only 9% of the town centre's total comparison goods floorspace - thus its overlap with any further out of centre bulky comparison goods provision will be small and the effect of any adverse impact marginal;

- bulky comparison goods shopping normally requires access by car – providing this form of retailing away from the heart of the town centre will help to reduce traffic congestion, free-up much needed car parking space and generally make the centre a more attractive destination for shoppers, workers and tourists.

FLOORSPACE THRESHOLDS FOR RETAIL IMPACT ASSESSMENTS

7.69 National policy requires applicants to prepare impact assessments for edge of centre and out of centre retail developments over 2,500 sq m gross. However, PPS 4 (Policy EC3.1d) permits local authorities to set specific floorspace thresholds in their LDF's.

7.70 As quantified in **Table 5.4**, a significant 59% of comparison goods floorspace in the town is now located out of centre. Clearly, permitting further significant out of centre retail development in the town (particularly in non-bulky comparison goods and in volumes which exceed the need estimates) could impact adversely on strategies for improving the town centre and potential planned retail investment.

7.71 As a result, we recommend that the Council gives consideration to adopting in its LDF a lower threshold for impact assessments than the 2,500 sq m gross given in PPS 4. We feel that a threshold of 1,000 sq m gross is more appropriate, where an application site is out of centre.

RETAIL STRATEGY VISION

7.72 Stratford-upon-Avon town centre in planning terms is the principal shopping destination in the district and whilst it has not benefited from any significant new retail investment in recent years, it continues to trade well and performs according to its designated role and function. Nevertheless, a positive policy stance should be taken towards the town centre, as its current healthy levels of vitality and viability cannot be taken for granted, as demonstrated by its steady fall down the national retail centre rankings over the past 15 years. There is also competition with out of centre locations (eg. the Maybird Centre), particularly for non-bulky comparison goods trade, which is likely to intensify as landlords manage their assets to secure increased returns.

7.73 Accordingly, we recommend a strong town centre first approach in order to maximise the prospects for new retail investment coming forward which will enable Stratford-

upon-Avon town centre to continue to compete with larger centres elsewhere, and to control the level and type of competition with other retail facilities in the town.

7.74 We consider that the primary role of the town centre is the sale of non-bulky comparison goods and that it should be the leading destination for the sale of these goods in the district. Accordingly, this is where the need for additional shopping provision of this type should be met. It is the improved offer of non-bulky comparison goods which will enable the town centre to continue to compete effectively with other large centres and other provision across the district, and to trade in a more sustainable manner.

7.75 The wider district contains a number of other smaller town and local centres with many offering only limited comparison goods shopping facilities. Therefore, we do not recommend that Stratford-upon-Avon town increases its (already high) market shares of available non-bulky and bulky comparison goods expenditure from within the district above base year (2008) levels. Adopting this approach – which forms the underlying basis of our floorspace need estimates – should ensure that Stratford-upon-Avon town maintains its existing relative attractiveness, whilst continuing to make available expenditure to support the vitality and viability of the smaller market towns in the district.

7.76 In planning for new provision of bulky comparison goods floorspace to meet the need that has been identified, the Council should have regard to the policies set out in PPS 4, in particular the sequential approach to site location. However, given the primary role of Stratford-upon-Avon town centre as a non-bulky comparison goods shopping destination, in practice, out of centre may be considered to be an appropriate location for large unit bulky comparison goods shopping. We would recommend that land and units on existing retail parks are fully utilised prior to allocating sites for any additional provision.

7.77 We note there is potential for out of centre retail warehouses in the town to change the nature of the goods they sell and thereby to compete even more directly with Stratford-upon-Avon town centre for the sale of non-bulky comparison goods. Accordingly, we recommend, wherever possible[1], that the sale of comparison goods in these retail warehouses be restricted primarily to the sale of bulky goods so as to ensure that they do not evolve further into high street comparison goods centres, which could undermine the continued vitality and viability of the town centre.

[1] We understand that the Maybird Centre now has an 'open' permission for comparison goods floorspace, which will make it difficult to restrict comparison goods retailers in the centre to the sale of bulky goods.

7.78 As shown in **Figure 7.1**, the Maybird Centre is located relatively close to Stratford-upon-Avon town centre and its northern boundary. The household survey confirms that the stores at the centre perform an important role in retaining comparison goods retail expenditure in the town and the district as a whole. Clearly, it is a popular shopping destination.

7.79 The location of the Maybird Centre in close proximity to Stratford-upon-Avon town centre is, in our view, a positive feature in that it provides a good opportunity for linked trips to occur. Accordingly, measures to further improve the physical and functional relationship between the Maybird Centre and town centre should be supported, with the principal objective of boosting trips to, and trade within, the town centre.

7.80 To facilitate more spin-off trips into the town centre, the Council may wish to give consideration to a shuttle bus service between the Maybird Centre and the town centre and better signage at the former directing them towards, and highlighting the considerable attractions of the town centre. Over the medium to longer term, the further development of town centre uses along the Birmingham Road, which connects the Maybird Centre to the town centre, should help consolidate the physical relationship between the two existing retail destinations.

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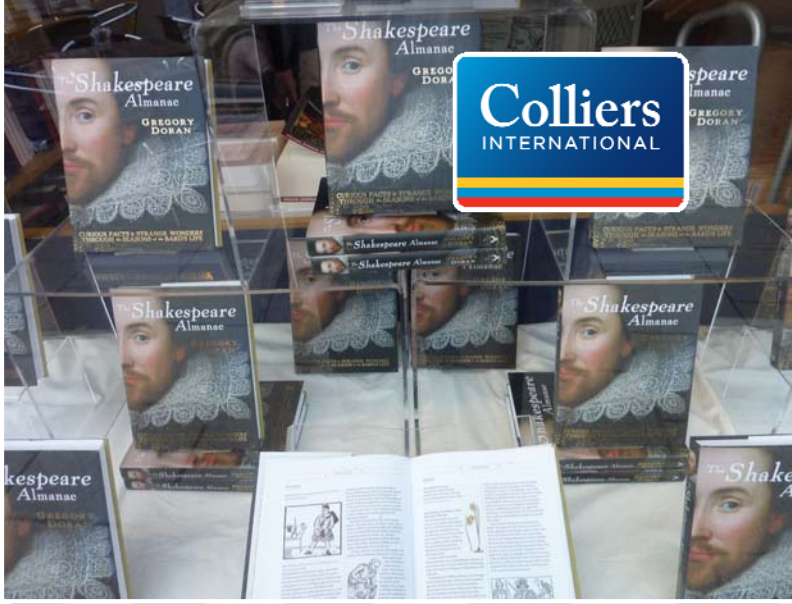

Stratford-upon-Avon

COMPARISON GOODS RETAIL STUDY

VOLUME 2 - APPENDICES

MAY 2011

PREPARED BY

COLLIERS INTERNATIONAL

Accelerating success.

APPENDICES (VOLUME 2)

Appendix 1: The Household Telephone Survey

(A) Methodology, Sampling and Statement of Reliability 1

(B) Survey Questionnaire 7

Appendix 2: Population Projections: Methodology 18

Appendix 3: Experian Data

(A) Definition of Non-Bulky and Bulky Comparison Goods (Extract) 21

(B) Non-Bulky and Bulky Comparison Goods Expenditure Per Head (by Zone) 24

(C) Expenditure Per Head Forecasts (Extract) 27

(D) Forecasts of Special Forms of Trading (Extract) 36

(E) Changing Store Productivities (Extract) 41

Appendix 4: Estimated Inflow Retail Expenditure from Residents and Tourists 45

Appendix 5: Retail Floorspace Data and Benchmark Turnovers

(A) Retail Floorspace of Stratford-upon-Avon Town Centre 50

(B) Out of Centre Retail Floorspace 54

(C) Recent Retail Floorspace Completions and Commitments 58

Appendix 6: Retail Floorspace Need Assessment

(A) Methodology for Assessing Retail Floorspace Need (Summary) 61

(B) The Need for Additional Non-Bulky Comparison Goods Floorspace 64

- Low Population Projection
- Medium Population Projection
- High Population Projection

(C) The Need for Additional Bulky Comparison Goods Floorspace 116

- Low Population Projection
- Medium Population Projection
- High Population Projection

Appendix 7: PPS 4 Definitions Relating to Hierarchy of Centres and Types of Retail Location and Development 168

APPENDIX 1A

The Household Telephone Survey

(A) Methodology, Sampling and Statement of Reliability

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STRATFORD ON AVON HOUSEHOLD SHOPPING SURVEY

JANUARY 2008

Presented to: Colliers CRE
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CONTENTS

1. Background & Methodology

2. Sample Breakdown

3. Statement of Reliability

STRATFORD ON AVON HOUSEHOLD SURVEY (JANUARY 2008)

BACKGROUND & METHODOLOGY

The client, Colliers CRE, wished to conduct a telephone shopping survey within the Stratford on Avon District Council area. This was to establish the following:

- Where respondents go for their general non-food shopping such as clothing, footwear and household goods.
- How frequently they visit their main and secondary centre.
- How their expenditure on such goods is divided between main and secondary centres.
- Why they choose their main centres, how they travel and the length of their journey from home.
- Similar information regarding food & grocery shopping.

A total of 750 interviews were targeted, in eight different zones, each zone defined by Postal Geography. Interviews were conducted over a period of two weeks, between January 23rd and February 9th 2008.

In order to provide meaningful and reliable data in each of the zones an equal number of interviews (94) were allocated to each of the 6 zones. The results were then weighted, at the analysis stage to take account of the different populations in each zone and their importance to the overall survey area.

STRATFORD ON AVON SAMPLE BREAKDOWN

ZONE	Popn	%	Achieved Sample	Weighted Sample	Weight
1	19,164	13.0	94	98	1.037
2	15,595	10.6	94	79	0.844
3	21,286	14.4	94	108	1.152
4	16,926	11.5	94	86	0.916
5	12,056	8.2	92	61	0.667
6	18,495	12.5	94	94	1.001
7	19,072	12.9	94	97	1.032
8	24,810	16.8	94	126	1.343
TOTAL	**147404**	**100**	**750**	**750**	**-**

The sample used for making telephone calls was obtained by Beacon Research from Datalinx, who supplied names, addresses and telephone numbers by electoral geography.

Full details of the samples achieved in each zone and the weightings subsequently applied within the analysis, are shown in the preceding table.

The following table summaries the details of calls made and interview outcome.

	Number	%
Initial Sample	1800	100.0
Completed interviews	750	41.7
Refusals	79	4.4
Wrong numbers / Unobtainable / Answer phone	160	8.9
No reply (after 4 calls)	288	16.0
Not used	523	29.1

STATEMENT OF RELIABILITY

Assessment of the standard error:

1. The Stratford on Avon Household Shopping Survey has been undertaken by a series of individual sample surveys for a combination of zones.
2. The results are subject to the following sampling error, of which there follows an analysis.
3. The following analysis indicates the methodology used to calculate the standard error, with the standard 95% probability of being correct. The formulae for these calculations are as follows:

$$SE\% = \sqrt{\frac{p\% * q\%}{n}}$$

Where p% = sample value recorded

q% = 100% - p%

n = sample size

And where:

1.96*(SE%) = 95% probability that the correct answer lies in the range calculated.

4. Using the above formulae, we can predict the variation between the sample results and the 'true' values from our knowledge of the size of sample on which the results are based and the number of times that a particular answer is given. The table below illustrates the predicted ranges for the total sample and percentage results at the 95% confidence level.

Approximate sampling tolerances applicable to percentages at or near these levels.

Size of sample on which survey result is based	10% or 90% ±	20% or 80% ±	30% or 70% ±	40% or 60% ±	50% ±
750 interviews	2.15	2.86	3.28	3.51	3.58

For example, with a sample of 750 where 30% give a particular answer, the chances are 19 in 20 that the 'true' value (which would have been obtained if the whole population had been interviewed) will fall within the range of ± 3.28 percentage points from the sample results.

APPENDIX 1B

The Household Telephone Survey

(B) Survey Questionnaire

Job No: GW/07/362

ZONE

STRICTLY CONFIDENTIAL
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STRATFORD ON AVON DISTRICT RETAIL STUDY
HOUSEHOLD TELEPHONE SURVEY
ON BEHALF OF COLLIERS CRE (Jan 2008)

Name: _____

Address: _____

_____Postcode:_____

C1 Age:

16-24	1
25-34	2
35-44	3
45-54	4
55-64	5
65 +	6

C2 Sex:

Male	1
Female	2

C3 Do you have the use of a car for shopping?

Yes	1
No	2

C4 What is the occupation of the chief wage earner in your household?

Full/Part time employed	1
Retired	2
Unemployed	3

Occupation _____

Rank/Status _____

No. of Employees _____

Qualifications _____

Supervisor/Manager/Self Employed
Size of company _____
No. of employees _____

If Retired
Company pension–ask previous occupation
State pension only – code 5 below

If Unemployed
Less than 2 months – ask about previous occupation
Over 2 months – code 6 below

Now Assess Social Grade

AB	1
C1	2
C2	3
D	4
E1 (Retired)	5
E2 (Unemployed)	6
Refused	7

C5 Day / Time of interview

Weekday	1	Morning	1
Weekend	2	Afternoon	2
		Evening	3

Interviewer Name: _____ Date:_____

Interviewer Signature: _____

Job No: GW/07/362

Good morning / afternoon, my name is .....

We are doing some research on behalf of Stratford on Avon District Council about shopping facilities and shopping behaviour in this area and I'd like to ask you a few questions.

Are you / May I speak to the person responsible for the majority of your household shopping?

YES	1
NO	2 - CLOSE INTERVIEW

As we need to speak to people across a number of areas, could you please tell me your full postcode?

WRITE IN POST CODE HERE _____

Refer to quota and check that respondent is eligible for interview - if not, thank and close.

Job No: GW/07/362

Q1a **Can I ask you first of all, excluding Mail Order and shopping over the Internet at which Town, Centre or Retail Park do you do most of your shopping for non-food goods such as clothing & footwear, books, gifts and jewellery?(SINGLE CODE**

Q1b **And how often do you visit..... Town, Centre or Retail Park, for this type of non-food shopping?**

Q1c **And excluding Mail Order and shopping over the Internet, what percentage or proportion of your total expenditure on non-food goods such as clothing & footwear, books, gifts and jewellery would you say that you do in .....Town, Centre or Retail Park?**

Q2a **Excluding Mail Order and shopping over the Internet what is your second most important Town, Centre or Retail Park for non-food shopping such as clothing & footwear, Books, gifts and Jewellery? (SINGLE CODE)**

Q2b **And how often do you visit..... Town, Centre or Retail Park, for this type of non-food shopping?**

Q2c **And excluding Mail Order and shopping over the Internet what percentage or proportion of your total expenditure on non-food goods such as clothing & footwear, books, gifts and jewellery would you say that you do in ..... Town, Centre or Retail Park?**

RECORD ANSWERS BELOW & OPPOSITE - CHECK PERCENTAGES ADD TO 100% AT Q1c/2c

A	CENTRE	Q1	Q2
	CODE FROM LIST 'A'		
	Local shops / local village shop	29	29
	Other (Write In)		
	No Particular Centre / Varies	30	30
	None / Don't buy these goods / Internet / Mail Order only	31	31
	No second centre		32
	DK / Can't remember	33	33
B	**FREQUENCY OF VISIT**		
	More than once a week	1	1
	Once a week	2	2
	2-3 times a month	3	3
	Once a month	4	4
	Once every 2-3 months	5	5
	Once every 4-6 months	6	6
	Less often	7	7
	DK / Can't remember / Varies	8	8
C	**% In Location (Write In)**	%	%

Q3a You said that ..... is the Town, Centre /Retail Park, where you do most of your non-food shopping? What is your main reason for choosing that Centre?

Close to home/convenient	1	Good/Cheap Public Transport	7
Close to work	2	Ease of parking	8
Good choice of shops/range of good stores	3	Free/cheap parking	9
Good range of major stores	4	Good quality goods/products	10
Pedestrianised streets/attractive environment	5	Part of joint trip to other facility/centre	11
Good prices/Good value for money	6	Other (Write In)	

Q3b How do you normally travel, to / from this Town, Centre / Retail Park? (If more than one mode of transport used, code transport used for longest part of journey)

Car (Driver)	1	Park & Ride	5	Taxi	9
Car (Passenger)	2	Walk	6	Other	10
Bus	3	Cycle	7		
Train	4	Motor Cycle	8		

Q3c Where does your journey usually start from?

Home	1 (Go to Q3d)	Other *write in* (Go to Q4)
Work	2 (Go to Q4)	

Q3d On average, how long does it take you to travel to this Town, Centre / Retail Park from home?

10 minutes or less	1	31 – 40 minutes	4	51 – 60 minutes	6
11 – 20 minutes	2	41 – 50 minutes	5	Over 60 minutes	7
21 – 30 minutes	3				

Q4 At which Town, Centre or Retail Park do you normally undertake most of your Christmas or special occasion shopping? (Write in)

_____

Q5a **Excluding Mail Order and shopping over the Internet at which Town, Centre or Retail Park do you do most of your shopping for bulky non-food goods such as DIY, large electrical goods, furniture and carpets (SINGLE CODE)**

Q5b **And how often do you visit ..... Town, Centre / Retail Park, for your main bulky non-food goods shopping?**

Q5c **And excluding Mail Order and shopping over the Internet what percentage or proportion of your total expenditure on bulky non-food goods shopping would you say that you do, in ..... Town, Centre / Retail Park?**

Q6a **Excluding Mail Order and shopping over the Internet which is your second most important Town, Centre / Retail Park for bulky non-food goods such as DIY, large electrical goods, furniture and carpets? (SINGLE CODE)**

Q6b **And how often do you visit ..... Town, Centre / Retail Park, for your main bulky non-food goods shopping?**

Q6c **And Excluding Mail Order and shopping over the Internet what percentage or proportion of your total expenditure on bulky non-food goods shopping, would you say that you do in ..... Town, Centre / Retail Park?**

RECORD ANSWERS BELOW & OPPOSITE - CHECK PERCENTAGES ADD TO 100% AT Q5c/6c

A	CENTRE	Q5	Q6
	CODE FROM LIST 'A'		
	Local shops / local village shop	29	29
	Other (Write In)		
	No Particular Centre / Varies	30	30
	None / Don't buy these goods / Internet / Mail Order only	31	31
	No second centre		32
	DK / Can't remember	33	33
B	**FREQUENCY OF VISIT**		
	More than once a week	1	1
	Once a week	2	2
	2-3 times a month	3	3
	Once a month	4	4
	Once every 2-3 months	5	5
	Once every 4-6 months	6	6
	Less often	7	7
	DK / Can't remember / Varies	8	8
C	**% In Location (Write In)**	%	%

Q7a You said that ..... is the Town, Centre /Retail Park, where you do most of your bulky non-food goods shopping? What is your main reason for choosing that Centre?

Close to home/convenient	1	Good/Cheap Public Transport	7
Close to work	2	Ease of parking	8
Good choice of shops/range of good stores	3	Free/cheap parking	9
Good range of major stores	4	Good quality goods/products	10
Pedestrianised streets/attractive environment	5	Part of joint trip to other facility/centre	11
Good prices/Good value for money	6	Other (Write In)	

Q7b How do you normally travel to / from this Town, Centre / Retail Park? (If more than one mode of transport used, code transport used for longest part of journey)

Car (Driver)	1	Park & Ride	5	Taxi	9
Car (Passenger)	2	Walk	6	Other	10
Bus	3	Cycle	7		
Train	4	Motor Cycle	8		

Q7c Where does your journey usually start from?

Home	1	(Go to Q7d)
Work	2	(Go to Q8a)
Other (write in)_____		(Go to Q8a)

Q7d On average, how long does it take you to travel to this Town, Centre / Retail Park from home?

10 minutes or less	1	41 – 50 minutes	5
11 – 20 minutes	2	51 – 60 minutes	6
21 – 30 minutes	3	Over 60 minutes	7
31 – 40 minutes	4		

Job No: GW/07/362

Q8a At which store and centre do you usually do most or all of your main food and grocery shopping? (Store and Centre needed - Single code)

Q8b And when during the week, would you normally shop at your main food store?

Q9 And at which Store and Centre do you usually do your remaining top-up food and grocery shopping? (Store and Centre needed)

RECORD ANSWERS BELOW AND OPPOSITE

		Q8a Main Store / Centre	Q9 Second Store / Centre
A	CODE FROM LIST 'A'		
	Local shops / Village store	58	58
	Other (Write In)		
	Varies / No particular store	59	59
	DK / Cant remember	60	60
	No second Centre		61
B	WHEN SHOP		
	Weekdays (Mon- Fri) Daytime	1	
	Weekdays (Mon – Fri) Evening	2	
	Saturday	3	
	Sunday	4	
	Varies / No particular time	5	

Q10a On average, how much in total do you and your household spend on food and groceries each week?

Q10b And how much on average do you spend on food and groceries each week in your main food store?

RECORD BELOW	£	p
(a) Total weekly total expenditure		
(b) ' Main' store weekly total expenditure		
(c) 'Top up' store weekly food expenditure		

[NOTE: (c) is calculated as (a - b)]

Q11a You said that..... is your main store for food/grocery shopping. How often do you visit that store for food and grocery shopping?

Three times a week or more often	1
Twice a week	2
Once a week	3
Once a fortnight	4
Once a month	5
Once every two months	6
Less often	7

Q11b What is the main reason why you and your household choose to shop at the store where you do your main food / grocery shopping? (SINGLE CODE)

Close to home / convenient	1	Wide choice of goods / products	6
Close to work	2	Close to other shops	7
Ease of parking	3	Good prices/value for money	8
Free / cheap parking	4	Good quality goods / products	9
Good / cheap public transport	5		
Other (WRITE IN) _____			10

Q11c How do you normally travel to / from this store? (If more than one mode of transport used, code transport used for longest part of journey)

Car (Driver)	1	Walk	6
Car (Passenger)	2	Cycle	7
Bus	3	Motor Cycle	8
Train	4	Taxi	9
Park & Ride	5	Other	10

Q11d Where does your journey usually start from?

Home	1	(Go to Q11e)
Work	2	(Go to Q12a)
Other (write in)_____		(Go to Q12a)

Q11e On average, how long does it take you to travel to this Store from home?

10 minutes or less	1	41 – 50 minutes	5
11 – 20 minutes	2	51 – 60 minutes	6
21 – 30 minutes	3	Over 60 minutes	7
31 – 40 minutes	4		

Q12a When you do your <u>main</u> food and grocery shopping at.....do you or your household usually visit any <u>other</u> shops/service outlets in the <u>same</u> area as part of that trip?

Yes	1	(Ask Q12b – Q12d)
No	2	(Go to Q13)

Q12b Which town/centre is this?

(Write In) _____

Q12c And do you drive to the other shops/service outlets, or walk or use another form of transport?

Drive	1	Taxi	4
Walk	2	Other Form of Transport	5
Bus	3		

Q12d And what other shops/services do you normally visit (MULTI-CODE)

Financial outlets (eg Banks, Building Societies)	1
Professional Services (eg Solicitors, Accountants)	2
Post Office	3
Cafe/Restaurant/Pub/Take-Away	4
Specialist food shops (eg Baker, Greengrocer, Butcher)	5
Chemist	6
Newsagents/Confectioners/Tobacconists	7
Fashion Shops (eg for clothing, footwear etc)	8
Charity Shops	9
Department/Variety Store	10
Other type of shop (WRITE IN) _____	

_____

Q13a From what you know about <u>Alcester</u> Town Centre how would you describe the food shopping in the Town Centre, in terms of the balance between large and small shops? (READ OUT)

Too many small shops/not enough large stores	1
Too many large stores/not enough small shops	2
About right	3
Don't know	4

Q13b From what you know about <u>Southam</u> Town Centre how would you describe the food shopping in the Town Centre, in terms of the balance between large and small shops? (READ OUT)

Too many small shops/not enough large stores	1
Too many large stores/not enough small shops	2
About right	3
Don't know	4

Q13c From what you know about Shipston upon Stour Town Centre how would you describe the food shopping in the Town Centre, in terms of the balance between large and small shops? (READ OUT)

Too many small shops/not enough large stores	1
Too many large stores/not enough small shops	2
About right	3
Don't know	4

Q13d From what you know about Stratford upon Avon Town Centre how would you describe the food shopping in the Town Centre, in terms of the balance between large and small shops? (READ OUT)

Too many small shops/not enough large stores	1
Too many large stores/not enough small shops	2
About right	3
Don't know	4

Q14 What other major change, if any, would you like to see in Stratford upon Avon Town Centre for you and your household to visit it more often for shopping? *(SINGLE CODE ONLY)*

None / Quite happy	1	Better security / Make the centre safer	13
None / DK / Can't think of any	2	A bigger / better weekly market	14
More car parking	3	Make Centre more attractive (e.g. better shop fronts, planting, paving etc.)	15
More covered shopping opportunities	4	More / better signage	16
Wider variety of stores	5	More / better information displays	17
Better quality stores / Goods	6	Less traffic congestion	18
More / better places to eat or drink	7	More Pedestrianisation	19
More / better toilets	8	More Street entertainment / More things going on	20
More / better parking facilities	9	More shops open on Sunday	21
Better public transport	10	More shops open in the evenings	22
Better cleanliness / Make the centre tidier	11	Other (Write In)	
Cleaner air / Less traffic pollution	12		

Q15 Finally, are there any particular food retailers that you would like to see in Stratford upon Avon, which are not here at present, or are you quite happy? *(WRITE IN UP TO THREE)*

None / Quite happy	1
None / DK / Can't think of any	2
Other (Write In) _____	

CLOSE INTERVIEW - COMPLETE CLASSIFICATION

APPENDIX 2

Population Projections: Methodology

METHODOLOGY FOR DETERMINING POPULATION GROWTH

1. Using 2008 population as a base, the Council has produced three sets of projections through to 2028; a 'medium', 'central' and 'low' projection. This is a provisional set of projections and may be superseded by a more detailed assessment which the District Council is undertaking as part of the evidence base for its LDF Core Strategy.

2. For each growth scenario, the Council has projected population for the District as a whole and then apportioned the growth pro rata to each ward. No attempt has been made to build in any adjustment to reflect the location of future residential development as such decisions have not yet been made.

3. Populations for each zone have then been estimated by adding together the constituent ward populations. This has been carried out for each of the forecast years 2018, 2023 and 2028.

4. This methodology has been applied to Zones 1 to 7 inclusive within Stratford-on-Avon District. For zone 8, which falls outside of the District, we have adopted the latest population projection produced by Experian. This single projection is applied in all three population growth scenarios.

5. The three alternative sets of population projections for Stratford-on-Avon District are as follows:-

Scenario	*Description*	*Population 2008*	*Population 2028*	*Population Change 2008-2028*	
				No.	*%*
High	Trend-Based Demand Led Growth (based on ONS Population Projections)	118,704	142,628	+23,924	+20%
Medium	Policy Constrained Medium Growth (Based on 375 New Dwellings Per Annum)	118,704	134,771	+16,067	+14%
Low	Policy Constrained Low Growth (Based on 280 New Dwellings Per Annum)	118,704	130,942	+12,238	+10%

Note: The Policy Constrained projections assume standard vacancy rates and average household size applied to dwelling growth.

6. The resulting ‘zone’ populations for 2008 (the base year) and the forecast years of 2018, 2023 and 2028 are set out in Table 1 of our retail capacity model (see **Appendix 6B and 6C**).

APPENDIX 3A

Experian Data

(A) Definition of Non-Bulky and Bulky Comparison Goods (Extract)

Estimating consumer spending on retail goods and leisure

Sources

Total household spending on goods and leisure is derived from the ONS' (Office for National Statistics) publication *Consumer Trends* (latest issue July 2010). We use the chained volume measure which shows expenditure at 2006 prices. *Consumer Trends* provides data breaking down total household spending according to the internationally recognised COICOP (Classification of Individual Consumption by Purpose) categories. This is consistent with the definitions used in the ONS' National Accounts *(Blue Book)* and therefore includes spending in the UK by foreign households. Leisure spending is aggregated from COICOP categories as shown below.

The *Consumer Trends* data are based on surveys of consumers. In last year's *Retail Planner* we used data from the ONS' *Retail Sales Business Monitor SDM 28* which are based on surveys of shops and businesses. There is a small but ***generally insignificant*** difference between the two measures. However, on this occasion the *Retail Sales Business Monitor* (RSBM) approach shows an increase in volumes of 1.8% in 2009, while the *Consumer Trends* (CT) approach shows a decrease of 0.6%. It is difficult to identify the reason for this discrepancy as the categories used in the two sources differ. For example, in RSBM the 'predominantly food stores' category includes an element of most categories used in CT (food & drink, alcohol & tobacco, clothing & footwear, health, household goods, recreation & culture). Despite this difference, the key point remains, namely that during the downturn of 2009, retail sales were more resilient than consumer spending as whole which declined by 2.4%.

Aggregations

Retail Planner contains a number of special aggregations of retail goods and services:

1. **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 90% of non-durable household goods.[3]
2. **Comparison goods** – all other retail goods.

Bulky goods – defined as:

- DIY goods
- Furniture and floor coverings.
- Major household appliances whether electric or not.
- Audio-visual equipment
- Remaining 10% of non-durable household goods
- Bicycles.

Non-bulky goods – all other comparison goods

3. **Leisure**

Recreational and sporting services (COICOP 9.4.1)
Cultural services (COICOP 9.4.2)
Games of chance (COICOP 9.4.3)
Restaurants, cafes etc (COICOP 11.1.1)
Accommodation services (COICOP 11.2)
Hairdressing salons & personal grooming (COICOP 12.1.1)

3 Non-durable household goods comprise cleaning materials, kitchen disposables, household hardware and appliances, kitchen gloves, cloths etc and pins, needles, tape measures and nuts and bolts. We have assumed, based on Expenditure and Food Survey (EFS) data, that 10% of non-durable household goods are DIY-type goods and, therefore, are properly classified as comparison goods while the remaining 90% have the characteristics of convenience goods.

Classification of retail spending

Convenience	Comparison	Bulky
		Non-bulky C
COICOP		
02.2	Tobacco	
02.1.3	Beer	
01.1	Food & non-alcohol	
02.1.2	Wine	
02.1.1	Spirits	
09.5.2	Newspapers & mags	
05.6.1	Household cleaning materials and misc items	
05.5.1	Major tools	
09.1.1/4	Audio-visuals	
04.3.1	Materials for repair & maintenance of homes	
05.5.2	Small tools	
05.1.1;05.1.2	Furniture & floor coverings	
05.3.1	Major appliances	
07.1.3	Bicycles	
03.1.1/3	Clothing	
05.3.2	Small appliances	
09.5.1;09.5.3/4	Books, stationery etc	
05.4	Utensils	
03.2.1	Footwear	
06.1.3	Therapeutics	
12.3.1	Jewellery	
09.1.4	Recording media	
12.1.2/3	Personal care goods	
05.2	Textiles	
06.1	Medical goods	
12.3.2	Other personal effects	
09.3.1/4	Other recreational goods	

Source: Experian

APPENDIX 3B

Experian Data

(B) Non-Bulky and Bulky Comparison Goods Expenditure Per Head (by Zone)

CONSUMER RETAIL EXPENDITURE PER HEAD BY ZONE

(FOR 2006 AT 2006 PRICES)

Non-Bulky Comparison Goods

	Zone	Average Spend Per Head (£)	Index UK = 100
Stratford-on-Avon District	1	2,269	114
	2	2,046	103
	3	2,240	113
	4	2,210	111
	5	2,225	112
	6	2,280	115
	7	2,146	108
Hinterland	8	2,077	104
	UK Average	**1,990**	**100.0**

Source: Experian.

Bulky Comparison Goods

	Zone	Average Spend Per Head (£)	Index UK = 100
Stratford-on-Avon District	1	977	114
	2	859	100
	3	958	111
	4	941	109
	5	992	115
	6	995	116
	7	922	107
Hinterland	8	932	108
	UK Average	**860**	**100.0**

Source: Experian.

APPENDIX 3C

Experian Data

(C) Expenditure Per Head Forecasts (Extract)

Retail Planner Briefing Note 8.1

August 2010

Experian™
A world of insight

Economic context

Recent trends and near-term outlook

The UK economy is recovering from the severe recession of 2008/09, but growth is patchy and risks of a relapse persist. Domestic demand is constrained by high unemployment and rising under-employment, a lacklustre outlook for investment, pressure on public finances and the weight of household debt. The impact of deep cuts in spending and tax rises is weighing on sentiment. Growth in the three quarters since recovery began has been strongest in manufacturing, helped by the weak pound and global recovery, the service sector has also expanded. Construction rebounded in 2010q2 with its strongest quarterly gain in 50 years.

Household spending, after falling for six consecutive quarters with a cumulative decline of 5.2%, stabilised in 2009q3 and grew by 0.6% in the final quarter of the year. However, a combination of icy weather, higher unemployment and slow growth in real disposable incomes hit spending in the first three months of 2010, resulting in a marginal contraction of 0.1%. We believe this was a temporary relapse, with growth resuming in 2010q2.

Expenditure on **retail goods** has been more resilient than total consumer spending. Latest data (for 2010q1) show household spending 0.2% lower in real terms than a year earlier, while official retail sales data show spending volumes (excluding automotive fuel) up 2.3% in the same period. We believe this divergence between total consumer spending and retail expenditure reflects three major factors:

- consumers have cut back on big ticket items such as expensive holidays, and on expenditure on transport, recreation and culture, but continue to spend on other items;
- discounting has kept retail spending volumes up; and
- there has been a transfer of spending from services (hospitality, personal care and entertainment) to retail spending on similar items for use in the home.

Pressure on retailers' margins from discounting and weak sales for some high street names have resulted in a further rise over the past year in the number of vacant shops. However, the increase to a vacancy rate of 13.5% in July 2010 according to Experian data was much less sharp than the surge from a

vacancy rate of 7% to 12% in the year to mid-2009. During that period, the bulky goods sector suffered from the downturn in the housing market and lack of working capital as a result of the credit crunch also played a key role.

The revised official estimate of the economy's performance in 2010q2 showed an acceleration of quarterly growth to 1.2%. This encouraging outcome was boosted by a rebound in construction, manufacturing's response to the weak pound and healthy global growth, and robust expansion in financial & business services. However, it occurred before any major impact was felt from the tax increases and public spending cuts announced in the March and June budgets. These measures are bound to affect growth in the next few quarters and intensify fears about the recovery's sustainability.

Despite the acceleration in the second quarter therefore, we expect GDP growth to revert to a slower path in the next few quarters. Consumer spending will be constrained by subdued incomes and a weak labour market featuring high unemployment and under-employment. At the same time, export growth is likely to be modest in the face of lacklustre eurozone growth and a stronger pound, especially against the US$. However, persistently low interest rates and a revival in fixed investment should provide some support. On balance, we expect GDP growth of 0.5% in 2010q3 and 0.4% in q4, producing year-on-year growth for 2010 of 1.5%.

Further out, as tax increases and spending cuts become a reality, pressure on household spending will intensify. But with fixed investment picking up and international demand remaining solid, underpinning exports, GDP growth should rebalance, depending more on these factors than on consumer sending. We forecast GDP growth at 1.6% in 2011 and 1.8% in 2012.

The implication of these forecasts for households is that **consumer spending will increase very modestly over the remainder of this year (0.2% q-on-q in q3 and 0.3% in q4) and rise by little over 1% in 2011. This will be followed by stronger though still moderate growth of 1.7% in 2012.**

Medium-term outlook

The medium-term outlook is for much slower economic growth than was seen during the 12 years prior to the recession of 2008/09. We expect GDP growth to average near 2.2% a year in the five years 2013-17 and consumer

spending to average 2.3%. These rates compare with an annual average of near 3% in 1995-2007 for GDP and 3.2% for consumer spending.

The key reasons for this marked deceleration are:

- **Government finances are tightening.** Public finances deteriorated sharply during the 2008/09 crisis and require urgent and massive correction. Pressure is exacerbated as an increasing number move into retirement, raising government payments and reducing tax and National Insurance receipts. Fiscal stringency will be a feature of economic policy throughout the medium term and maybe beyond. The June 2010 budget addressed the deficit reduction issue, announcing (in addition to the £73bn consolidation by 2014/15 inherited from the previous administration) £40bn of spending cuts and higher taxes. In combination, the proposed consolidation amounts to £83bn of spending cuts by 2014/15 and £29bn of tax increases. This will subdue consumer spending throughout the medium term. In addition, public sector cuts involving considerable redundancies will boost unemployment numbers.
- **Sharp reduction in investment** (down 15% in 2009) and cancellation or postponement of plans will inevitably depress medium-term growth prospects in many parts of the UK economy.
- **Weight of household debt**: There will be no boost as in the past decade from consumer credit. The banking sector will be more cautious and households' appetite for credit will be reduced as they seek to control debts which are at historically high levels in relation to incomes. Moreover, savings are likely to be higher than in the past decade as job insecurity continues against a backdrop of high unemployment and weak growth.
- **The main engines of growth in the past decade – financial and business services and the housing market - will be less buoyant.** London's financial services sector will be more tightly regulated; it may come under increasing pressure from emerging centres in the Middle and Far East; a more subdued housing market than in the 12 years to 2007 when house price rises averaged 10% a year will curb lending and real estate activity; and the now mature business services sector will not be able to repeat its 7.9% annual rate of expansion of 1995-2007.

Long-term outlook

While the economy is likely to improve on the 2.2% annual average growth rate forecast for 2013-17 in the second half of the coming decade, we believe that the exceptional performance of the period 1995-2007 will not be regained.

Pressures from an ageing population will reinforce the need for ongoing fiscal restraint, precluding the large-scale public sector job creation that boosted economic growth in the first few years of the present century. Environmental factors including much higher energy costs will also constrain growth. We forecast GDP growth between 2017 and 2027 to average 2.4% a year.

In conjunction with our medium-term projection for growth at 2.2% a year in 2013-17, this implies an annual average growth rate in the period to 2027 of 2.3%. This will be rather slower than the UK's previous long-term trend growth, but slightly faster than the rate forecast for the eurozone.

Alternative long-term scenarios

We attach a 65% probability to the central scenario projection of annual growth in GDP averaging 2.4% to 2027. We present one upside and two downside scenarios, with our projections of annual expansion on retail spending under each alternative case.

Optimistic scenario (20% probability)
UK GDP growth to 2027 matches the previous long-term trend of 2.5% a year as the fiscal problems which depress consumer spending in the medium term are offset by buoyant exports and reviving fixed investment. This rebalancing towards exports and investment underpins annual average growth of 2.4% in the period 2013-17, and supports growth at 2.5% a year from 2018-27. Key features of this scenario are:

- Global trade maintains a vigorous growth path and the UK largely retains its market share
- Service sector growth approaches the 1995-2007 rate for most of the period to 2027.

Pessimistic scenario (15% probability)

1. **Deflation scenario (5% probability**). In this worst case scenario, the UK economic recovery is derailed by a combination of depressed household spending and faltering global growth, notably in the key EU market. Weak consumer and business sentiment weigh on investment and household spending. Deflation resurfaces and takes a firm hold from which it is difficult to escape. GDP growth in the period to 2017 averages a meagre 1%, followed by 2% a year to 2027, giving a long-term average of 1.7%, with annual retail sales growth per head averaging just 1.6%.
2. **Inflation scenario (10% probability).** In this case, inflationary pressures mount as a result of international commodity price movements and a weak pound. The effects of the monetary measures taken to stimulate growth during the recession are difficult to reverse and the UK suffers a prolonged period of inflation. High interest rates are required for an extended period to drive inflation out of the system. GDP growth, already depressed by the factors noted in the central scenario, averages 1.5% a year to 2017, followed by growth at 2.4% a year to 2027, an annual average for 2013-27 of little over 2%.

Retail sales per head under alternative scenarios

% per annum	2013-17	2018-27	2013-27
Central case	2.1	2.3	2.2
Optimistic case	2.2	2.5 2.4	
Deflation scenario	0.8	2.0	1.6
Inflation scenario	1.2	2.0	1.7

Retail sales volumes

The following table (figure 1) shows projected growth rates per head to 2027 for the main categories of consumer spending on various categories of retail goods, using our central forecast.

The table also contains historic growth rates for comparison over three time periods: 1969-2009 (the ultra long-term trend); 1979-2009 (the long-term trend) and 1989-2009 (the medium-term trend).

Retail Planner Briefing Note 8.1

August 2010

Figure 1: UK retail and leisure spend per head 2007-27

Vol growth per head (%)	2007	2008	2009	2010	2011	2012	2013-17	2018-27	1969-2009	1979-2009	1989-2009
Retail spend	1.9	1.9	-1.4	0.3	0.8	1.8	2.1	2.3	2.8	3.3	3.5
Convenience goods	0.4	-1.6	-2.9	0.3	0.0	0.4	0.8	0.9	0.5	0.7	0.7
Comparison goods	2.7	3.7	-0.6	0.4	1.2	2.4	2.7	2.9	4.7	5.3	5.5
of which bulky	5.0	6.9	0.5	-0.5	1.3	2.4	2.8	3.0	5.6	6.2	6.3
non- bulky	1.4	1.9	-1.2	0.9	1.1	2.5	2.6	2.8	4.3	4.8	5.1
Leisure	1.2	-0.3	-4.5	-1.5	0.7	1.3	1.5	1.9	2.1	1.5	1.4
Consumer spending	1.4	-0.1	-3.1	-0.3	0.2	0.8	1.5	2.0	2.4	2.5	2.5
Retail spend ex non-store	1.0	0.2	-3.1	-1.3	-0.2	1.2	1.8	2.3	2.8	3.3	3.5

Figure 1 includes in the final row an estimate of retail spending excluding non-store retailing[1] to provide an idea of growth from purely physical outlets that is the major concern of clients of this service. Non-store retailing ie e-tailing and mail order (repair of household goods was removed from retailing in February 2010) has grown rapidly in recent years, outpacing store-based trading, and we expect a continuation of this pattern over the next few years. The differences between retail sales growth rates with and without non-store sales are quite considerable in the short to medium term.

However, the initial phase of e-tailing, boosted by the take-up of new technology, is likely to be followed by a more mature phase. From 2018, we forecast that non-store retailing will grow in line with traditional shopping. Consequently, and bearing in mind that non-store retailing accounts for under 10% of total sales, it is valid in producing the long-term forecasts of growth for the various components of retail spending shown in figures 1 to 4, to focus on retail sales as a whole.

Key features of the forecast are:

[1] Non-store retailing is considered in detail in Appendix 3, which contains a section on internet sales and our view on their treatment in retail capacity assessments.

- **During the period 2010/11,** growth in retail spending will be much slower than in many previous recovery phases given the constraints on economic performance, notably the squeeze on public finances.
- In the **medium term (to 2017)**, growth in retail sales volumes will be much slower than during the past decade and slower than in the long and ultra long term. This reflects the constraints on overall economic growth outlined in the **Economic Context** above, a relatively high tax burden and much more modest growth in consumer lending than in the past decade.
- While growth in household spending is forecast to pick up in the **longer term** (2018-27)**,** it will grow broadly in line with GDP expansion, in contrast to exceeding GDP growth by about 0.3 percentage points in the ultra-long term, (the period 1969-2009). This reflects the increasing maturity of the UK economy, less expansionary consumer credit, greater emphasis on green issues, including higher energy costs and an ageing population. Moreover, according to the latest official forecasts, population growth to 2026 is expected to be faster than in the period 1969-2009, averaging 0.7% per annum against 0.2% in the past four decades. This depresses the *per capita* growth rate used in the tables. All categories of retail spending, except convenience goods, lag the ultra long-term trend in our forecast to 2027, and the gap is substantially greater than that seen in the past two decades, which encompassed the credit-fuelled booms of the late 1980s and 1995-2007.

Summary of long-term growth prospects and a recommendation

In figure 2, the long-term growth projections are summarized. See pages 4 and 5 for the reasons underlying the long-term forecasts.

- Our projections of future spending covering the periods, 2012, 2013-17 and 2018-27 have been merged to provide a long-term forecast covering expected growth from 2011 to 2027.

Figure 2: UK retail spending (including non-store) and leisure spending

Volume growth per head (%) Annual averages	2012-27	1969-2009	1979-2009	1989-2009
Retail spending	2.2	2.8	3.3	3.5
Convenience goods	0.9	0.5	0.7	0.7
Comparison goods	2.8	4.7	5.3	5.5
of which bulky	2.9	5.6	6.2	6.3
non- bulky	2.7	4.3	4.8	5.1
Leisure	1.7	2.1	1.5	1.4
Consumer spending	1.8	2.4	2.5	2.5

This table specifically excludes recent trends and individual years. It focuses on long-term trends which are key to development projects. Even so, critical choices have to be made, between on the one hand historic medium, long and ultra-long term trends and on the other the forecasts produced by Experian.

We believe that because of the significant constraints on economic activity over the next few years, outlined in the **Economic Context**, and the slower growth forecast for consumer spending in the longer term, it is appropriate to use the forecast growth rates shown in column 1 of figure 2 rather than either the long-term, medium term or ultra long-term trends.

APPENDIX 3D

Experian Data

(D) Forecasts of Special Forms of Trading (Extract)

Non-store retail sales (special forms of trading)

As reported in our March 2010 *Note on non-store retailing* the Office for National Statistics (ONS) announced in February changes to the methodology for calculating the value of internet sales. This resulted in a large increase in estimated internet retail sales and their share of the total retail market, which is now shown at 7.3% at end-2009, against 4.9% previously. The upward revision reflects the inclusion in the new methodology of all sales made over the internet by individual businesses using information derived from the monthly ONS Retail Sales Inquiry (RSI). This includes a specific question for all businesses, asking the proportion of sales made over the internet. Some 5,000 businesses in Great Britain are included, covering 95% of the retail sector in terms of turnover. Previously, the series used a sample of responses from businesses to produce the ONS' best estimate of internet sales.

Internet retail sales are collected as part of the RSI. Each business within the RSI is asked to provide retail turnover, including sales from stores, via the internet, mail order, stalls and markets, door-to-door and telephone sales. On-line sales by supermarkets, department stores and catalogue companies are all included. The ONS figure of internet sales plus their estimate of mail order and market/stalls sales is therefore a comprehensive estimate of special forms of trading (SFT) in retailing. Services are excluded as businesses are asked to separate out non-goods elements of their sales.

Recent strong growth in SFT is evidenced by the rising share of internet sales in total retail transactions. This stood at 7.9% in June 2010 against 5.6% in September 2008.

Internet retail sales

Not seasonally adjusted	Average weekly value for all retailing (£ million)	Average weekly value for internet retail sales (£million)	Internet sales as % of total retail sales
2008 Sep	5200	289.8	5.6
Dec	6800	435.1	6.4
2009 Mar	5100	336.8	6.6
Jun	5400	307.4	5.7
Sep	5300	337.7	6.4
Dec	7000	511.7	7.3
2010 Mar	5300	362.1	6.9
Jun	5500	397.7	7.2

Source: ONS, Retail Sales Statistical Bulletin July 2010

The following table based on ONS data shows Experian's estimate of growth since 2005 in all retailing compared with non-store retailing. No official breakdown is available between convenience and comparison goods – the market shares are Experian estimates.

Important points to note from the table are:

- Since the non-store retailing figures include supermarkets and other retailers that source internet goods sales from store space, the share of non-store retailing is over-stated from the point of view of those interested in physical retail outlets, particularly for convenience goods.
- There is a high degree of uncertainty about future trends in internet usage and non-store shopping in general and the assumption that market share holds constant after 2016 could under-estimate the threat to shops. However, even if non-store retailing outpaces store-based shopping for longer than we assume, **store-based shopping** is still expected to continue to expand annually at over 2% *per capita* to 2027 (see figure 1 of the main report).

Our previous forecast contained in *Retail Planner 7.1* showed non-store retailing increasing steadily and at a faster pace than total retail sales until 2016, reaching 8.1% of the total, before stabilising at that level for the rest of the forecast period. The new forecast, based on a higher starting point for non-store retailing, (£21.5bn in 2008 against £16.0bn) coupled with' evidence of stronger growth in recent years, has non-store retailing reaching 12.6% of the total by 2016 and stabilising at that level as the market becomes mature and grows in line with total retail sales.

Estimated and projected market share of non-store retail sales

Volumes at 2006 prices	All retailing* £bn	Non-store** £bn	Growth in all retailing %	Growth in non-store %	Non-store retailing market share (%) Total	Comparison	Convenience
2006	284.1	13.7	2.5	14.2	4.8		
2007	291.3	16.3	2.5	19.0	5.6		
2008	298.9	21.3	2.6	30.7	7.1	8.2	5.0
2009	297.0	26.1	-0.6	22.5	8.8	10.0	6.4
Forecast							
2010	300.2	30.8	1.1	18.0	10.3	11.7	7.4
2011	304.8	33.9	1.5	10.0	11.1	12.6	8.1
2012	312.4	36.3	2.5	7.0	11.6	13.1	8.5
2013	320.6	38.4	2.6	6.0	12.0	13.5	8.8
2014	329.3	40.3	2.7	5.0	12.3	13.7	9.1
2015	338.4	42.2	2.8	4.5	12.5	13.9	9.4
2016	348.0	43.9	2.8	4.0	12.6	13.9	9.6
2017	358.1	45.2	2.9	3.0	12.6	13.9	9.7
2018	368.5	46.5	2.9	2.9	12.6	13.8	9.8
2019	379.2	47.8	2.9	2.9	12.6	13.8	9.9
2020	390.3	49.2	2.9	2.9	12.6	13.7	10.0
2021	401.7	50.6	2.9	2.9	12.6	13.6	10.1
2022	413.4	52.1	2.9	2.9	12.6	13.6	10.2
2023	425.5	53.6	2.9	2.9	12.6	13.5	10.3
2024	437.9	55.2	2.9	2.9	12.6	13.4	10.4
2025	450.7	56.8	2.9	2.9	12.6	13.3	10.6
2026	463.9	58.4	2.9	2.9	12.6	13.3	10.7
2027	477.5	60.1	2.9	2.9	12.6	13.2	10.8

* Exc. automotive fuel,

**Internet plus mail order plus stalls and markets

Special Forms of Trading and demand for retail floorspace

The rise of internet sales has boosted SFT significantly in recent years. This was highlighted in Figure 1 on page 7, as the following extract from the table shows. In each of the years 2007-2009 retail sales growth per head excluding SFT was appreciably slower than the rate including SFT. This difference is expected to persist, but to narrow as we approach 2017, after which our projections assume that total retail sales and non-store sales grow at the same rate.

Vol growth per head (%)	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013-17**	**2018-27**
Retail sales	1.9	1.9	-1.4	0.3	0.8	1.8	2.1	2.3
Retail sales ex non-store	1.0	0.2	-3.1	-1.3	-0.2	1.2	1.8	2.3

Calculations of how demand for retail floorspace will be affected by SFT remains an issue for the medium term as the volume growth in total retail sales projected in this report (averaging 2.6% per annum in absolute terms between 2010 and 2017) overstates the required rate of floorspace expansion (ignoring sales density changes) as SFT continues to eat into store-based sales growth. **Excluding SFT, retail sales volume growth over the period is forecast at 2.2% a year**.

However, it would not be appropriate to assume a growth rate in floorspace of 2.2% per annum as some stores notably large convenience stores sell on line but source sales from regular stores rather than warehouses. It is difficult to gauge the adjustment needed to take account of this and the position is changing quite rapidly. A recent move was Asda's

announcement in August 2010 that it is to open a warehouse dedicated to internet orders in Enfield, following the Ocado approach of distributing goods from warehouses rather than stores. If this trend continues, demand for retail floorspace as a result of internet shopping is likely to ease as supermarkets move to a centralised system to ease pressure on stores.

In providing estimates to aid planners on this issue, we consider the position for convenience and comparison sales trends separately. The following table provides indicative growth rates for sales on different assumptions for comparison and convenience goods. For comparison goods, we exclude from the deduction from total sales 25% of SFT sales to provide our best estimate of growth relating to required floorspace (column 4) and for convenience goods 50% of sales are excluded (column 7) as a higher proportion of internet convenience sales are effected through stores.

Growth in sales 2010-2107 (% per annum)

	Comparison			Convenience		
	Total sales	Exc. all SFT	Exc. 25% of SFT	Total	Exc.all SFT	Exc.50% of SFT
2011	1.9	0.8	1.1	0.7	0.0	0.4
2012	3.2	2.6	2.8	1.1	0.7	1.0
2013	3.2	2.8	2.9	1.5	1.0	1.3
2014	3.3	3.0	3.1	1.5	1.1	1.4
2015	3.3	3.2	3.2	1.5	1.2	1.5
2016	3.5	3.4	3.4	1.5	1.2	1.5
2017	3.5	3.6	3.6	1.5	1.4	1.5
Average	3.1	2.8	2.9	1.3	1.0	1.2

Percentage of UK Internet visits to retail websites	Catalogue retailers	High street retailers	Online only retailers
Jul-07	4.3	50.3	45.4
Dec-07	3.2	58.7	38.1
Jul-08	3.6	56.3	40.1
Dec-08	2.8	58.0	39.2
Jul-09	3.9	57.3	38.9
Dec-09	3.8	58.7	37.5
Jul-10	3.5	57.8	38.7

Internet visits for **store-based transactions** account for almost 60% of the total, against 50% three years ago. But as noted above, the non-store retailing figures include supermarkets and other retailers that source internet goods sales from store space.

Source:Experian (Hitwise)

Percentage of UK Internet visits to retail websites	Jul-07	Jul-08	Jul-10
Apparel and Accessories	**10.4**	**14.8**	**18.9**
Appliances and Electronics	**9.6**	**10.4**	**8.3**
Automotive	**3.7**	**3.4**	**3.1**
Books	**12.2**	**1.5**	**1.2**
Computers	**7.1**	**7.7**	**4.4**
Department Stores	**21.1**	**20.9**	**24.8**
Flowers and Gifts	**1.3**	**1.6**	**1.7**
Grocery and Alcohol	**2.8**	**2.5**	**2.6**
Health and Beauty	**2.1**	**2.5**	**2.6**
House and Garden	**7.0**	**8.7**	**9.5**
Intimate Apparel and Accessories	**1.1**	**1.1**	**0.9**
Music	**5.6**	**6.0**	**5.2**
Office Supplies	**1.2**	**1.5**	**0.9**
Sport and Fitness	**4.6**	**6.2**	**6.7**
Ticketing	**2.2**	**2.0**	**1.9**
Toys and Hobbies	**3.0**	**3.3**	**2.7**
Video and Games	**5.2**	**5.8**	**4.7**

The table alongside tracks how the percentage share of UK Internet visits to retail websites have evolved in the last three years. There has been a marked shift toward visits to apparel and accessories websites with the share of hits to such websites rising from 10% in July 2007 to almost 20% in June 2010. The sudden shift down in retail sites selling book is down to a change in classification of Amazon as a 'department' store. The shares of most other categories have seen marginal changes.

Source:Experian (Hitwise)

Estimated and projected market share of non-store retail sales

						Non-store retailing market share (%)					
Volumes at		All retailing*	Non-store**	Growth in	Growth in				Adjusted for SFT sales from stores***		
2006 prices		£bn	£bn	retailing %	non-store %	Total retail	Comparison	Convenience	Total retail	Comparison	Convenience
	2006	284.1	13.7	2.5	14.2	4.8					
	2007	291.3	16.3	2.5	19.0	5.6					
	2008	298.9	21.3	2.6	30.7	7.1	8.2	5.0	4.9	6.2	2.5
	2009	297.0	26.1	-0.6	22.5	8.8	10.0	6.4	6.1	7.5	3.2
Forecast											
	2010	300.2	30.8	1.1	18.0	10.3	11.7	7.4	7.1	8.8	3.7
	2011	304.8	33.9	1.5	10.0	11.1	12.6	8.1	7.7	9.5	4.0
	2012	312.4	36.3	2.5	7.0	11.6	13.1	8.5	8.0	9.8	4.2
	2013	320.6	38.4	2.6	6.0	12.0	13.5	8.8	8.3	10.1	4.4
	2014	329.3	40.3	2.7	5.0	12.3	13.7	9.1	8.5	10.3	4.6
	2015	338.4	42.2	2.8	4.5	12.5	13.9	9.4	8.6	10.4	4.7
	2016	348.0	43.9	2.8	4.0	12.6	13.9	9.6	8.7	10.4	4.8
	2017	358.1	45.2	2.9	3.0	12.6	13.9	9.7	8.7	10.4	4.8
	2018	368.5	46.5	2.9	2.9	12.6	13.8	9.8	8.7	10.4	4.9
	2019	379.2	47.8	2.9	2.9	12.6	13.8	9.9	8.7	10.3	4.9
	2020	390.3	49.2	2.9	2.9	12.6	13.7	10.0	8.7	10.3	5.0
	2021	401.7	50.6	2.9	2.9	12.6	13.6	10.1	8.7	10.2	5.0
	2022	413.4	52.1	2.9	2.9	12.6	13.6	10.2	8.7	10.2	5.1
	2023	425.5	53.6	2.9	2.9	12.6	13.5	10.3	8.7	10.1	5.1
	2024	437.9	55.2	2.9	2.9	12.6	13.4	10.4	8.7	10.1	5.2
	2025	450.7	56.8	2.9	2.9	12.6	13.3	10.6	8.7	10.0	5.3
	2026	463.9	58.4	2.9	2.9	12.6	13.3	10.7	8.7	10.0	5.3
	2027	477.5	60.1	2.9	2.9	12.6	13.2	10.8	8.7	9.9	5.4

* Exc. automotive fuel,

**Internet plus mail order plus stalls and markets

***Using the proportions shown in paragraph 2 on page 18

APPENDIX 3E

Experian Data

(E) Changing Store Productivities (Extract)

Retail Planner Briefing Note 8.1

August 2010

Experian™
A world of insight

Retail sales density

The following tables provide Experian's forecasts of retail sales density under two broad assumptions: constant floorspace to obtain a pure measure of changing efficiency, and including additions to floorspace.

1. Constant floorspace from 2010

Figure 3: Retail sales density - constant floorspace

Total retail	2009	2010	2011	2012	2013-17*	2018-27*
Total retail floorspace (millions of sq ft)**	613	620	620	620	620	620
Retail sales £bn (2006 prices)	297.0	300.2	304.8	312.4	338.9	420.9
Sales density £/sq ft	484.5	484.2	491.5	503.8	546.6	601.8
Density growth rate (%)	-1.4	-0.1	1.5	2.5	2.8	2.6

*Annual average; **Source: GOAD.

Figure 3a: Retail sales density convenience goods - constant floorspace

Convenience goods	2009	2010	2011	2012	2013-17*	2018-27*
Total floorspace (millions of sq ft)**	170	174	174	174	174	174
Convenience sales £bn (2006 prices)	98.6	99.6	100.3	101.5	106.1	119.0
Sales density £/sq ft	580.1	572.7	576.6	583.2	609.6	683.9
Density growth rate (%)	-3.4	-1.3	0.7	1.1	1.5	1.5

*Annual average; **Source: GOAD

Figure 3b: Retail sales density comparison goods - constant floorspace

Comparison goods	2009	2010	2011	2012	2013-17*	2018-27*
Total floorspace (millions of sq ft)**	443	446	446	446	446	446
Comparison sales £bn (2006 prices)	198.4	200.5	204.4	210.9	236.9	302.2
Sales density £/sq ft	447.7	449.6	458.4	472.9	522.0	677.5
Density growth rate (%)	-0.5	0.4	1.9	3.2	3.4	3.5

*Annual average ;**Source: GOAD

2. Changing floorspace

Figure 4: Retail sales density- including changes to floorspace*

Total retail	2009	2010	2011	2012	2013-17*	2018-27*
Total retail floorspace (millions of sq ft)**	613	620	624	630	651	704
Retail sales £bn (2006 prices)	297.0	300.2	304.8	312.4	338.9	420.9
Sales density £/sq ft	484.5	484.2	488.4	495.9	520.2	596.6
Density growth rate (%)	-1.4	-0.1	0.9	1.5	1.6	1.8

*Annual average; **Source: GOAD

Figure 4a: Retail sales density sales convenience goods - including changes to floorspace

Convenience goods	2009	2010	2011	2012	2013-17*	2018-27*
Total floorspace (millions of sq ft)**	170	174	176	178	184	199
Convenience sales £bn (2006 prices)	98.6	99.6	100.3	101.5	106.1	119.0
Sales density £/sq ft	580.1	572.7	570.0	570.1	576.4	597.7
Density growth rate (%)	-3.4	-1.3	-0.5	0.0	0.4	0.5

*Annual average; **Source: GOAD

Figure 4b: Retail sales density- comparison goods including changes to floorspace

Comparison goods	2009	2010	2011	2012	2013-17*	2018-27*
Total floorspace (millions of sq ft)**	443	446	448	452	467	505
Comparison sales £bn (2006 prices)	198.4	200.5	204.4	210.9	236.9	302.2
Sales density £/sq ft	447.7	449.6	456.3	466.6	498.0	596.6
Density growth rate (%)	-0.5	0.4	1.5	2.3	2.2	2.3

*Annual average; **Source: GOAD

The future for retail sales densities

The rapid increase in comparison goods sales densities in the first six years of this century[1] was a product of the retail spending boom and growth rates of well over 3% a year are unlikely to be repeated. This is especially true of the period during which retail sales are depressed by the aftermath of recession. Projected sales densities growth on the changing floorspace assumption are negative for convenience goods in 2010 and 2011, and modest for comparison goods in 2010. Thereafter, growth resumes at a faster pace, 0.4% a year for convenience goods between 2013 and 2017, and 2.6% for comparison goods.

Scope for density increases is much more limited for convenience goods than for comparison goods. Continuing trends towards more modern, higher density, stores and the demolition of older inefficient space means that the expected comparison rate is likely to be close to 2.6% a year over the next 15 years, against 0.5% for convenience goods, where a high proportion of sales are through well-established inner city sites.

[1] See Appendix 4

APPENDIX 4

Estimated Inflow Retail Expenditure from Residents and Tourists

IN-FLOW EXPENDITURE TO STRATFORD-UPON-AVON TOWN FROM OUTSIDE THE SURVEY AREA

DERIVATION OF EXPENDITURE ESTIMATES

1. Inflow expenditure from outside of the survey area to Stratford-upon-Avon town is of two forms:
   (i) In-flow expenditure from residents living in areas beyond the survey area boundary;
   (ii) In-flow expenditure from tourists to the town – these visitors may originate from the UK or overseas.

2. We consider each 'source' of in-flow expenditure below, focusing separately on non-bulky and bulky comparison goods in each case.

INFLOW EXPENDITURE FROM RESIDENTS

3. We believe that the survey area (see **Figure 3.2**) has been defined sufficiently widely to capture the vast majority of resident-based expenditure flowing to Stratford-upon-Avon town.

4. The survey area extends to the district boundary and beyond to the south and so we anticipate that little inflow expenditure to the town will originate from beyond this. To the east, the survey results confirm that Stratford-upon-Avon's trade penetration in comparison goods falls off relatively quickly as demonstrated by the town achieving a zero market share in zone 8 in both non-bulky and bulky comparison goods (see **Figures 4.1 and 4.2**).

5. The survey area extends less to the north and west of the town. However, the survey evidence indicates Stratford-upon-Avon's trade penetration declines rapidly with distance in these directions due to the close proximity of a number of competing centres, such as Redditch, Solihull and Royal Leamington Spa.

6. Taking into account the pattern of trade draw of Stratford-upon-Avon and the location and attractiveness of competing centres, we estimate that resident based in-flow expenditure for non-bulky comparison goods to the town will be at a level equivalent to 10% of the

aggregate sales drawn from the survey area (in the base year of 2008). In other words, in-flow resident spend to Stratford-upon-Avon will boost its survey-based turnover by 10%.

7. In relation to bulky comparison goods, we assume that in 2008 (the base year) in-flow expenditure to the town will be at a level equivalent to 5% of sales drawn from the survey area. The percentage is a little lower than for non-bulky comparison goods, because this form of shopping is more likely to be undertaken locally.

8. We assume that Stratford-upon-Avon will continue to attract 10% in-flow resident expenditure in relation to both non-bulky and bulky comparison goods at the forecast years of 2018, 2023 and 2028.

IN-FLOW EXPENDITURE FROM TOURISTS

9. The household telephone survey provides data on the scale and pattern of expenditure on comparison goods shopping in Stratford-upon-Avon town by residents living within the survey area, whilst above we provide estimates of in-flow expenditure by residents living just outside the survey area. However, because of Stratford-upon-Avon's Shakespeare connections, the town also attracts significant numbers of tourists from all over the world and their retail spending also needs to be estimated and taken into account in assessing the need for additional comparison goods floorspace.

10. A tourism study of Stratford-on-Avon District prepared by The Research Solution (TRS)[1] gave the number of trips to the District as 4,891,000 in 2009, which generated 6,324,000 days spent in the area. The Research Solution state that these figures are estimates which are indicative of the scale and importance of visiting activity in the district. The visitor information for Stratford-on-Avon District is summarised below.

Type of Visitor[1]	*Trips made to the District*	*Days Spent in the District*
Day Visitors[2]	3,613,000	3,693,000
Overnight Visitors	1,198,000	2,631,000
All Visitors	**4,891,000**	**6,324,000**

Notes:

(1) Includes domestic and overseas visitors.

(2) Defined as irregular day visits made to the town or countryside. An irregular visit is a trip for three hours or more taken on an irregular basis, which excludes weekly shopping trips, for example.

[1] Stratford-on-Avon District, Tourism Economic Impact Assessment, 2009, The Research Solution.

11. The Research Solution estimates that the total expenditure of visitors for 2009 in Stratford–on-Avon District was £327 million (at current prices). The report then disaggregates the total spend[1] by sector and estimates that £80.4 million of visitor expenditure in 2009 (at 2009 prices) was on retailing2, (c.25% of the total), with £36.0 million originating from staying visitors and £44.4 million from day trippers.

12. We assume that in real terms (due to the onset of the economic recession) total visitor spend on retailing a year earlier in 2008 (our base year) was the same as in 2009. Thus converting to 2006 prices, we assume visitor expenditure on retailing in Stratford-on-Avon District in 2008 (at 2006 prices) was c.£78 million.

13. The Research Solution report does not disaggregate the visitor spend on retailing into expenditure on convenience goods and comparison goods shopping. However, visitor surveys carried out by Colliers International in other locations, especially those where the majority of visitors stay in serviced accommodation like Stratford-upon-Avon, indicates that the vast majority of visitor spend is on comparison goods (typically up to 70%-90% of the total). We therefore assume that visitors will spend 80% of their total retail expenditure of £78 million in 2009 in Stratford-on-Avon District on comparison goods. This gives a figure of £62.4 million.

14. We then assume that all of the expenditure on comparison shopping will be on non-bulky comparison goods; we would not expect tourists to Stratford-on-Avon District to undertake shopping for large bulky comparison items such as DIY, furniture and carpets and large electrical items, but instead shop for non-bulky items such as clothing, accessories, jewellery and gifts. Accordingly, we estimate that visitor spend on non-bulky comparison goods in 2008 (at 2006 prices) within the district as a whole was £62.4 million.

15. Lastly, we recognise that not all of this expenditure will be undertaken in Stratford-upon-Avon town. There are other attractive market towns in the wider district such as Alcester and Shipston-on-Stour which will also attract visitor spending. Nevertheless, these centres have relatively limited retail offers, whilst Stratford-upon-Avon town is clearly the principal

[1] Excludes induced spending.
[2] Excludes catering expenditure and spend on eating and drinking in hotels and pubs.

focus of interest for most visitors, particularly those from overseas and staying visitors. We therefore assume that Stratford-upon-Avon town will attract 90% of the visitor spend to the district as a whole. This equates to c.£56 million in 2008 at 2006 prices.

16. We assume that this total of visitor/tourist spend on non-bulky comparison goods shopping in Stratford-upon-Avon town will remain constant in real terms from 2008 to 2011 (to reflect the current economic difficulties), but then grow in real terms at 3% per annum through to the latest forecast year of 2028. This annual growth rate is a little higher than that which we apply to the non-bulky comparison goods expenditure per head for the resident population over the full period, because we allow for some growth in the total number of visitors/tourists to Stratford-upon-Avon.

17. Our estimates for in-flow visitor/tourist expenditure on non-bulky comparison goods shopping in Stratford-upon-Avon (at constant 2006 prices) are therefore as follows:-

Year	£m
2008	56.0
2018	68.8
2023	79.8
2028	92.5

APPENDIX 5A

Retail Floorspace Data and Benchmark Turnovers

(A) Retail Floorspace of Stratford-upon-Avon Town Centre

RETAIL FLOORSPACE OF STRATFORD-UPON-AVON TOWN CENTRE

1. The objective is to estimate the non-bulky and bulky comparison goods floorspace of Stratford-upon-Avon town centre at the (agreed) base year of 2008.

2. Clearly, a current field survey would produce estimates for 2011, whilst previous Council surveys have been restricted to listing outlet fascias rather than quantifying floorspace.

3. Accordingly, we believe that the best available source of information is provided by GOAD. The outline GOAD plan (shown overleaf) confirms that the GOAD area of coverage is extensive and effectively embraces virtually all of the available shopping units in the town centre.

4. Based on the units within this area, the GOAD Centre Category Report (reproduced overleaf) summarises by product category the available retail floorspace as at October, 2009. The floorspace is given in sq ft and relates to the ground floor 'footprint' of each unit. This is normally assumed to represent the 'gross' retail floorspace.

5. The total 'gross' comparison goods floorspace is given as 345,400 sq ft (or 32,089 sq m).

6. We disaggregate this total into non-bulky and bulky comparison goods floorspace by allocating floorspace into the two categories according to the detailed GOAD product totals. We assume (for Stratford-upon-Avon) that the following product types constituent bulky comparison goods; carpets and flooring, cycles and accessories, DIY and home improvement, electrical and other durable goods, fitted furniture, general furniture and hardware and household goods. All other comparison products are assumed to fall under the non-bulky comparison goods definition.

7. Adopting this approach, generates the following floorspace totals:-

    - Non-Bulky Comparison Goods Floorspace: 29,209 sq m gross
    - Bulky Comparison Goods Floorspace: 2,880 sq m gross

8. We convert gross floorspace in the town centre into estimated sales floorspace by applying a net to gross ratio of 65:100. This gives the following estimated sales floorspace totals:

    - Non-Bulky Comparison Goods Floorspace: 18,986 sq m net
    - Bulky Comparison Goods Floorspace: 1,872 sq m net

9. The next step is to adjust these figures, since the GOAD based floorspace estimates do not include basements or upper trading floors. We are not aware of material amounts of sales floorspace in basements in the town centre and so this can safely be ignored. In relation to upper floors, the following major stores trade at more than ground level:

    - Marks & Spencer (2 floors, including ground)
    - British Home Stores (2)
    - Fred Winter (4)
    - Debenhams (3)
    - H&M (2)

10. Our GIS enables the foot print areas of these stores to be measured off the GOAD Plan. By combining these areas with the number of trading floors in each case, we estimate that upper floors contain c.10,000 sq m gross of retail floorspace, which equates to c.6,500 sq m net.

11. We further assume that 90% of this additional sale space trades in non-bulky comparison goods and 10% in bulky comparison goods.

12. Thus our final estimate of retail floorspace in Stratford-upon-Avon town centre at October 2009 is as follows:

    - Non-bulky comparison goods floorspace: 24,836 sq m net
    - Bulky comparison goods floorspace: 2,522 sq m net

13. From discussions we have had with the Council and information that it has supplied[1], we do not believe there was a material change in the quantum or mix of comparison goods floorspace in Stratford-upon-Avon town centre between 2008 and 2009. We therefore use the figures set out at paragraph 12 as our 'best estimate' of the trading non-bulky and bulky comparison goods floorspace in Stratford-upon-Avon town centre at the agreed base year of 2008.

[1] Stratford-on-Avon District, Local Development Framework, Annual Monitoring Report, 2010 (p.24).

APPENDIX 5B

Retail Floorspace Data and Benchmark Turnovers

(B) Out of Centre Retail Floorspace

Stratford-upon-Avon: Schedule of Out of Centre Shopping Provision as at Mid 2008 (the Base Year)

(A) Non-Bulky Comparison Goods

Location	Occupier	Total Floorspace (Sq M Gross)[1]	Total Floorspace (Sq M Net)[2]	Estimated Non-Bulky Comparison Goods (Sq M Net)	Estimated Sales Density at 2008 (£ psm Net)[3]	Estimated Turnover at 2008[4] (£m)
Birmingham Road	Tesco	6,810	3,787	757[5]	5,500	4.2
Alcester Road	Morrisons	5,291	4,493	225[5]	5,500	1.2
Maybird Centre	Sports Direct	1,300	1,170	1,170	2,000	2.3
	Pets at Home	900	810	810	2,250	1.8
	Boots	1,350	1,215	1,215	8,250	10.0
	Brantano	850	765	765	5,250	4.0
	Argos Extra	850	765	765	2,500	1.9
	Next	2,600	2,340	2,340	5,500	12.9
	Matalan	2,625	2,363	2,363	2,200	5.2
	Poundstretcher	440	396	198[6]	3,000	0.6
	Jollyes	1,500	1,350	1,350	2,500	3.4
Maybrook Road/Wharf Road/Western Road	Carphone Warehouse	240	216	216	7,250	1.6
TOTAL		**24,756**	**19,670**	**12,174**	**-**	**49.1**

Notes:
(1) Gross floorspace information provided by Stratford-on-Avon District Council. Information for Tesco and Morrisons sourced from IGD.
(2) Sales floorspace estimated by Colliers International (net to gross ratio of 90:100 applied). Floorspace for Tesco and Morrisons sourced from IGD.
(3) Estimated by Colliers International using wide range of sources including Mintel Retail Rankings.
(4) Calculated by multiplying non-bulky comparison goods floorspace by the estimated sales density (at 2006 prices).
(5) We assume the proportion of sales floorspace trading in non-bulky comparison goods in the Tesco and Morrisons is 20% and 5% respectively.
(6) We assume 50% of the sales floorspace of Poundstretcher trades in non-bulky comparison goods.

Stratford-upon-Avon: Schedule of Out of Centre Shopping Provision as at Mid 2008 (the Base Year)

(B) Bulky Comparison Goods

Location	*Occupier*	*Total Floorspace (Sq M Gross)[1]*	*Total Floorspace (Sq M Net)[2]*	*Estimated Bulky Comparison Goods (Sq M Net)*	*Estimated Sales Density at 2008 (£ psm Net)[3]*	*Estimated Turnover at 2008[4] (£m)*
Maybird Centre	B&Q	3,000	2,700	2,700	1,700	4.6
	Poundstretcher	440	396	198[5]	3,000	0.6
	Halfords	1,500	1,350	1,350	2,250	3.0
Maybrook Road/Wharf Road/ Western Road	Maplin	290	261	261	6,250	1.6
	Topps Tiles	525	473	473	1,350	0.6
	The Bed Factory	725	653	653	3,000	2.0
	Howdens	525	473	473	3,000	1.4
	City Plumbing	740	666	666	2,000	1.3
	Travis Perkins	1,220	1,098	1,098	2,000	0.5[6]
	Currys	970	873	873	6,500	5.7
	Carpetright	880	792	792	1,100	0.9
	Staples	1,345	1,211	1,211	2,750	3.3
	Homebase	2,600	2,340	2,340	1,250	2.9
	Carpetwise	1,200	1,080	1,080	1,100	1.2
	Scotts	390	351	351	2,000	0.7
	Plumb Centre	390	351	351	2,000	0.7
	Baileys Buldbase	1,400	1,260	1,260	2,000	0.5[6]
	Jewsons	1,800	1,620	1,620	2,000	0.8[6]
	Magnet	805	725	725	3,000	2.2
	Sleepmasters	320	288	288	3,000	0.9
Birmingham Road/Avenue Farm	The Bath Store	175	158	158	3,000	0.5
	Stratford Tiles	700	630	630	2,000	1.3
	Solid Wood Furniture Company	220	198	198	3,000	0.6
	Evesham Bathrooms	180	162	162	3,000	0.5
	Plumbase	220	198	198	2,000	0.4
TOTAL		**22,560**	**20,307**	**20,109**	**-**	**38.7**

Cont'd overleaf

Notes:
(1) Gross floorspace information provided by Stratford-on-Avon District Council.
(2) Sales floorspace estimated by Colliers International (net to gross ratio of 90:100 applied).
(3) Estimated by Colliers International using wide range of sources including Mintel Retail Rankings.
(4) Calculated by multiplying bulky comparison goods floorspace by the estimated sales density (at 2006 prices).
(5) We assume 50% of the sales floorspace of Poundstretcher trades in bulky comparison goods.
(6) We assume that 75% of estimated turnover is 'trade' rather than 'retail' and has therefore been excluded.

APPENDIX 5C

Retail Floorspace Data and Benchmark Turnovers

(C) Recent Retail Floorspace Completions and Commitments

Stratford-upon-Avon Town: Schedule of Recent Retail Completions (Since Mid 2008) and Current Commitments (as at March 2011)

(A) Non-Bulky Comparison Goods

Location	Occupier	Total Floorspace (Sq M Gross)[1]	Total Floorspace (Sq M Net)[2]	Estimated Non-Bulky Comparison Goods (Sq M Net)[2]	Estimated Sales Density at 2008 (£ psm Net)[3]	Estimated Turnover at 2008 (£m)[4]	Estimated Turnover at 2018 (£m)[5]	Estimated Turnover at 2023 (£m)[5]	Estimated Turnover at 2028 (£m)[5]
Maybird Centre	WH Smith	360	324	324	5,200	1.7	2.0	2.3	2.5
	Clarkes	360	324	324	11,000	3.6	4.3	4.8	5.3
	Outfit	1,300	1,170	1,170	5,000	5.9	7.0	7.8	8.8
	New Look	1,500	1,350	1,350	4,000	5.4	6.4	7.2	8.0
	Asda Living	3,300	2,970	2,228[6]	2,600	5.8	6.9	7.7	8.6
	Game	150	135	135	23,000	3.1	3.7	4.1	4.6
	Marks & Spencer	1,050	945	200[7]	5,500	1.1	1.3	1.5	1.6
Birmingham Road/Avenue Farm	Tesco	1,500	975	975	5,500	5.4	6.4	7.2	8.0
TOTAL		**9,520**	**8,193**	**6,706**	**-**	**32.0**	**37.8**	**42.4**	**47.5**

Notes:
(1) Gross floorspace information provided by Stratford-on-Avon District Council.
(2) Sales floorspace estimated by Colliers International (net to gross ratio of 90:100 applied). Net to gross of 65:100 adopted for Tesco.
(3) Estimated by Colliers International using wide range of sources including Mintel Retail Rankings (at 2006 prices)
(4) Calculated by multiplying non-bulky comparison goods floorspace by the estimated sales density.
(5) Estimated by Colliers International. Current annual turnover is assumed to increase in real terms due to rising store productivities. (See Section 3 in main report).
(6) We assume the proportion of sales floorspace trading in non-bulky comparison goods is 75%.
(7) We assume that the 'Per Una' range within the Simply Food store covers 200 sq m net.

Stratford-upon-Avon Town: Schedule of Recent Retail Completions (Since Mid 2008) and Current Commitments (as at March 2011)

(B) Bulky Comparison Goods

Location	*Occupier*	*Total Floorspace (Sq M Gross)[1]*	*Total Floorspace (Sq M Net)[2]*	*Estimated Bulky Comparison Goods (Sq M Net)*	*Estimated Sales Density at 2008 (£ psm Net)[3]*	*Estimated Turnover at 2008[4] (£m)*	*Estimated Turnover at 2018[5] (£m)*	*Estimated Turnover at 2023[5] (£m)*	*Estimated Turnover at 2028[5] (£m)*
Maybird Centre	Asda Living	3,300	2,970	742[6]	2,600	1.9	2.2	2.5	2.8
Maybrook Road/ Wharf Road/ Western Road	Vacant (2 Units)[7]	880	792	792	3,000	2.4	2.8	3.2	3.6
Birmingham Road/ Avenue Farm	Not started[7]	1,600	1,440	1,440	3,000	4.3	5.1	5.7	6.4
TOTAL		**5,780**	**5,202**	**2,974**	**-**	**8.6**	**10.2**	**11.4**	**12.8**

Notes:
(1) Gross floorspace information provided by Stratford-on-Avon District Council.
(2) Sales floorspace estimated by Colliers International (net to gross ratio of 90:100 applied).
(3) Estimated by Colliers International using wide range of sources including Mintel Retail Rankings.
(4) Calculated by multiplying bulky comparison goods floorspace by the estimated store sales density.
(5) Estimated by Colliers International. Current year annual turnover is assumed to increase in real terms due to rising store productivities. (See Section X in main report).
(6) We assume the proportion of sales floorspace trading in bulky comparison goods is 25%.
(7) We assume these currently vacant units will let and therefore soak up some of the real growth in available expenditure.

APPENDIX 6A

Retail Floorspace Need Assessment

(A) Methodology for Assessing Retail Floorspace Need (Summary)

Methodology for Assessing Quantitative Retail Need

Step 1 **Catchment Area Definition and Study Time Frame**

Step 1A The catchment (or survey) area should be defined with regard to the study objective.

Step 1B The catchment should then be subdivided into zones (or sub-areas) to reflect the number and location of retail centres and the accessibility between them.

The number of zones will depend on the size of the sample for the household survey. Ideally a minimum of around 100 interviews should be carried out within each zone.

Zone boundaries are normally defined in terms of administrative boundaries or postal geography.

Step 1C An assessment will normally adopt the current year as its starting point or "base year". The end year, or "forecast year", will normally be determined by the end date of the Plan.

In preparing quantitative need studies it is normally helpful to also produce need estimates for selected intermediate years, since this will show how floorspace need (if any) changes or grows over time.

Step 1D A constant price base must be adopted for the quantitative need assessment. Thus all monetary figures are given in real values and discounted for the affects of price inflation.

Step 2 **Analyse Consumer Demand**

Step 2A Population estimates for each zone at the base year are required. Each of the zone populations must then be projected forwards to the forecast year(s).

Step 2B Estimates of retail expenditure per head are required for either the catchment area as a whole or ideally for each zone.

Estimates are also likely to be required for different categories of goods; the most common are: convenience goods and comparison goods.

All expenditure data providers produce estimates for user defined areas which reflect the socio-demographics and affluence of the localities.

It is essential that the expenditure per head estimates are adjusted to the correct price base (see Step 1D) and also that spending on special forms of trading is excluded (i.e. this is expenditure that does not take place in shops e.g. that through mail order, through vending machines and also over the internet).

Step 2C **Projection of Expenditure Per Head Estimates Through to the Forecast Year(s)**

National expenditure growth forecasts are published by a number of organisations (e.g. Experian).

Step 2D Total available retail expenditure (for each goods category) should be calculated for the survey area and the constituent zones at both the base year and the forecast year(s). Thus the "growth" in available expenditure can be identified.

Total available expenditure at any particular year will normally originate from two sources:- inside the survey area and from outside the survey area.

Within the survey area – generated expenditure is calculated by multiplying the resident population by the estimate of average spend per head. This calculation can also be undertaken for each zone.

Outside the survey area – it is likely that there will be an in-flow of retail expenditure from people living outside the survey area. This is likely to be particularly significant if the survey area contains higher order centres and/or is a popular tourist area. The main types of in-flow are as follows:-

- Long distance shopping trips made by residents – the amount of spending from this source can be determined from household surveys carried out in adjoining areas or should be estimated by reference to the best available sources.

- Tourists – visitors from the rest of the UK and overseas may for certain locations be an important generator of retail expenditure. Using survey data where available the spending from this source must also be estimated and included.

Estimates must be made of the extent to which the scale of in-flow retail expenditure will change through to the forecast year(s) in real terms.

Account should also be taken of whether special forms of trading is likely to increase as a proportion of consumer retail expenditure per head.

Step 3 **Analyse Retail Supply**

Step 3A The existing stock of retail floorspace in the Plan area must be determined by the main goods categories analysed at Step 2B. This is essential since it is virtually impossible to provide a robust estimate of future quantitative need if the current floorspace supply is unknown.

All retail floorspace must be included – in centre, edge of centre and out-of-centre.

If existing stock figures are unavailable, it will normally be necessary to undertake or commission a thorough retail audit of the current retail provision.

As well as estimates of floorspace quantity, a survey of retail occupiers or a health check should ideally be carried out. This will ascertain information on the quality of the retail offer, the physical condition of the floorspace stock (e.g. size and configuration of units) and the trading performance of the shops.

Comprehensive information on the quantity and quality of the existing retail offer / floorspace stock, combined with the results of a household survey, will inform the assessment of whether the retail economy is currently trading at equilibrium or not (see Step 4A below).

Step 3B A household survey should be commissioned to establish the existing pattern of shopper behaviour and retail consumer expenditure flows within the Plan area and between the Plan area and adjoining areas.

This survey as a minimum should cover the whole of the Plan area. However, there are important benefits if the survey can be extended to cover other adjoining and nearby areas (i.e. it can then inform on the extent of in-flow expenditure from beyond the Plan area – see step 2D above).

The most cost-effective form of household survey is by telephone. As stated at Step 1B, a minimum of 100 completed interviews per zone is recommended.

The survey should quantify shopper behaviour separately for the main goods categories.

Step 3C The household survey results can then be applied to the totals of available expenditure by zone (from Step 2D) in order to estimate the existing retail turnovers of centres and stores within the Plan area.

For centres which attract long distance shopping trips and/or which benefit from commuter and tourist expenditure (see Step 2D), allowances must be made for turnover contributions from these sources.

The actual centre and store turnovers derived from the household survey should, wherever possible, be cross-checked against actual turnover figures from other sources (e.g. the retailers themselves) where these are available.

The household survey will determine the actual levels of available retail expenditure retained by individual centres and the Plan area as a whole. These are the base year market shares and can be calculated for each main category of goods.

Step 3D A "benchmark" turnover for each of the main goods categories must be derived for the Plan area as a whole and for each centre. When compared to the actual turnovers calculated at Step 3C, this allows one to determine whether the existing floorspace is under or over-trading.

The best way to identify whether the existing floorspace is over or under-trading is to carry out a survey of the retailers themselves.

If this is not possible, then published company average sales densities for leading retailers may be used. In any event, consideration should be given as to whether company averages are weighted up or down as appropriate to reflect local circumstances (e.g. the affluence of the area, the type and size of stores and the costs of the location to retailers).

Step 4 Retail Demand vs. Retail Supply in the Base Year

Step 4A It is necessary to test the adequacy of existing retail provision in the Plan area. If actual turnovers (from Step 3C) exceed the benchmark turnovers (from Step 3D) then it can be said that the current floorspace stock is over-trading, and that there is an existing need for additional floorspace. Conversely, if actual turnovers are less than the benchmark turnovers then there is an existing over-supply of floorspace. Lastly, if actual and benchmark turnovers are the same (or close) then the Plan area's retail economy for that category of goods can be said to be in equilibrium.

The extent of the existing retail floorspace over or under-supply can be estimated by converting the existing turnover surplus or deficit into floorspace by applying an appropriate average sales density.

Step 5 Changes in Retail Demand and Retail Supply through to the Forecast Year(s)

Step 5A Step 2D estimated the total available retail expenditure within the Plan area at the forecast year(s) for each of the main goods categories. The base year market shares (from Step 3C) may then be applied in order to obtain estimates of the levels of retained available expenditure at the forecast year(s).

It should be considered whether the application of the base year market shares are appropriate at the forecast year(s) in relation to the Plan area as a whole and/or individual centres. If it is considered that expenditure outflow (or leakage) is too high, or a centre is not achieving its true retailing potential, then a case could be made for increasing the market share(s). Alternatively, if it is thought that the proportion of expenditure being retained is too high, then the market share(s) could be reduced.

In either situation, the adjustment of the market shares should be the result of an interactive process, which focuses on realistic expectations of trade retention within individual zones within the Plan area.

It should also be borne in mind that adjusting the market share of a centre will have direct implications for the market shares of other centres. Similarly, increasing the market share for the Plan area as a whole will mean adjoining areas will lose their share of available expenditure. This may require collaboration and agreement with nearby Planning Authorities otherwise double counting of available expenditure may occur.

Step 5B Step 3D estimated the benchmark retail turnovers generated within the Plan area in the base year for the main categories of goods. These turnovers must then be projected to the forecast (year(s)) by taking into account any expected improvements in store efficiency (i.e. sales densities). In addition, the turnovers of any retail commitments (normally taken as comprising floorspace under construction or with planning consent) within the Plan area, must be added. It may also be appropriate to take into account the turnover associated with retail proposals and / or the re-use of vacant space.

Step 5C The monetary difference between the total potential retained expenditure at 5A and the forecast retail turnover at 5B gives a measure of the quantitative need for additional retail floorspace within the Plan area since the base year. If there is an expenditure surplus this is converted into a floorspace total by dividing through by an appropriate average sales density. Similarly, if there is an expenditure deficit, a floorspace over-supply can be calculated in the same way.

Step 5D To arrive at a final estimate of overall quantitative need the floorspace outputs from Step 5C must be combined with the existing floorspace over / under supply figures derived at Step 4A.

APPENDIX 6B

Retail Floorspace Need Assessment

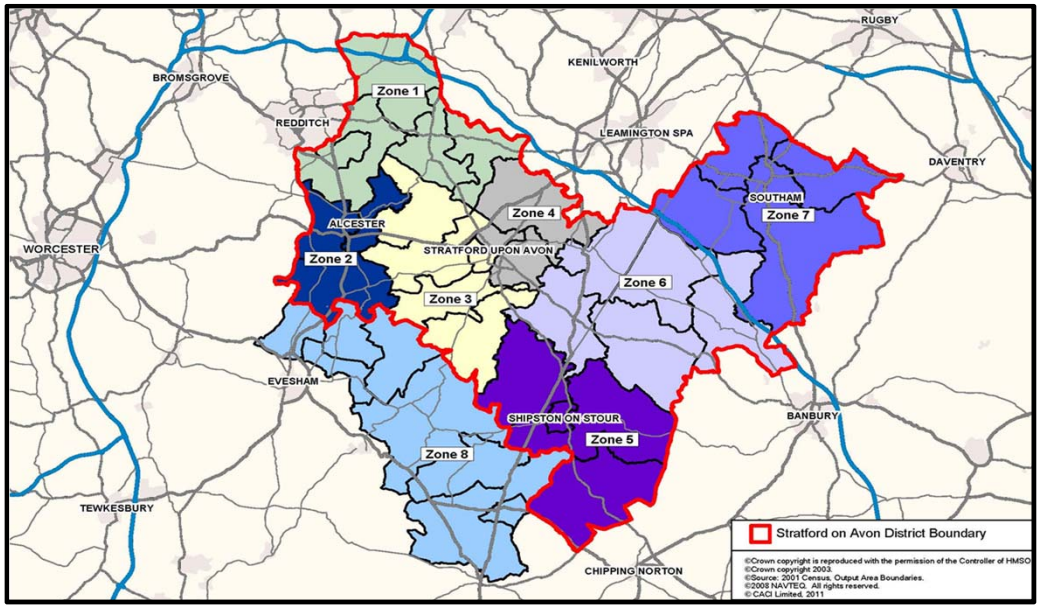
(B) The Need for Additional Non-Bulky Comparison Goods Floorspace

- Low Population Projection

- Medium Population Projection

- High Population Projection

Household Survey Area and Constituent Zones



Scenario 1: Non-Bulky Comparison Goods (Low Population Projection)

Table 1 - Population Change by Zone (Low Projection)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	18,924	19,397	19,882	1,851	10.3%
	Zone 2	15,045	15,797	16,192	16,596	1,551	10.3%
	Zone 3	20,697	21,733	22,277	22,833	2,136	10.3%
	Zone 4	16,343	17,159	17,588	18,028	1,685	10.3%
	Zone 5	11,450	12,024	12,324	12,632	1,182	10.3%
	Zone 6	18,221	19,133	19,611	20,102	1,881	10.3%
	Zone 7	18,917	19,863	20,359	20,869	1,952	10.3%
SUB TOTAL		118,704	124,633	127,748	130,942	12,238	10.3%
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		25,093	26,120	26,588	27,028	1,935	7.7%
TOTAL		143,797	150,753	154,336	157,970	14,173	9.9%

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. The methodology is described at Appendix 2. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,269	2,344	2,831	3,250	3,731	1,387	59.1%
	Zone 2	2,046	2,114	2,553	2,930	3,364	1,250	59.1%
	Zone 3	2,240	2,315	2,795	3,208	3,683	1,369	59.1%
	Zone 4	2,210	2,284	2,757	3,165	3,634	1,351	59.1%
	Zone 5	2,225	2,299	2,776	3,187	3,659	1,360	59.1%
	Zone 6	2,280	2,356	2,844	3,266	3,749	1,393	59.1%
	Zone 7	2,146	2,217	2,677	3,074	3,529	1,311	59.1%
Hinterland	Zone 8	2,077	2,146	2,591	2,975	3,415	1,269	59.1%

Notes:

Average consumer expenditure per head on non-bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,199	2,536	2,922	3,362	1,163	52.9%
	Zone 2	1,983	2,287	2,634	3,031	1,048	52.9%
	Zone 3	2,171	2,504	2,884	3,319	1,148	52.9%
	Zone 4	2,142	2,470	2,846	3,274	1,132	52.9%
	Zone 5	2,156	2,487	2,865	3,296	1,140	52.9%
	Zone 6	2,210	2,549	2,936	3,378	1,168	52.9%
	Zone 7	2,080	2,399	2,763	3,179	1,100	52.9%
Hinterland	Zone 8	2,013	2,322	2,674	3,077	1,064	52.9%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales, which includes shopping over the internet. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section 3 in main report for details of our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Non Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	39.7	48.0	56.7	66.8	27.2	68.6%
	Zone 2	29.8	36.1	42.7	50.3	20.5	68.6%
	Zone 3	44.9	54.4	64.3	75.8	30.8	68.6%
	Zone 4	35.0	42.4	50.0	59.0	24.0	68.6%
	Zone 5	24.7	29.9	35.3	41.6	16.9	68.6%
	Zone 6	40.3	48.8	57.6	67.9	27.6	68.6%
	Zone 7	39.3	47.6	56.3	66.4	27.0	68.6%
SUB TOTAL		**253.7**	**307.3**	**362.8**	**427.8**	**174.1**	**68.6%**
Hinterland	Zone 8	50.5	60.6	71.1	83.2	32.7	64.7%
SUB TOTAL		**50.5**	**60.6**	**71.1**	**83.2**	**32.7**	**64.7%**
TOTAL		**304.2**	**367.9**	**433.9**	**511.0**	**206.8**	**68.0%**

Notes:

Total available expenditure totals for non bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Non Bulky Comparison Goods Market Shares By Zone At The Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates At The Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	7.5	14.2	32.8	26.8	12.0	18.9	0.0	18.2	130.4	13.0	56.0	199.5	37,010	5,389	4,683	173.3	26.1
All Other Centres/Stores	0.8	1.5	1.5	5.7	4.4	2.8	12.6	0.0	29.3								
SUB TOTAL	**8.3**	**15.7**	**34.3**	**32.6**	**16.4**	**21.7**	**12.6**	**18.2**	**159.8**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	1.3	0.0	5.7	6.6	4.2	0.6	18.2								
Birmingham	1.4	0.8	0.1	0.2	0.0	0.8	0.0	0.0	3.4								
Cheltenham	0.0	0.5	0.3	0.0	0.0	0.0	0.0	10.6	11.4								
Evesham	0.0	2.0	0.1	0.0	0.2	0.0	0.0	16.2	18.6								
Redditch	22.0	7.8	1.3	0.0	0.0	0.0	0.0	0.7	31.9								
Royal Leamington Spa	0.3	0.0	3.9	1.9	0.5	7.0	21.0	0.2	34.7								
Solihull	4.4	1.6	1.9	0.0	0.0	0.1	0.0	0.4	8.3								
All Other Centres/Stores	3.3	1.4	1.6	0.4	1.9	4.1	1.5	3.8	18.0								
SUB TOTAL	**31.4**	**14.1**	**10.6**	**2.5**	**8.3**	**18.6**	**26.8**	**32.3**	**144.5**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**39.7**	**29.8**	**44.9**	**35.0**	**24.7**	**40.3**	**39.3**	**50.5**	**304.2**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble non-bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived non bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 4).
(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).
(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Non Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
SUB TOTAL	**20.9**	**52.6**	**76.4**	**93.0**	**66.5**	**53.9**	**32.0**	**36.0**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
SUB TOTAL	**79.1**	**47.4**	**23.6**	**7.0**	**33.5**	**46.1**	**68.0**	**64.0**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	9.0	17.2	39.8	32.5	14.5	22.9	0.0	21.8	157.7	15.8	68.8	242.3
All Other Centres/Stores	1.0	1.8	1.8	6.9	5.4	3.4	15.2	0.0	35.5			
SUB TOTAL	**10.0**	**19.0**	**41.6**	**39.4**	**19.9**	**26.3**	**15.2**	**21.8**	**193.3**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	1.6	0.0	6.8	7.9	5.1	0.7	22.1			
Birmingham	1.7	1.0	0.2	0.3	0.0	1.0	0.0	0.0	4.1			
Cheltenham	0.0	0.6	0.4	0.0	0.0	0.0	0.0	12.7	13.7			
Evesham	0.0	2.4	0.2	0.0	0.3	0.0	0.0	19.5	22.3			
Redditch	26.7	9.5	1.6	0.0	0.0	0.0	0.0	0.8	38.6			
Royal Leamington Spa	0.3	0.0	4.7	2.2	0.6	8.5	25.5	0.2	42.0			
Solihull	5.3	1.9	2.3	0.0	0.0	0.1	0.0	0.4	10.1			
All Other Centres/Stores	4.0	1.7	2.0	0.4	2.3	4.9	1.9	4.6	21.8			
SUB TOTAL	**38.0**	**17.1**	**12.8**	**3.0**	**10.0**	**22.5**	**32.4**	**38.8**	**174.6**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**48.0**	**36.1**	**54.4**	**42.4**	**29.9**	**48.8**	**47.6**	**60.6**	**367.9**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	199.5	242.3	31.7	210.6	11.1

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	11.1	37.8	-26.7	26.1	-0.5
	↓		↓		↓
	Assumed Average Sales Density at 2018 (Sq M Net)(2)		Assumed Average Sales Density at 2018 (Sq M Net)(2)		Assumed Average Sales Density at 2018 (Sq M Net)(2)
	F		F		F
	6,500		6,500		6,500
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	1,711		-4,104		-82
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	2,633		-6,314		-126

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 11 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	10.7	20.3	47.0	38.4	17.2	27.0	0.0	25.6	186.1	18.6	79.8	284.5
All Other Centres/Stores	1.2	2.1	2.1	8.2	6.3	4.0	18.0	0.0	42.0			
SUB TOTAL	**11.8**	**22.4**	**49.1**	**46.5**	**23.5**	**31.0**	**18.0**	**25.6**	**228.0**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	1.9	0.0	8.1	9.4	6.0	0.8	26.1			
Birmingham	2.0	1.2	0.2	0.4	0.0	1.2	0.0	0.0	4.9			
Cheltenham	0.0	0.7	0.4	0.0	0.0	0.0	0.0	14.9	16.0			
Evesham	0.0	2.9	0.2	0.0	0.3	0.0	0.0	22.8	26.2			
Redditch	31.5	11.2	1.9	0.0	0.0	0.0	0.0	0.9	45.5			
Royal Leamington Spa	0.4	0.0	5.5	2.7	0.7	10.0	30.1	0.2	49.6			
Solihull	6.2	2.3	2.8	0.0	0.0	0.1	0.0	0.5	11.9			
All Other Centres/Stores	4.7	2.0	2.3	0.5	2.7	5.8	2.2	5.4	25.7			
SUB TOTAL	**44.8**	**20.2**	**15.2**	**3.5**	**11.8**	**26.5**	**38.3**	**45.5**	**205.8**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**56.7**	**42.7**	**64.3**	**50.0**	**35.3**	**57.6**	**56.3**	**71.1**	**433.9**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	199.5	284.5	56.4	228.1	28.6
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	28.6	42.4	-13.8	26.1	12.3
Assumed Average Sales Density at 2023 (Sq M Net)(2)	F	7,280	7,280		7,280
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	3,928	-1,897		1,695
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	6,042	-2,918		2,607

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 14 -Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	12.6	23.9	55.4	45.3	20.2	31.8	0.0	29.9	219.2	21.9	92.5	333.6
All Other Centres/Stores	1.4	2.5	2.5	9.6	7.5	4.8	21.2	0.0	49.5			
SUB TOTAL	**14.0**	**26.5**	**57.9**	**54.9**	**27.7**	**36.6**	**21.2**	**29.9**	**268.7**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	2.2	0.0	9.5	11.1	7.0	0.9	30.7			
Birmingham	2.3	1.4	0.2	0.4	0.0	1.4	0.0	0.0	5.8			
Cheltenham	0.0	0.9	0.5	0.0	0.0	0.0	0.0	17.4	18.8			
Evesham	0.0	3.4	0.2	0.0	0.4	0.0	0.0	26.7	30.7			
Redditch	37.2	13.2	2.2	0.0	0.0	0.0	0.0	1.1	53.7			
Royal Leamington Spa	0.5	0.0	6.5	3.1	0.8	11.8	35.5	0.2	58.5			
Solihull	7.4	2.7	3.3	0.0	0.0	0.1	0.0	0.6	14.0			
All Other Centres/Stores	5.5	2.4	2.7	0.6	3.2	6.9	2.6	6.3	30.2			
SUB TOTAL	**52.9**	**23.8**	**17.9**	**4.1**	**13.9**	**31.3**	**45.1**	**53.2**	**242.3**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**66.8**	**50.3**	**75.8**	**59.0**	**41.6**	**67.9**	**66.4**	**83.2**	**511.0**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	199.5	333.6	84.1	249.5	50.1
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	50.1	47.5	2.6	26.1	28.7
Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)	F	8,160	8,160		8,160
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	6,136	315		3,519
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	9,440	484		5,414

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

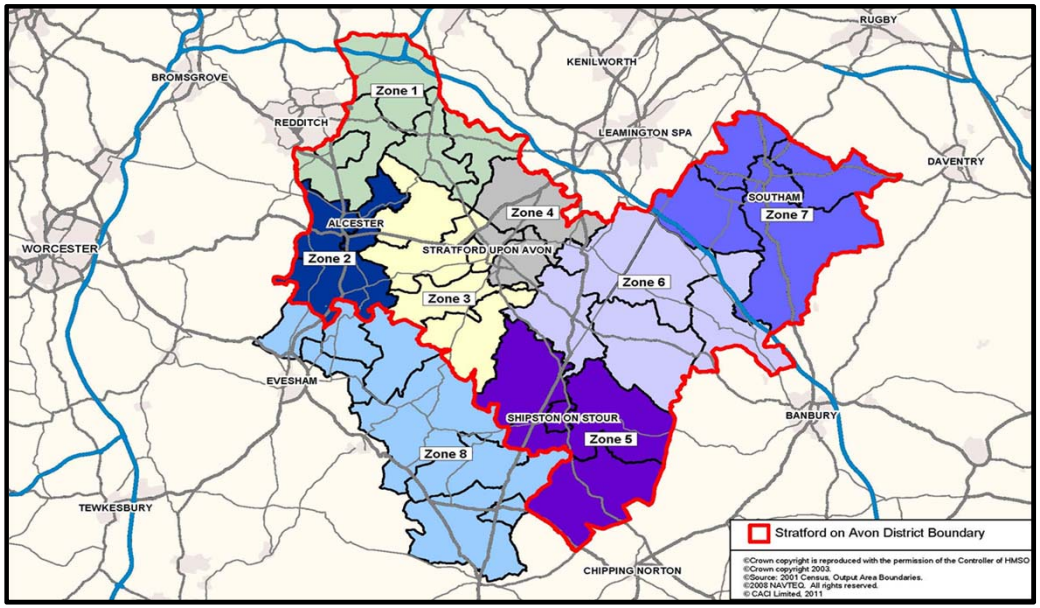
(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Household Survey Area and Constituent Zones



Scenario 2: Non-Bulky Comparison Goods (Medium Population Projection)

Table 1 - Population Change by Zone (Central Projection)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	19,202	19,826	20,471	2,440	13.5%
	Zone 2	15,045	16,023	16,544	17,083	2,038	13.5%
	Zone 3	20,697	22,042	22,759	23,499	2,802	13.5%
	Zone 4	16,343	17,405	17,970	18,555	2,212	13.5%
	Zone 5	11,450	12,193	12,590	12,999	1,549	13.5%
	Zone 6	18,221	19,405	20,036	20,687	2,466	13.5%
	Zone 7	18,917	20,146	20,801	21,477	2,560	13.5%
SUB TOTAL		**118,704**	**126,416**	**130,526**	**134,771**	**16,067**	**13.5%**
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		**25,093**	**26,120**	**26,588**	**27,028**	**1,935**	**7.7%**
TOTAL		**143,797**	**152,536**	**157,114**	**161,799**	**18,002**	**12.5%**

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. The methodology is described at Appendix 2. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,269	2,344	2,831	3,250	3,731	1,387	59.1%
	Zone 2	2,046	2,114	2,553	2,930	3,364	1,250	59.1%
	Zone 3	2,240	2,315	2,795	3,208	3,683	1,369	59.1%
	Zone 4	2,210	2,284	2,757	3,165	3,634	1,351	59.1%
	Zone 5	2,225	2,299	2,776	3,187	3,659	1,360	59.1%
	Zone 6	2,280	2,356	2,844	3,266	3,749	1,393	59.1%
	Zone 7	2,146	2,217	2,677	3,074	3,529	1,311	59.1%
Hinterland	Zone 8	2,077	2,146	2,591	2,975	3,415	1,269	59.1%

Notes:

Average consumer expenditure per head on non-bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,199	2,536	2,922	3,362	1,163	52.9%
	Zone 2	1,983	2,287	2,634	3,031	1,048	52.9%
	Zone 3	2,171	2,504	2,884	3,319	1,148	52.9%
	Zone 4	2,142	2,470	2,846	3,274	1,132	52.9%
	Zone 5	2,156	2,487	2,865	3,296	1,140	52.9%
	Zone 6	2,210	2,549	2,936	3,378	1,168	52.9%
	Zone 7	2,080	2,399	2,763	3,179	1,100	52.9%
Hinterland	Zone 8	2,013	2,322	2,674	3,077	1,064	52.9%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales,which includes shopping over the internet. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section 3 in main report for details of our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Non Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	39.7	48.7	57.9	68.8	29.2	73.6%
	Zone 2	29.8	36.6	43.6	51.8	21.9	73.6%
	Zone 3	44.9	55.2	65.6	78.0	33.1	73.6%
	Zone 4	35.0	43.0	51.1	60.8	25.7	73.6%
	Zone 5	24.7	30.3	36.1	42.9	18.2	73.5%
	Zone 6	40.3	49.5	58.8	69.9	29.6	73.6%
	Zone 7	39.3	48.3	57.5	68.3	28.9	73.6%
SUB TOTAL		**253.7**	**311.6**	**370.7**	**440.4**	**186.6**	**73.6%**
Hinterland	Zone 8	50.5	60.6	71.1	83.2	32.7	64.7%
SUB TOTAL		**50.5**	**60.6**	**71.1**	**83.2**	**32.7**	**64.7%**
TOTAL		**304.2**	**372.3**	**441.8**	**523.5**	**219.3**	**72.1%**

Notes:

Total available expenditure totals for non bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Non Bulky Comparison Goods Market Shares By Zone At The Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates At The Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	7.5	14.2	32.8	26.8	12.0	18.9	0.0	18.2	130.4	13.0	56.0	199.5	37,010	5,389	4,683	173.3	26.1
All Other Centres/Stores	0.8	1.5	1.5	5.7	4.4	2.8	12.6	0.0	29.3								
SUB TOTAL	**8.3**	**15.7**	**34.3**	**32.6**	**16.4**	**21.7**	**12.6**	**18.2**	**159.8**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	1.3	0.0	5.7	6.6	4.2	0.6	18.2								
Birmingham	1.4	0.8	0.1	0.2	0.0	0.8	0.0	0.0	3.4								
Cheltenham	0.0	0.5	0.3	0.0	0.0	0.0	0.0	10.6	11.4								
Evesham	0.0	2.0	0.1	0.0	0.2	0.0	0.0	16.2	18.6								
Redditch	22.0	7.8	1.3	0.0	0.0	0.0	0.0	0.7	31.9								
Royal Leamington Spa	0.3	0.0	3.9	1.9	0.5	7.0	21.0	0.2	34.7								
Solihull	4.4	1.6	1.9	0.0	0.0	0.1	0.0	0.4	8.3								
All Other Centres/Stores	3.3	1.4	1.6	0.4	1.9	4.1	1.5	3.8	18.0								
SUB TOTAL	**31.4**	**14.1**	**10.6**	**2.5**	**8.3**	**18.6**	**26.8**	**32.3**	**144.5**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**39.7**	**29.8**	**44.9**	**35.0**	**24.7**	**40.3**	**39.3**	**50.5**	**304.2**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble non-bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived non bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 4).

(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).

(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Non Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
SUB TOTAL	**20.9**	**52.6**	**76.4**	**93.0**	**66.5**	**53.9**	**32.0**	**36.0**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
SUB TOTAL	**79.1**	**47.4**	**23.6**	**7.0**	**33.5**	**46.1**	**68.0**	**64.0**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	9.2	17.4	40.3	33.0	14.7	23.2	0.0	21.8	159.7	16.0	68.8	244.5
All Other Centres/Stores	1.0	1.8	1.8	7.0	5.4	3.5	15.5	0.0	36.0			
SUB TOTAL	**10.2**	**19.3**	**42.2**	**40.0**	**20.2**	**26.7**	**15.5**	**21.8**	**195.7**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	1.6	0.0	6.9	8.1	5.1	0.7	22.4			
Birmingham	1.7	1.0	0.2	0.3	0.0	1.0	0.0	0.0	4.2			
Cheltenham	0.0	0.6	0.4	0.0	0.0	0.0	0.0	12.7	13.7			
Evesham	0.0	2.5	0.2	0.0	0.3	0.0	0.0	19.5	22.4			
Redditch	27.1	9.6	1.6	0.0	0.0	0.0	0.0	0.8	39.1			
Royal Leamington Spa	0.3	0.0	4.7	2.3	0.6	8.6	25.9	0.2	42.6			
Solihull	5.4	1.9	2.4	0.0	0.0	0.1	0.0	0.4	10.2			
All Other Centres/Stores	4.0	1.7	2.0	0.4	2.3	5.0	1.9	4.6	22.0			
SUB TOTAL	**38.5**	**17.4**	**13.0**	**3.0**	**10.2**	**22.8**	**32.9**	**38.8**	**176.6**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**48.7**	**36.6**	**55.2**	**43.0**	**30.3**	**49.5**	**48.3**	**60.6**	**372.3**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	199.5	244.5	31.7	212.7	13.3

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	13.3	37.8	-24.5	26.1	1.6
Assumed Average Sales Density at 2018 (Sq M Net)(2)	F		F		F
	6,500		6,500		6,500
Estimated Retail Floorspace Need (Sq M Net)	G=A/F		G=C/F		G=E/F
	2,040		-3,776		246
Estimated Retail Floorspace Need (Sq M Gross)(3)	H		H		H
	3,138		-5,809		379

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 11 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	10.9	20.7	48.0	39.2	17.5	27.6	0.0	25.6	189.6	19.0	79.8	288.3
All Other Centres/Stores	1.2	2.2	2.2	8.3	6.5	4.1	18.4	0.0	42.9			
SUB TOTAL	**12.1**	**22.9**	**50.2**	**47.6**	**24.0**	**31.7**	**18.4**	**25.6**	**232.4**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	1.9	0.0	8.3	9.6	6.1	0.8	26.6			
Birmingham	2.0	1.2	0.2	0.4	0.0	1.2	0.0	0.0	5.0			
Cheltenham	0.0	0.7	0.5	0.0	0.0	0.0	0.0	14.9	16.1			
Evesham	0.0	2.9	0.2	0.0	0.3	0.0	0.0	22.8	26.3			
Redditch	32.2	11.5	1.9	0.0	0.0	0.0	0.0	0.9	46.5			
Royal Leamington Spa	0.4	0.0	5.6	2.7	0.7	10.2	30.8	0.2	50.7			
Solihull	6.4	2.3	2.8	0.0	0.0	0.1	0.0	0.5	12.1			
All Other Centres/Stores	4.8	2.0	2.4	0.5	2.8	5.9	2.2	5.4	26.1			
SUB TOTAL	**45.8**	**20.7**	**15.5**	**3.6**	**12.1**	**27.1**	**39.1**	**45.5**	**209.3**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**57.9**	**43.6**	**65.6**	**51.1**	**36.1**	**58.8**	**57.5**	**71.1**	**441.8**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	199.5	288.3	56.4	231.9	32.4
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	32.4	42.4	-10.0	26.1	16.2
Assumed Average Sales Density at 2023 (Sq M Net)(2)	F	7,280	7,280		7,280
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	4,454	-1,370		2,221
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	6,852	-2,108		3,417

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 5 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 14 -Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	12.9	24.6	57.0	46.6	20.8	32.8	0.0	29.9	224.7	22.5	92.5	339.7
All Other Centres/Stores	1.4	2.6	2.6	9.9	7.7	4.9	21.9	0.0	50.9			
SUB TOTAL	**14.4**	**27.2**	**59.6**	**56.5**	**28.5**	**37.7**	**21.9**	**29.9**	**275.7**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	2.3	0.0	9.8	11.4	7.2	0.9	31.6			
Birmingham	2.4	1.4	0.2	0.4	0.0	1.5	0.0	0.0	5.9			
Cheltenham	0.0	0.9	0.5	0.0	0.0	0.0	0.0	17.4	18.8			
Evesham	0.0	3.5	0.2	0.0	0.4	0.0	0.0	26.7	30.8			
Redditch	38.3	13.6	2.3	0.0	0.0	0.0	0.0	1.1	55.2			
Royal Leamington Spa	0.5	0.0	6.7	3.2	0.9	12.2	36.5	0.2	60.2			
Solihull	7.6	2.7	3.4	0.0	0.0	0.1	0.0	0.6	14.4			
All Other Centres/Stores	5.7	2.4	2.8	0.6	3.3	7.1	2.7	6.3	30.9			
SUB TOTAL	**54.4**	**24.5**	**18.4**	**4.3**	**14.4**	**32.2**	**46.4**	**53.2**	**247.9**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**68.8**	**51.8**	**78.0**	**60.8**	**42.9**	**69.9**	**68.3**	**83.2**	**523.5**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	199.5	339.7	84.1	255.6	56.2
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	56.2	47.5	8.7	26.1	34.8
Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)	F	8,160	8,160		8,160
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	6,881	1,060		4,264
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	10,587	1,631		6,560

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

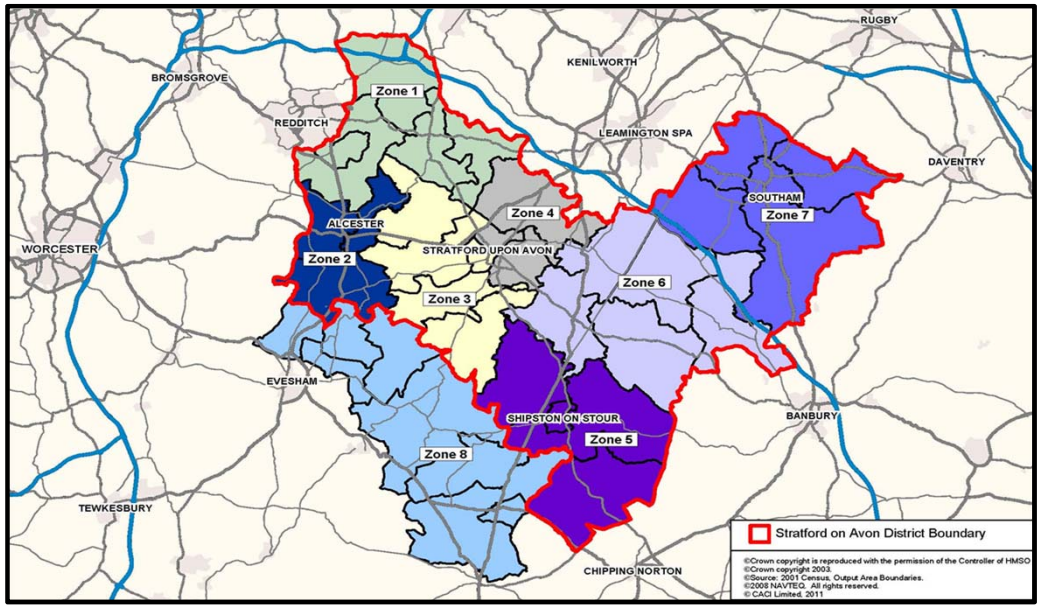
(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section X in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Household Survey Area and Constituent Zones



Scenario 3: Non-Bulky Comparison Goods (High Population Projection)

Table 1 - Population Change by Zone (High Projection)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	19,744	20,685	21,668	3,637	20.2%
	Zone 2	15,045	16,475	17,258	18,078	3,033	20.2%
	Zone 3	20,697	22,664	23,740	24,868	4,171	20.2%
	Zone 4	16,343	17,895	18,745	19,635	3,292	20.1%
	Zone 5	11,450	12,537	13,133	13,757	2,307	20.1%
	Zone 6	18,221	19,952	20,899	21,893	3,672	20.2%
	Zone 7	18,917	20,715	21,698	22,729	3,812	20.2%
SUB TOTAL		118,704	129,982	136,158	142,628	23,924	20.2%
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		25,093	26,120	26,588	27,028	1,935	7.7%
TOTAL		143,797	156,102	162,746	169,656	25,859	18.0%

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. The methodology is described at Appendix 2. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,269	2,344	2,831	3,250	3,731	1,387	59.1%
	Zone 2	2,046	2,114	2,553	2,930	3,364	1,250	59.1%
	Zone 3	2,240	2,315	2,795	3,208	3,683	1,369	59.1%
	Zone 4	2,210	2,284	2,757	3,165	3,634	1,351	59.1%
	Zone 5	2,225	2,299	2,776	3,187	3,659	1,360	59.1%
	Zone 6	2,280	2,356	2,844	3,266	3,749	1,393	59.1%
	Zone 7	2,146	2,217	2,677	3,074	3,529	1,311	59.1%
Hinterland	Zone 8	2,077	2,146	2,591	2,975	3,415	1,269	59.1%

Notes:

Average consumer expenditure per head on non-bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,199	2,536	2,922	3,362	1,163	52.9%
	Zone 2	1,983	2,287	2,634	3,031	1,048	52.9%
	Zone 3	2,171	2,504	2,884	3,319	1,148	52.9%
	Zone 4	2,142	2,470	2,846	3,274	1,132	52.9%
	Zone 5	2,156	2,487	2,865	3,296	1,140	52.9%
	Zone 6	2,210	2,549	2,936	3,378	1,168	52.9%
	Zone 7	2,080	2,399	2,763	3,179	1,100	52.9%
Hinterland	Zone 8	2,013	2,322	2,674	3,077	1,064	52.9%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales, which includes shopping over the internet. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section 3 in main report for details our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Non Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	39.7	50.1	60.4	72.8	33.2	83.7%
	Zone 2	29.8	37.7	45.5	54.8	25.0	83.7%
	Zone 3	44.9	56.7	68.5	82.5	37.6	83.7%
	Zone 4	35.0	44.2	53.3	64.3	29.3	83.7%
	Zone 5	24.7	31.2	37.6	45.3	20.7	83.7%
	Zone 6	40.3	50.9	61.4	74.0	33.7	83.7%
	Zone 7	39.3	49.7	60.0	72.3	32.9	83.7%
SUB TOTAL		**253.7**	**320.4**	**386.7**	**466.0**	**212.3**	**83.7%**
Hinterland	Zone 8	50.5	60.6	71.1	83.2	32.7	64.7%
SUB TOTAL		**50.5**	**60.6**	**71.1**	**83.2**	**32.7**	**64.7%**
TOTAL		**304.2**	**381.1**	**457.8**	**549.2**	**245.0**	**80.5%**

Notes:

Total available expenditure totals for non bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Non Bulky Comparison Goods Market Shares By Zone At The Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates At The Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	7.5	14.2	32.8	26.8	12.0	18.9	0.0	18.2	130.4	13.0	56.0	199.5	37,010	5,389	4,683	173.3	26.1
All Other Centres/Stores	0.8	1.5	1.5	5.7	4.4	2.8	12.6	0.0	29.3								
SUB TOTAL	**8.3**	**15.7**	**34.3**	**32.6**	**16.4**	**21.7**	**12.6**	**18.2**	**159.8**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	1.3	0.0	5.7	6.6	4.2	0.6	18.2								
Birmingham	1.4	0.8	0.1	0.2	0.0	0.8	0.0	0.0	3.4								
Cheltenham	0.0	0.5	0.3	0.0	0.0	0.0	0.0	10.6	11.4								
Evesham	0.0	2.0	0.1	0.0	0.2	0.0	0.0	16.2	18.6								
Redditch	22.0	7.8	1.3	0.0	0.0	0.0	0.0	0.7	31.9								
Royal Leamington Spa	0.3	0.0	3.9	1.9	0.5	7.0	21.0	0.2	34.7								
Solihull	4.4	1.6	1.9	0.0	0.0	0.1	0.0	0.4	8.3								
All Other Centres/Stores	3.3	1.4	1.6	0.4	1.9	4.1	1.5	3.8	18.0								
SUB TOTAL	**31.4**	**14.1**	**10.6**	**2.5**	**8.3**	**18.6**	**26.8**	**32.3**	**144.5**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**39.7**	**29.8**	**44.9**	**35.0**	**24.7**	**40.3**	**39.3**	**50.5**	**304.2**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble non-bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived non bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 4).

(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).

(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Non Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
SUB TOTAL	**20.9**	**52.6**	**76.4**	**93.0**	**66.5**	**53.9**	**32.0**	**36.0**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
SUB TOTAL	**79.1**	**47.4**	**23.6**	**7.0**	**33.5**	**46.1**	**68.0**	**64.0**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	9.4	17.9	41.5	33.9	15.2	23.8	0.0	21.8	163.6	16.4	68.8	248.7
All Other Centres/Stores	1.1	1.9	1.9	7.2	5.6	3.6	15.9	0.0	37.1			
SUB TOTAL	**10.5**	**19.8**	**43.4**	**41.1**	**20.7**	**27.4**	**15.9**	**21.8**	**200.6**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	1.6	0.0	7.1	8.3	5.3	0.7	23.0			
Birmingham	1.8	1.0	0.2	0.3	0.0	1.1	0.0	0.0	4.3			
Cheltenham	0.0	0.6	0.4	0.0	0.0	0.0	0.0	12.7	13.7			
Evesham	0.0	2.5	0.2	0.0	0.3	0.0	0.0	19.5	22.4			
Redditch	27.8	9.9	1.6	0.0	0.0	0.0	0.0	0.8	40.2			
Royal Leamington Spa	0.4	0.0	4.9	2.3	0.6	8.8	26.6	0.2	43.8			
Solihull	5.5	2.0	2.4	0.0	0.0	0.1	0.0	0.4	10.5			
All Other Centres/Stores	4.2	1.8	2.0	0.4	2.4	5.1	1.9	4.6	22.5			
SUB TOTAL	**39.6**	**17.9**	**13.4**	**3.1**	**10.4**	**23.4**	**33.8**	**38.8**	**180.4**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**50.1**	**37.7**	**56.7**	**44.2**	**31.2**	**50.9**	**49.7**	**60.6**	**381.1**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	199.5	248.7	31.7	217.0	17.5

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	17.5	37.8	-20.3	26.1	5.9
	↓		↓		↓
	Assumed Average Sales Density at 2018 (Sq M Net)(2)		Assumed Average Sales Density at 2018 (Sq M Net)(2)		Assumed Average Sales Density at 2018 (Sq M Net)(2)
	F		F		F
	6,500		6,500		6,500
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	2,697		-3,118		904
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	4,150		-4,797		1,391

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 11 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	11.4	21.6	50.1	40.9	18.3	28.8	0.0	25.6	196.6	19.7	79.8	296.1
All Other Centres/Stores	1.3	2.3	2.3	8.7	6.7	4.3	19.2	0.0	44.7			
SUB TOTAL	**12.6**	**23.9**	**52.3**	**49.6**	**25.0**	**33.1**	**19.2**	**25.6**	**241.3**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	2.0	0.0	8.6	10.0	6.4	0.8	27.7			
Birmingham	2.1	1.2	0.2	0.4	0.0	1.3	0.0	0.0	5.2			
Cheltenham	0.0	0.8	0.5	0.0	0.0	0.0	0.0	14.9	16.1			
Evesham	0.0	3.0	0.2	0.0	0.3	0.0	0.0	22.8	26.4			
Redditch	33.6	12.0	2.0	0.0	0.0	0.0	0.0	0.9	48.5			
Royal Leamington Spa	0.4	0.0	5.9	2.8	0.8	10.7	32.1	0.2	52.9			
Solihull	6.6	2.4	2.9	0.0	0.0	0.1	0.0	0.5	12.6			
All Other Centres/Stores	5.0	2.1	2.5	0.5	2.9	6.2	2.3	5.4	27.0			
SUB TOTAL	**47.8**	**21.6**	**16.2**	**3.7**	**12.6**	**28.3**	**40.8**	**45.5**	**216.4**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**60.4**	**45.5**	**68.5**	**53.3**	**37.6**	**61.4**	**60.0**	**71.1**	**457.8**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	199.5	296.1	56.4	239.7	40.2
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	40.2	42.4	-2.2	26.1	23.9
Assumed Average Sales Density at 2023 (Sq M Net)(2)	F	7,280	7,280		7,280
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	5,522	-302		3,289
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	8,496	-465		5,061

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 14 -Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	13.7	26.1	60.3	49.3	22.0	34.7	0.0	29.9	236.1	23.6	92.5	352.2
All Other Centres/Stores	1.5	2.7	2.7	10.5	8.1	5.2	23.1	0.0	53.9			
SUB TOTAL	**15.2**	**28.8**	**63.1**	**59.8**	**30.2**	**39.9**	**23.1**	**29.9**	**290.0**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	2.4	0.0	10.4	12.1	7.7	0.9	33.4			
Birmingham	2.5	1.5	0.2	0.5	0.0	1.6	0.0	0.0	6.3			
Cheltenham	0.0	0.9	0.6	0.0	0.0	0.0	0.0	17.4	18.9			
Evesham	0.0	3.7	0.2	0.0	0.4	0.0	0.0	26.7	31.0			
Redditch	40.5	14.4	2.4	0.0	0.0	0.0	0.0	1.1	58.4			
Royal Leamington Spa	0.5	0.0	7.1	3.4	0.9	12.9	38.7	0.2	63.7			
Solihull	8.0	2.9	3.5	0.0	0.0	0.1	0.0	0.6	15.2			
All Other Centres/Stores	6.0	2.6	3.0	0.6	3.5	7.5	2.8	6.3	32.3			
SUB TOTAL	**57.6**	**26.0**	**19.5**	**4.5**	**15.2**	**34.1**	**49.1**	**53.2**	**259.2**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**72.8**	**54.8**	**82.5**	**64.3**	**45.3**	**74.0**	**72.3**	**83.2**	**549.2**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	199.5	352.2	84.1	268.1	68.6
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	68.6	47.5	21.1	26.1	47.3
Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)	F	8,160	8,160		8,160
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	8,411	2,590		5,794
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	12,941	3,985		8,914

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

APPENDIX 6C

Retail Floorspace Need Assessment

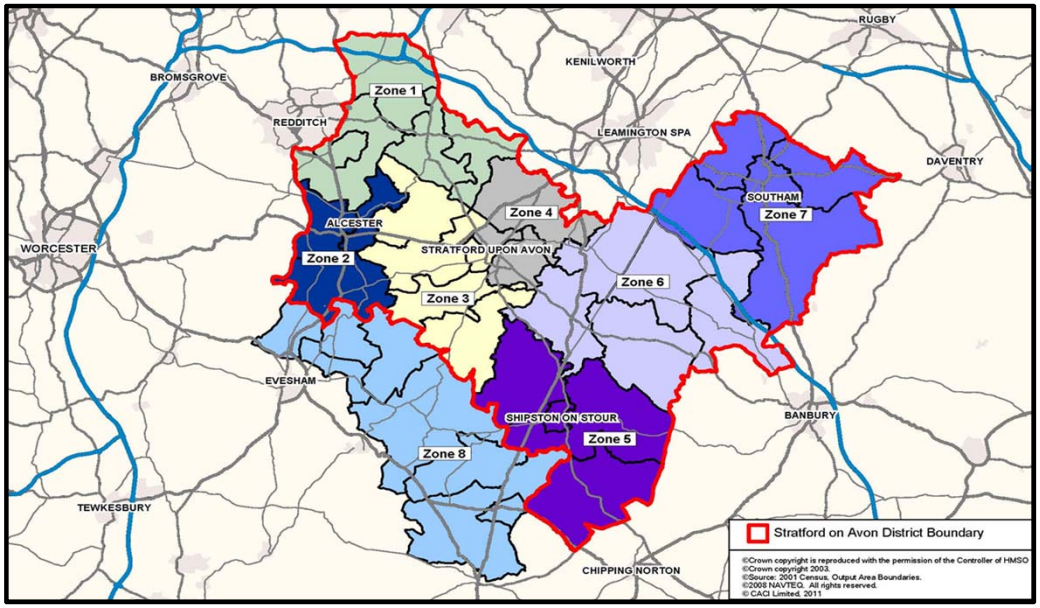
(C) The Need for Additional Bulky Comparison Goods Floorspace

- Low Population Projection

- Medium Population Projection

- High Population Projection

Household Survey Area and Constituent Zones



Scenario 1: Bulky Comparison Goods (Low Population Projection)

Table 1 - Population Change by Zone (Low Projection)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	18,924	19,397	19,882	1,851	10.3%
	Zone 2	15,045	15,797	16,192	16,596	1,551	10.3%
	Zone 3	20,697	21,733	22,277	22,833	2,136	10.3%
	Zone 4	16,343	17,159	17,588	18,028	1,685	10.3%
	Zone 5	11,450	12,024	12,324	12,632	1,182	10.3%
	Zone 6	18,221	19,133	19,611	20,102	1,881	10.3%
	Zone 7	18,917	19,863	20,359	20,869	1,952	10.3%
SUB TOTAL		118,704	124,633	127,748	130,942	12,238	10.3%
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		25,093	26,120	26,588	27,028	1,935	7.7%
TOTAL		143,797	150,753	154,336	157,970	14,173	9.9%

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. The methodology is described at Appendix 2. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	977	1,097	1,345	1,559	1,808	711	64.8%
	Zone 2	859	964	1,183	1,371	1,589	625	64.8%
	Zone 3	958	1,075	1,319	1,529	1,773	697	64.8%
	Zone 4	941	1,056	1,296	1,502	1,741	685	64.8%
	Zone 5	992	1,113	1,366	1,583	1,835	722	64.8%
	Zone 6	995	1,117	1,370	1,588	1,841	724	64.8%
	Zone 7	922	1,035	1,269	1,472	1,706	671	64.8%
Hinterland	Zone 8	932	1,046	1,283	1,488	1,724	678	64.8%

Notes:

Average consumer expenditure per head on bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	1,029	1,205	1,402	1,629	600	58.3%
	Zone 2	904	1,060	1,233	1,432	528	58.3%
	Zone 3	1,009	1,182	1,375	1,597	588	58.3%
	Zone 4	991	1,161	1,350	1,569	578	58.3%
	Zone 5	1,044	1,224	1,423	1,654	609	58.3%
	Zone 6	1,048	1,227	1,428	1,659	611	58.3%
	Zone 7	971	1,137	1,323	1,537	566	58.3%
Hinterland	Zone 8	981	1,150	1,337	1,554	572	58.3%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales,which includes e-tailing. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section 3 in main report for details of our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18.5	22.8	27.2	32.4	13.8	74.6%
	Zone 2	13.6	16.7	20.0	23.8	10.2	74.7%
	Zone 3	20.9	25.7	30.6	36.5	15.6	74.7%
	Zone 4	16.2	19.9	23.7	28.3	12.1	74.7%
	Zone 5	12.0	14.7	17.5	20.9	8.9	74.7%
	Zone 6	19.1	23.5	28.0	33.3	14.3	74.7%
	Zone 7	18.4	22.6	26.9	32.1	13.7	74.7%
SUB TOTAL		**118.6**	**145.9**	**174.0**	**207.2**	**88.6**	**74.7%**
Hinterland	Zone 8	24.6	30.0	35.6	42.0	17.4	70.6%
SUB TOTAL		**24.6**	**30.0**	**35.6**	**42.0**	**17.4**	**70.6%**
TOTAL		**143.3**	**176.0**	**209.6**	**249.2**	**105.9**	**74.0%**

Notes:

Total available expenditure totals for bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Bulky Comparison Goods Market Shares By Zone at the Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates at the Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	2.4	6.0	17.7	13.4	7.4	8.9	0.0	5.5	61.4	3.1	0.0	64.4	22,631	2,848	2,046	46.3	18.1
All Other Centres/Stores	0.3	1.6	0.1	1.8	1.4	1.0	5.7	0.0	11.9								
SUB TOTAL	**2.7**	**7.6**	**17.8**	**15.2**	**8.8**	**9.9**	**5.7**	**5.5**	**73.3**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	0.0	0.0	2.5	3.5	2.1	0.0	8.1								
Birmingham	1.0	0.0	0.4	0.0	0.0	0.2	0.0	0.2	1.8								
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.8	3.8								
Evesham	0.0	0.6	0.0	0.0	0.0	0.0	0.0	13.7	14.3								
Redditch	7.0	3.6	0.0	0.0	0.0	0.0	0.0	0.0	10.6								
Royal Leamington Spa	0.0	0.1	0.0	1.0	0.0	3.2	9.4	0.0	13.8								
Solihull	4.6	0.8	1.3	0.0	0.0	0.2	0.0	0.0	7.0								
All Other Centres/Stores	3.2	0.9	1.3	0.0	0.7	2.0	1.1	1.4	10.6								
SUB TOTAL	**15.8**	**6.0**	**3.0**	**1.0**	**3.2**	**9.2**	**12.6**	**19.1**	**70.0**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**18.5**	**13.6**	**20.9**	**16.2**	**12.0**	**19.1**	**18.4**	**24.6**	**143.3**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 4).

(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).

(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
SUB TOTAL	**14.6**	**55.7**	**85.4**	**94.1**	**73.6**	**51.8**	**31.2**	**22.3**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
SUB TOTAL	**85.4**	**44.3**	**14.6**	**5.9**	**26.4**	**48.2**	**68.8**	**77.7**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	2.9	7.4	21.8	16.5	9.1	10.9	0.0	6.7	75.4	3.8	0.0	79.2
All Other Centres/Stores	0.4	1.9	0.1	2.2	1.7	1.2	7.0	0.0	14.6			
SUB TOTAL	**3.3**	**9.3**	**21.9**	**18.7**	**10.8**	**12.2**	**7.0**	**6.7**	**90.1**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.0	4.3	2.6	0.0	9.9			
Birmingham	1.2	0.0	0.5	0.0	0.0	0.3	0.0	0.2	2.2			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.7	4.7			
Evesham	0.0	0.8	0.0	0.0	0.0	0.0	0.0	16.7	17.4			
Redditch	8.6	4.4	0.0	0.0	0.0	0.0	0.0	0.0	13.0			
Royal Leamington Spa	0.0	0.2	0.1	1.2	0.0	3.9	11.6	0.0	17.0			
Solihull	5.7	1.0	1.6	0.0	0.0	0.3	0.0	0.0	8.6			
All Other Centres/Stores	3.9	1.1	1.5	0.0	0.8	2.5	1.3	1.7	13.0			
SUB TOTAL	**19.5**	**7.4**	**3.7**	**1.2**	**3.9**	**11.3**	**15.5**	**23.3**	**85.9**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**22.8**	**16.7**	**25.7**	**19.9**	**14.7**	**23.5**	**22.6**	**30.0**	**176.0**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	64.4	79.2	8.5	70.7	6.3

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	6.3	10.2	-3.9	18.1	14.2
Assumed Average Sales Density at 2018 (Sq M Net)(2)	F		F		F
	2,950		2,950		2,950
Estimated Retail Floorspace Need (Sq M Net)	G=A/F		G=C/F		G=E/F
	2,135		-1,323		4,826
Estimated Retail Floorspace Need (Sq M Gross)(3)	H		H		H
	2,372		-1,470		5,362

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 11 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	3.5	8.8	26.0	19.7	10.9	13.0	0.0	7.9	89.9	4.5	0.0	94.4
All Other Centres/Stores	0.5	2.3	0.1	2.6	2.1	1.5	8.4	0.0	17.4			
SUB TOTAL	**4.0**	**11.1**	**26.2**	**22.3**	**12.9**	**14.5**	**8.4**	**7.9**	**107.3**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.6	5.1	3.2	0.0	11.8			
Birmingham	1.4	0.0	0.6	0.0	0.0	0.4	0.0	0.3	2.7			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.5	5.5			
Evesham	0.0	0.9	0.0	0.0	0.0	0.0	0.0	19.7	20.7			
Redditch	10.3	5.2	0.0	0.0	0.0	0.0	0.0	0.0	15.5			
Royal Leamington Spa	0.0	0.2	0.1	1.4	0.1	4.7	13.8	0.0	20.2			
Solihull	6.8	1.1	2.0	0.0	0.0	0.4	0.0	0.0	10.3			
All Other Centres/Stores	4.7	1.3	1.8	0.0	1.0	3.0	1.6	2.1	15.5			
SUB TOTAL	**23.2**	**8.8**	**4.5**	**1.4**	**4.6**	**13.5**	**18.5**	**27.6**	**102.2**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**27.2**	**20.0**	**30.6**	**23.7**	**17.5**	**28.0**	**26.9**	**35.6**	**209.6**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available bulky comparision goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	64.4	94.4	15.1	79.3	14.9
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	14.9	11.4	3.5	18.1	21.6
	↓		↓		↓
	Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)
	F		F		F
	3,310		3,310		3,310
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	4,493		1,049		6,529
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	4,992		1,166		7,255

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 14 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	4.2	10.5	31.0	23.5	12.9	15.5	0.0	9.4	107.0	5.3	0.0	112.3
All Other Centres/Stores	0.6	2.7	0.1	3.1	2.4	1.8	10.0	0.0	20.8			
SUB TOTAL	**4.7**	**13.2**	**31.1**	**26.6**	**15.4**	**17.3**	**10.0**	**9.4**	**127.7**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	4.3	6.1	3.8	0.0	14.1			
Birmingham	1.7	0.0	0.7	0.0	0.0	0.4	0.0	0.3	3.2			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.6	6.6			
Evesham	0.0	1.1	0.0	0.0	0.0	0.0	0.0	23.3	24.4			
Redditch	12.3	6.2	0.0	0.0	0.0	0.0	0.0	0.0	18.5			
Royal Leamington Spa	0.0	0.3	0.1	1.7	0.1	5.6	16.5	0.0	24.1			
Solihull	8.1	1.4	2.3	0.0	0.0	0.4	0.0	0.0	12.2			
All Other Centres/Stores	5.6	1.6	2.2	0.0	1.2	3.6	1.9	2.4	18.4			
SUB TOTAL	**27.7**	**10.5**	**5.3**	**1.7**	**5.5**	**16.1**	**22.1**	**32.6**	**121.5**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**32.4**	**23.8**	**36.5**	**28.3**	**20.9**	**33.3**	**32.1**	**42.0**	**249.2**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available bulky comparison goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	64.4	112.3	22.5	89.9	25.4
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	25.4	12.8	12.6	18.1	30.8
	Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)
	F		F		F
	3,710		3,710		3,710
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	6,851		3,401		8,290
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	7,612		3,779		9,211

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover is given for each commitment.

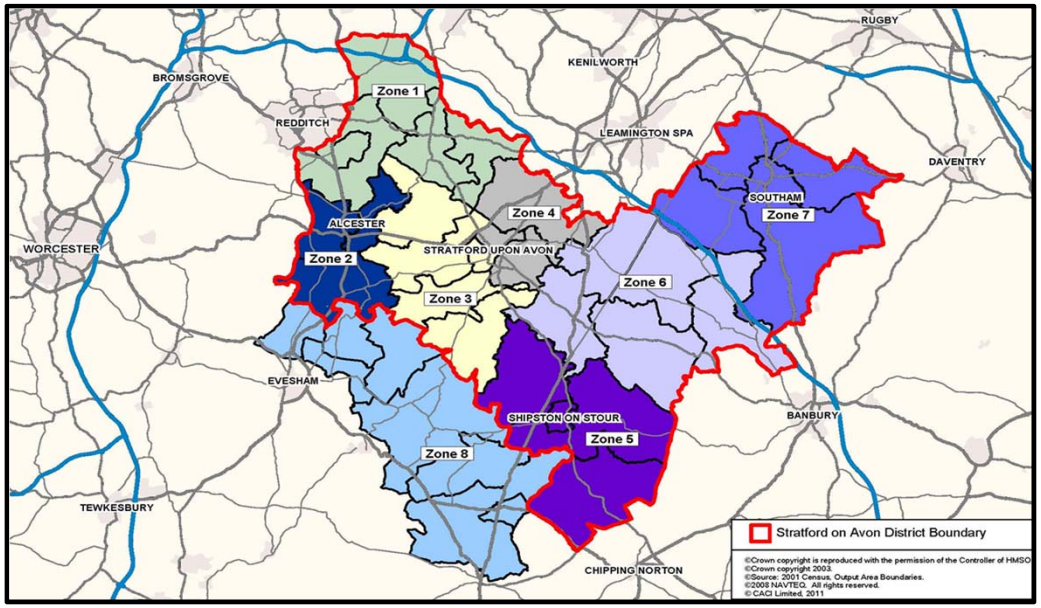
(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Household Survey Area and Constituent Zones



Scenario 2: Bulky Comparison Goods (Medium Population Projection)

Table 1 - Population Change by Zone (Central Projection)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	19,202	19,826	20,471	2,440	13.5%
	Zone 2	15,045	16,023	16,544	17,083	2,038	13.5%
	Zone 3	20,697	22,042	22,759	23,499	2,802	13.5%
	Zone 4	16,343	17,405	17,970	18,555	2,212	13.5%
	Zone 5	11,450	12,193	12,590	12,999	1,549	13.5%
	Zone 6	18,221	19,405	20,036	20,687	2,466	13.5%
	Zone 7	18,917	20,146	20,801	21,477	2,560	13.5%
SUB TOTAL		**118,704**	**126,416**	**130,526**	**134,771**	**16,067**	**13.5%**
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		**25,093**	**26,120**	**26,588**	**27,028**	**1,935**	**7.7%**
TOTAL		**143,797**	**152,536**	**157,114**	**161,799**	**18,002**	**12.5%**

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. The methodology is described at Appendix 2. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	977	1,097	1,345	1,559	1,808	711	64.8%
	Zone 2	859	964	1,183	1,371	1,589	625	64.8%
	Zone 3	958	1,075	1,319	1,529	1,773	697	64.8%
	Zone 4	941	1,056	1,296	1,502	1,741	685	64.8%
	Zone 5	992	1,113	1,366	1,583	1,835	722	64.8%
	Zone 6	995	1,117	1,370	1,588	1,841	724	64.8%
	Zone 7	922	1,035	1,269	1,472	1,706	671	64.8%
Hinterland	Zone 8	932	1,046	1,283	1,488	1,724	678	64.8%

Notes:

Average consumer expenditure per head on bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	1,029	1,205	1,402	1,629	600	58.3%
	Zone 2	904	1,060	1,233	1,432	528	58.3%
	Zone 3	1,009	1,182	1,375	1,597	588	58.3%
	Zone 4	991	1,161	1,350	1,569	578	58.3%
	Zone 5	1,044	1,224	1,423	1,654	609	58.3%
	Zone 6	1,048	1,227	1,428	1,659	611	58.3%
	Zone 7	971	1,137	1,323	1,537	566	58.3%
Hinterland	Zone 8	981	1,150	1,337	1,554	572	58.3%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales,which includes shopping over the internet. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section 3 in main report for details of our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18.5	23.1	27.8	33.3	14.8	79.8%
	Zone 2	13.6	17.0	20.4	24.5	10.9	79.8%
	Zone 3	20.9	26.0	31.3	37.5	16.7	79.8%
	Zone 4	16.2	20.2	24.3	29.1	12.9	79.8%
	Zone 5	12.0	14.9	17.9	21.5	9.5	79.8%
	Zone 6	19.1	23.8	28.6	34.3	15.2	79.8%
	Zone 7	18.4	22.9	27.5	33.0	14.6	79.8%
SUB TOTAL		**118.6**	**148.0**	**177.8**	**213.3**	**94.6**	**79.8%**
Hinterland	Zone 8	24.6	30.0	35.6	42.0	17.4	70.6%
SUB TOTAL		**24.6**	**30.0**	**35.6**	**42.0**	**17.4**	**70.6%**
TOTAL		**143.3**	**178.1**	**213.3**	**255.3**	**112.0**	**78.2%**

Notes:

Total available expenditure totals for bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Bulky Comparison Goods Market Shares By Zone at the Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates at the Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	2.4	6.0	17.7	13.4	7.4	8.9	0.0	5.5	61.4	3.1	0.0	64.4	22,631	2,848	2,046	46.3	18.1
All Other Centres/Stores	0.3	1.6	0.1	1.8	1.4	1.0	5.7	0.0	11.9								
SUB TOTAL	**2.7**	**7.6**	**17.8**	**15.2**	**8.8**	**9.9**	**5.7**	**5.5**	**73.3**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	0.0	0.0	2.5	3.5	2.1	0.0	8.1								
Birmingham	1.0	0.0	0.4	0.0	0.0	0.2	0.0	0.2	1.8								
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.8	3.8								
Evesham	0.0	0.6	0.0	0.0	0.0	0.0	0.0	13.7	14.3								
Redditch	7.0	3.6	0.0	0.0	0.0	0.0	0.0	0.0	10.6								
Royal Leamington Spa	0.0	0.1	0.0	1.0	0.0	3.2	9.4	0.0	13.8								
Solihull	4.6	0.8	1.3	0.0	0.0	0.2	0.0	0.0	7.0								
All Other Centres/Stores	3.2	0.9	1.3	0.0	0.7	2.0	1.1	1.4	10.6								
SUB TOTAL	**15.8**	**6.0**	**3.0**	**1.0**	**3.2**	**9.2**	**12.6**	**19.1**	**70.0**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**18.5**	**13.6**	**20.9**	**16.2**	**12.0**	**19.1**	**18.4**	**24.6**	**143.3**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 4).

(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).

(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
SUB TOTAL	**14.6**	**55.7**	**85.4**	**94.1**	**73.6**	**51.8**	**31.2**	**22.3**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
SUB TOTAL	**85.4**	**44.3**	**14.6**	**5.9**	**26.4**	**48.2**	**68.8**	**77.7**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	3.0	7.5	22.1	16.8	9.2	11.1	0.0	6.7	76.4	3.8	0.0	80.2
All Other Centres/Stores	0.4	1.9	0.1	2.2	1.7	1.3	7.1	0.0	14.8			
SUB TOTAL	**3.4**	**9.5**	**22.2**	**19.0**	**11.0**	**12.3**	**7.1**	**6.7**	**91.3**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.1	4.3	2.7	0.0	10.1			
Birmingham	1.2	0.0	0.5	0.0	0.0	0.3	0.0	0.2	2.3			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.7	4.7			
Evesham	0.0	0.8	0.0	0.0	0.0	0.0	0.0	16.7	17.4			
Redditch	8.8	4.4	0.0	0.0	0.0	0.0	0.0	0.0	13.2			
Royal Leamington Spa	0.0	0.2	0.1	1.2	0.0	4.0	11.8	0.0	17.2			
Solihull	5.8	1.0	1.7	0.0	0.0	0.3	0.0	0.0	8.7			
All Other Centres/Stores	4.0	1.1	1.6	0.0	0.8	2.5	1.3	1.7	13.2			
SUB TOTAL	**19.8**	**7.5**	**3.8**	**1.2**	**3.9**	**11.5**	**15.8**	**23.3**	**86.8**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**23.1**	**17.0**	**26.0**	**20.2**	**14.9**	**23.8**	**22.9**	**30.0**	**178.1**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	64.4	80.2	8.5	71.8	7.3

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	7.3	10.2	-2.9	18.1	15.3
Assumed Average Sales Density at 2018 (Sq M Net)(2)	F		F		F
	2,950		2,950		2,950
Estimated Retail Floorspace Need (Sq M Net)	G=A/F		G=C/F		G=E/F
	2,484		-974		5,175
Estimated Retail Floorspace Need (Sq M Gross)(3)	H		H		H
	2,760		-1,082		5,750

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 11 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	3.6	9.0	26.6	20.1	11.1	13.3	0.0	7.9	91.7	4.6	0.0	96.3
All Other Centres/Stores	0.5	2.3	0.1	2.7	2.1	1.5	8.6	0.0	17.8			
SUB TOTAL	**4.1**	**11.4**	**26.7**	**22.8**	**13.2**	**14.8**	**8.6**	**7.9**	**109.5**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.7	5.2	3.2	0.0	12.1			
Birmingham	1.4	0.0	0.6	0.0	0.0	0.4	0.0	0.3	2.7			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.5	5.5			
Evesham	0.0	0.9	0.0	0.0	0.0	0.0	0.0	19.7	20.7			
Redditch	10.5	5.3	0.0	0.0	0.0	0.0	0.0	0.0	15.9			
Royal Leamington Spa	0.0	0.2	0.1	1.4	0.1	4.8	14.1	0.0	20.7			
Solihull	6.9	1.2	2.0	0.0	0.0	0.4	0.0	0.0	10.5			
All Other Centres/Stores	4.8	1.4	1.9	0.0	1.0	3.1	1.6	2.1	15.8			
SUB TOTAL	**23.7**	**9.0**	**4.6**	**1.4**	**4.7**	**13.8**	**18.9**	**27.6**	**103.8**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**27.8**	**20.4**	**31.3**	**24.3**	**17.9**	**28.6**	**27.5**	**35.6**	**213.3**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available bulky comparision goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	64.4	96.3	15.1	81.2	16.7
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	16.7	11.4	5.3	18.1	23.5
	↓		↓		↓
	Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)
	F		F		F
	3,310		3,310		3,310
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	5,057		1,613		7,093
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	5,619		1,792		7,881

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 14 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	4.3	10.8	31.9	24.2	13.3	16.0	0.0	9.4	109.8	5.5	0.0	115.3
All Other Centres/Stores	0.6	2.8	0.2	3.2	2.5	1.8	10.3	0.0	21.4			
SUB TOTAL	**4.9**	**13.6**	**32.1**	**27.4**	**15.8**	**17.8**	**10.3**	**9.4**	**131.2**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	4.4	6.2	3.9	0.0	14.5			
Birmingham	1.7	0.0	0.8	0.0	0.0	0.4	0.0	0.3	3.3			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.6	6.6			
Evesham	0.0	1.1	0.0	0.0	0.0	0.0	0.0	23.3	24.4			
Redditch	12.6	6.4	0.0	0.0	0.0	0.0	0.0	0.0	19.0			
Royal Leamington Spa	0.0	0.3	0.1	1.7	0.1	5.7	16.9	0.0	24.8			
Solihull	8.3	1.4	2.4	0.0	0.0	0.4	0.0	0.0	12.6			
All Other Centres/Stores	5.8	1.6	2.3	0.0	1.2	3.7	1.9	2.4	18.9			
SUB TOTAL	**28.5**	**10.8**	**5.5**	**1.7**	**5.7**	**16.5**	**22.7**	**32.6**	**124.1**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**33.3**	**24.5**	**37.5**	**29.1**	**21.5**	**34.3**	**33.0**	**42.0**	**255.3**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available bulky comparison goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	64.4	115.3	22.5	92.9	28.4
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	28.4	12.8	15.6	18.1	33.7
	Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)
	F		F		F
	3,710		3,710		3,710
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	7,658		4,208		9,097
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	8,509		4,675		10,108

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover is given for each commitment.

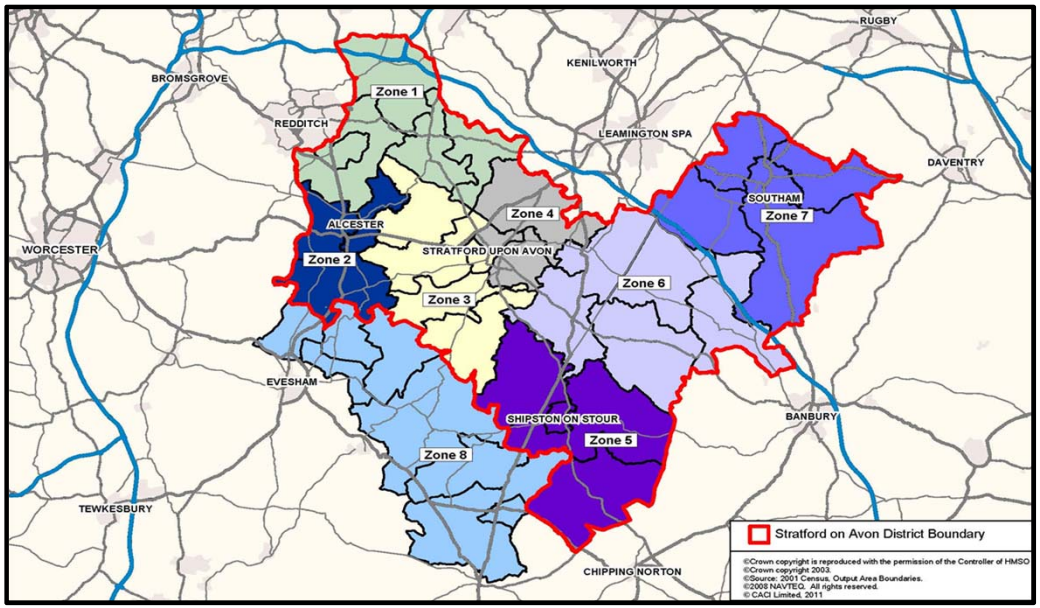
(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Household Survey Area and Constituent Zones



Scenario 3: Bulky Comparison Goods (High Population Projection)

Table 1 - Population Change by Zone (High Projection)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	19,744	20,685	21,668	3,637	20.2%
	Zone 2	15,045	16,475	17,258	18,078	3,033	20.2%
	Zone 3	20,697	22,664	23,740	24,868	4,171	20.2%
	Zone 4	16,343	17,895	18,745	19,635	3,292	20.1%
	Zone 5	11,450	12,537	13,133	13,757	2,307	20.1%
	Zone 6	18,221	19,952	20,899	21,893	3,672	20.2%
	Zone 7	18,917	20,715	21,698	22,729	3,812	20.2%
SUB TOTAL		118,704	129,982	136,158	142,628	23,924	20.2%
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		25,093	26,120	26,588	27,028	1,935	7.7%
TOTAL		143,797	156,102	162,746	169,656	25,859	18.0%

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. The methodology is described at Appendix 2. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	977	1,097	1,345	1,559	1,808	711	64.8%
	Zone 2	859	964	1,183	1,371	1,589	625	64.8%
	Zone 3	958	1,075	1,319	1,529	1,773	697	64.8%
	Zone 4	941	1,056	1,296	1,502	1,741	685	64.8%
	Zone 5	992	1,113	1,366	1,583	1,835	722	64.8%
	Zone 6	995	1,117	1,370	1,588	1,841	724	64.8%
	Zone 7	922	1,035	1,269	1,472	1,706	671	64.8%
Hinterland	Zone 8	932	1,046	1,283	1,488	1,724	678	64.8%

Notes:

Average consumer expenditure per head on bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	1,029	1,205	1,402	1,629	600	58.3%
	Zone 2	904	1,060	1,233	1,432	528	58.3%
	Zone 3	1,009	1,182	1,375	1,597	588	58.3%
	Zone 4	991	1,161	1,350	1,569	578	58.3%
	Zone 5	1,044	1,224	1,423	1,654	609	58.3%
	Zone 6	1,048	1,227	1,428	1,659	611	58.3%
	Zone 7	971	1,137	1,323	1,537	566	58.3%
Hinterland	Zone 8	981	1,150	1,337	1,554	572	58.3%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales,which includes e-tailing. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section in main report for details of our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18.5	23.8	29.0	35.3	16.7	90.3%
	Zone 2	13.6	17.5	21.3	25.9	12.3	90.3%
	Zone 3	20.9	26.8	32.6	39.7	18.8	90.3%
	Zone 4	16.2	20.8	25.3	30.8	14.6	90.2%
	Zone 5	12.0	15.3	18.7	22.8	10.8	90.2%
	Zone 6	19.1	24.5	29.8	36.3	17.2	90.3%
	Zone 7	18.4	23.6	28.7	34.9	16.6	90.2%
SUB TOTAL		**118.6**	**152.2**	**185.4**	**225.7**	**107.1**	**90.3%**
Hinterland	Zone 8	24.6	30.0	35.6	42.0	17.4	70.6%
SUB TOTAL		**24.6**	**30.0**	**35.6**	**42.0**	**17.4**	**70.6%**
TOTAL		**143.3**	**182.2**	**221.0**	**267.7**	**124.4**	**86.9%**

Notes:

Total available expenditure totals for bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Bulky Comparison Goods Market Shares By Zone at the Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates at the Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	2.4	6.0	17.7	13.4	7.4	8.9	0.0	5.5	61.4	3.1	0.0	64.4	22,631	2,848	2,046	46.3	18.1
All Other Centres/Stores	0.3	1.6	0.1	1.8	1.4	1.0	5.7	0.0	11.9								
SUB TOTAL	**2.7**	**7.6**	**17.8**	**15.2**	**8.8**	**9.9**	**5.7**	**5.5**	**73.3**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	0.0	0.0	2.5	3.5	2.1	0.0	8.1								
Birmingham	1.0	0.0	0.4	0.0	0.0	0.2	0.0	0.2	1.8								
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.8	3.8								
Evesham	0.0	0.6	0.0	0.0	0.0	0.0	0.0	13.7	14.3								
Redditch	7.0	3.6	0.0	0.0	0.0	0.0	0.0	0.0	10.6								
Royal Leamington Spa	0.0	0.1	0.0	1.0	0.0	3.2	9.4	0.0	13.8								
Solihull	4.6	0.8	1.3	0.0	0.0	0.2	0.0	0.0	7.0								
All Other Centres/Stores	3.2	0.9	1.3	0.0	0.7	2.0	1.1	1.4	10.6								
SUB TOTAL	**15.8**	**6.0**	**3.0**	**1.0**	**3.2**	**9.2**	**12.6**	**19.1**	**70.0**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**18.5**	**13.6**	**20.9**	**16.2**	**12.0**	**19.1**	**18.4**	**24.6**	**143.3**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 5).

(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).

(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
SUB TOTAL	**14.6**	**55.7**	**85.4**	**94.1**	**73.6**	**51.8**	**31.2**	**22.3**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
SUB TOTAL	**85.4**	**44.3**	**14.6**	**5.9**	**26.4**	**48.2**	**68.8**	**77.7**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	3.1	7.7	22.8	17.2	9.5	11.4	0.0	6.7	78.4	3.9	0.0	82.3
All Other Centres/Stores	0.4	2.0	0.1	2.3	1.8	1.3	7.4	0.0	15.3			
SUB TOTAL	**3.5**	**9.7**	**22.9**	**19.5**	**11.3**	**12.7**	**7.4**	**6.7**	**93.6**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.1	4.5	2.8	0.0	10.4			
Birmingham	1.2	0.0	0.5	0.0	0.0	0.3	0.0	0.2	2.3			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.7	4.7			
Evesham	0.0	0.8	0.0	0.0	0.0	0.0	0.0	16.7	17.5			
Redditch	9.0	4.6	0.0	0.0	0.0	0.0	0.0	0.0	13.6			
Royal Leamington Spa	0.0	0.2	0.1	1.2	0.0	4.1	12.1	0.0	17.7			
Solihull	5.9	1.0	1.7	0.0	0.0	0.3	0.0	0.0	9.0			
All Other Centres/Stores	4.1	1.2	1.6	0.0	0.9	2.6	1.4	1.7	13.5			
SUB TOTAL	**20.3**	**7.7**	**3.9**	**1.2**	**4.1**	**11.8**	**16.2**	**23.3**	**88.6**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**23.8**	**17.5**	**26.8**	**20.8**	**15.3**	**24.5**	**23.6**	**30.0**	**182.2**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	64.4	82.3	8.5	73.8	9.4

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	9.4	10.2	-0.8	18.1	17.3
Assumed Average Sales Density at 2018 (Sq M Net)(2)	F	2,950	2,950		2,950
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	3,184	-274		5,875
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	3,537	-304		6,528

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 11 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	3.7	9.4	27.7	21.0	11.6	13.9	0.0	7.9	95.3	4.8	0.0	100.0
All Other Centres/Stores	0.5	2.4	0.1	2.8	2.2	1.6	9.0	0.0	18.6			
SUB TOTAL	**4.2**	**11.8**	**27.9**	**23.8**	**13.8**	**15.5**	**9.0**	**7.9**	**113.9**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.8	5.4	3.4	0.0	12.6			
Birmingham	1.5	0.0	0.7	0.0	0.0	0.4	0.0	0.3	2.8			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.5	5.5			
Evesham	0.0	1.0	0.0	0.0	0.0	0.0	0.0	19.7	20.7			
Redditch	11.0	5.6	0.0	0.0	0.0	0.0	0.0	0.0	16.6			
Royal Leamington Spa	0.0	0.2	0.1	1.5	0.1	5.0	14.7	0.0	21.6			
Solihull	7.2	1.2	2.1	0.0	0.0	0.4	0.0	0.0	10.9			
All Other Centres/Stores	5.0	1.4	2.0	0.0	1.0	3.2	1.7	2.1	16.4			
SUB TOTAL	**24.8**	**9.4**	**4.8**	**1.5**	**4.9**	**14.4**	**19.7**	**27.6**	**107.1**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**29.0**	**21.3**	**32.6**	**25.3**	**18.7**	**29.8**	**28.7**	**35.6**	**221.0**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available bulky comparision goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	64.4	100.0	15.1	85.0	20.5
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	20.5	11.4	9.1	18.1	27.3
	↓		↓		↓
	Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)
	F		F		F
	3,310		3,310		3,310
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	6,203		2,759		8,239
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	6,892		3,065		9,154

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 14 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	4.6	11.5	33.8	25.6	14.1	16.9	0.0	9.4	115.7	5.8	0.0	121.5
All Other Centres/Stores	0.6	3.0	0.2	3.4	2.7	1.9	10.9	0.0	22.6			
SUB TOTAL	**5.2**	**14.4**	**33.9**	**29.0**	**16.7**	**18.8**	**10.9**	**9.4**	**138.3**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	4.7	6.6	4.1	0.0	15.4			
Birmingham	1.8	0.0	0.8	0.0	0.0	0.5	0.0	0.3	3.4			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.6	6.6			
Evesham	0.0	1.2	0.0	0.0	0.0	0.0	0.0	23.3	24.5			
Redditch	13.4	6.8	0.0	0.0	0.0	0.0	0.0	0.0	20.2			
Royal Leamington Spa	0.0	0.3	0.1	1.8	0.1	6.1	17.9	0.0	26.2			
Solihull	8.8	1.5	2.5	0.0	0.0	0.5	0.0	0.0	13.3			
All Other Centres/Stores	6.1	1.7	2.4	0.0	1.3	3.9	2.0	2.4	19.8			
SUB TOTAL	**30.1**	**11.5**	**5.8**	**1.8**	**6.0**	**17.5**	**24.0**	**32.6**	**129.4**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**35.3**	**25.9**	**39.7**	**30.8**	**22.8**	**36.3**	**34.9**	**42.0**	**267.7**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available bulky comparison goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	64.4	121.5	22.5	99.0	34.6
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	34.6	12.8	21.8	18.1	39.9
	Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)
	F		F		F
	3,710		3,710		3,710
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	9,315		5,864		10,754
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	10,349		6,516		11,948

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover is given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

APPENDIX 7

PPS 4 Definitions Relating to Hierarchy of Centres and Types of Retail Location and Development

ANNEX B: Definitions

City centres are the highest level of centre identified in development plans. In terms of hierarchies, they will often be a regional centre and will serve a wide catchment. The centre may be very large, embracing a wide range of activities and may be distinguished by areas which may perform different main functions. Planning for the future of such areas can be achieved successfully through the use of area action plans, with masterplans or development briefs for particular sites. In London the 'international' and 'metropolitan' centres identified in the Mayor's *Spatial Development Strategy* typically perform the role of city centres.

Town centres will usually be the second level of centres after city centres and, in many cases, they will be the principal centre or centres in a local authority's area. In rural areas they are likely to be market towns and other centres of similar size and role which function as important service centres, providing a range of facilities and services for extensive rural catchment areas. In planning the future of town centres, local planning authorities should consider the function of different parts of the centre and how these contribute to its overall vitality and viability. In London the 'major' and many of the 'district' centres identified in the Mayor's *Spatial Development Strategy* typically perform the role of town centres.

District centres will usually comprise groups of shops often containing at least one supermarket or superstore, and a range of non-retail services, such as banks, building societies and restaurants, as well as local public facilities such as a library.

Local centres include a range of small shops of a local nature, serving a small catchment. Typically, local centres might include, amongst other shops, a small supermarket, a newsagent, a sub-post office and a pharmacy. Other facilities could include a hot-food takeaway and launderette. In rural areas, large villages may perform the role of a local centre.

Small parades of shops of purely neighbourhood significance are not regarded as centres for the purposes of this policy statement.

TYPES OF LOCATION

TOWN CENTRE

Defined area, including the primary shopping area and areas of predominantly leisure, business and other main town centre uses within or adjacent to the primary shopping area. The extent of the town centre should be defined on the proposals map.

PRIMARY SHOPPING AREA

Defined area where retail development is concentrated (generally comprising the primary and those secondary frontages which are contiguous and closely related to the primary shopping frontage). The extent of the primary shopping area should be defined on the proposals map. Smaller centres may not have areas of predominantly leisure, business and other main town centre uses adjacent to the primary shopping area, therefore the town centre may not extend beyond the primary shopping area.

PRIMARY FRONTAGE

Primary frontages are likely to include a high proportion of retail uses.

SECONDARY FRONTAGE

Secondary frontages provide greater opportunities for a diversity of uses.

EDGE-OF-CENTRE

For retail purposes, a location that is well connected to and within easy walking distance (ie. up to 300 metres) of the primary shopping area. For all other main town centre uses, this is likely to be within 300 metres of a town centre boundary[16].

In determining whether a site falls within the definition of edge-of-centre, account should be taken of local circumstances. For example, local topography will affect pedestrians' perceptions of easy walking distance from the centre. Other considerations include barriers, such as crossing major roads and car parks, the attractiveness and perceived safety of the route and the strength of attraction and size of the town centre. A site will not be well connected to a centre where it is physically separated from it by a barrier such as a major road, railway line or river and there is no existing or proposed pedestrian route which provides safe and convenient access to the centre.

OUT-OF-CENTRE

A location which is not in or on the edge of a centre but not necessarily outside the urban area.

OUT-OF-TOWN

An out-of-centre development outside the existing urban area.

[16] For office development, locations outside the town centre but within 500 metres of a public transport interchange, including railway and bus stations, within the urban area should be considered as edge-of-centre locations for purposes of the sequential approach.

DESCRIPTIONS OF TYPES OF DEVELOPMENT

RETAIL

Convenience shopping: Convenience retailing is the provision of everyday essential items, including food, drinks, newspapers/magazines and confectionery.

Supermarkets: Self-service stores selling mainly food, with a trading floorspace less than 2,500 square metres, often with car parking.

Superstores: Self-service stores selling mainly food, or food and non-food goods, usually with more than 2,500 square metres trading floorspace, with supporting car parking.

Comparison shopping: Comparison retailing is the provision of items not obtained on a frequent basis. These include clothing, footwear, household and recreational goods.

Retail warehouses: Large stores specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items and other ranges of goods, catering mainly for car-borne customers.

Retail parks: An agglomeration of at least three retail warehouses.

Warehouse clubs: Large businesses specialising in volume sales of reduced priced goods.

The operator may limit access to businesses, organisations or classes of individual.

Factory outlet centres: Groups of shops specialising in selling seconds and end-of-line goods at discounted prices.

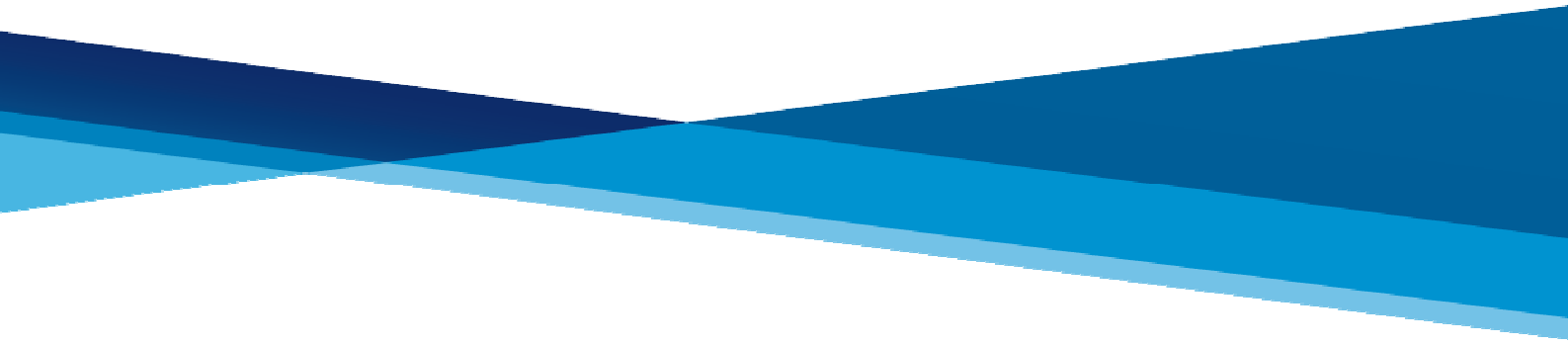
Regional and sub-regional shopping centres: Out-of-centre shopping centres which are generally over 50,000 square metres gross retail area, typically comprising a wide variety of comparison goods stores.

LEISURE

Leisure parks: Leisure parks often feature a mix of leisure facilities, such as a multiscreen cinema, indoor bowling centres, night club, restaurants, bars and fast-food outlets, with car parking.

BUSINESS

Business parks: A grouping of purpose-built office accommodation and other business uses with some shared facilities and car parking.



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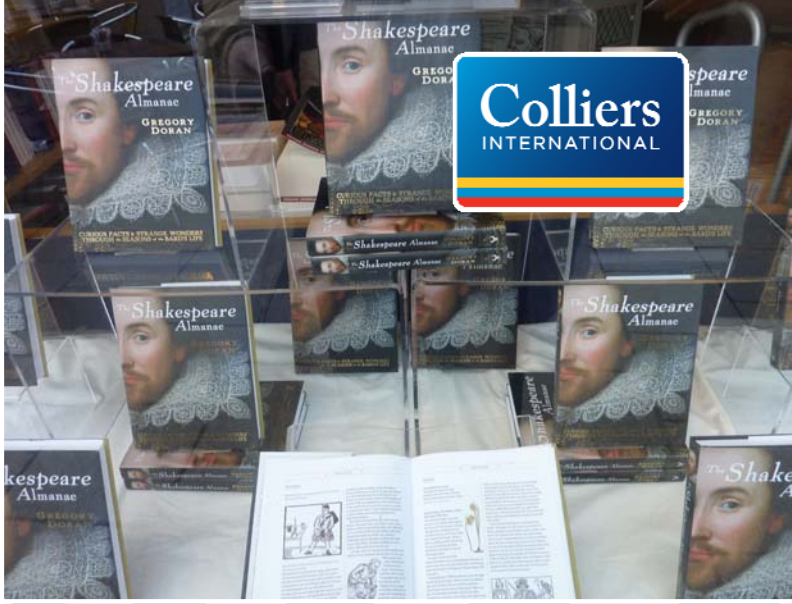


Stratford-upon-Avon

COMPARISON GOODS RETAIL STUDY

VOLUME 3 – FURTHER APPENDICES

OCTOBER 2011

PREPARED BY

COLLIERS INTERNATIONAL

Accelerating success.

FURTHER APPENDICES (VOLUME 3)

1. Non-Bulky Comparison Goods: Revised Population Growth

2. Bulky Comparison Goods: Revised Population Growth

The initial instruction from the District Council in preparing the Comparison Goods Retail Study was that the need for additional comparison goods floorspace (non-bulky and bulky) in Stratford-upon-Avon should be based on population increases in the District of 10%, 14% and 20% over the plan period 2008-2028.

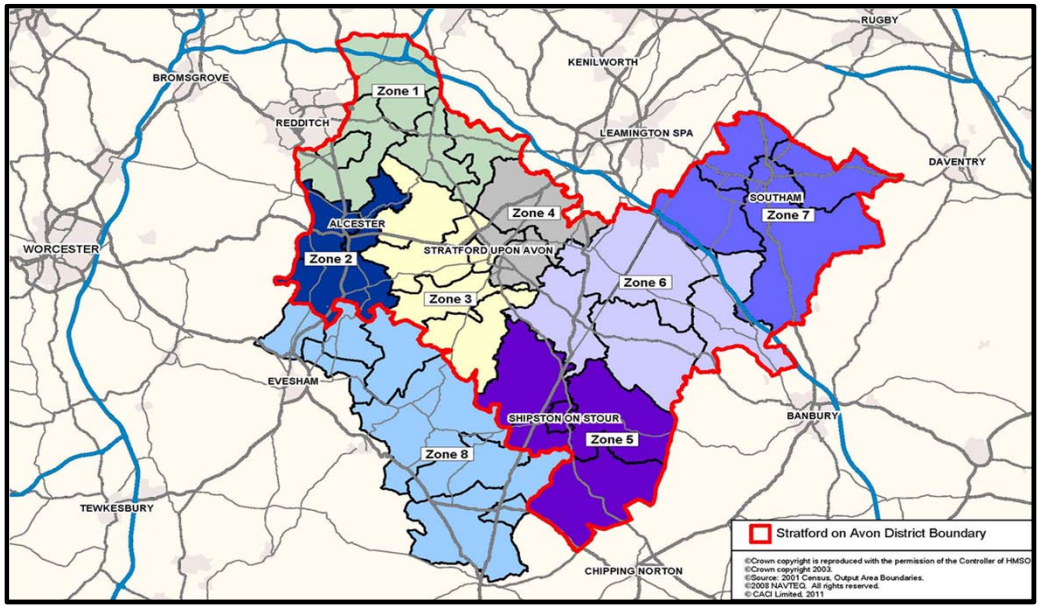
Subsequent to the production of the Study, revised population projections have been identified in the Housing Provision Options Study produced for the District Council by GL Hearn. As a result of this Study, the District Council requested that a revised assessment of the need for additional comparison goods floorspace in the town be undertaken based on a housing increase in the District of 8,000 dwellings. According to the revised population projections this would equate to a population growth in the District of 7,000 persons, or 5.9% over the same period.

By applying this population projection, an additional set of floorspace requirements has been produced for non-bulky and bulky comparison goods floorspace, using the same methodology as for the original scenarios. These are set out in the following tables.

Colliers International: Retail Floorspace Need Assessment

Client: Stratford-on-Avon District Council
Project: Stratford-upon-Avon Comparison Goods Retail Study

Household Survey Area and Constituent Zones



Non-Bulky Comparison Goods (Revised Population Growth)

Table 1 - Population Change by Zone (Revised Population Growth)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	18,563	18,828	19,094	1,063	5.9%
	Zone 2	15,045	15,489	15,710	15,932	887	5.9%
	Zone 3	20,697	21,308	21,612	21,918	1,221	5.9%
	Zone 4	16,343	16,825	17,065	17,307	964	5.9%
	Zone 5	11,450	11,788	11,956	12,125	675	5.9%
	Zone 6	18,221	18,759	19,026	19,295	1,074	5.9%
	Zone 7	18,917	19,475	19,753	20,033	1,116	5.9%
SUB TOTAL		**118,704**	**122,206**	**123,951**	**125,704**	**7,000**	**5.9%**
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		**25,093**	**26,120**	**26,588**	**27,028**	**1,935**	**7.7%**
TOTAL		**143,797**	**148,326**	**150,539**	**152,732**	**8,935**	**6.2%**

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,269	2,344	2,831	3,250	3,731	1,387	59.1%
	Zone 2	2,046	2,114	2,553	2,930	3,364	1,250	59.1%
	Zone 3	2,240	2,315	2,795	3,208	3,683	1,369	59.1%
	Zone 4	2,210	2,284	2,757	3,165	3,634	1,351	59.1%
	Zone 5	2,225	2,299	2,776	3,187	3,659	1,360	59.1%
	Zone 6	2,280	2,356	2,844	3,266	3,749	1,393	59.1%
	Zone 7	2,146	2,217	2,677	3,074	3,529	1,311	59.1%
Hinterland	Zone 8	2,077	2,146	2,591	2,975	3,415	1,269	59.1%

Notes:

Average consumer expenditure per head on non-bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Non Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	2,199	2,536	2,922	3,362	1,163	52.9%
	Zone 2	1,983	2,287	2,634	3,031	1,048	52.9%
	Zone 3	2,171	2,504	2,884	3,319	1,148	52.9%
	Zone 4	2,142	2,470	2,846	3,274	1,132	52.9%
	Zone 5	2,156	2,487	2,865	3,296	1,140	52.9%
	Zone 6	2,210	2,549	2,936	3,378	1,168	52.9%
	Zone 7	2,080	2,399	2,763	3,179	1,100	52.9%
Hinterland	Zone 8	2,013	2,322	2,674	3,077	1,064	52.9%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales, which includes shopping over the internet. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section 3 in main report for details of our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Non Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	39.7	47.1	55.0	64.2	24.5	61.9%
	Zone 2	29.8	35.4	41.4	48.3	18.5	61.9%
	Zone 3	44.9	53.4	62.3	72.7	27.8	61.9%
	Zone 4	35.0	41.6	48.6	56.7	21.7	61.9%
	Zone 5	24.7	29.3	34.3	40.0	15.3	61.9%
	Zone 6	40.3	47.8	55.9	65.2	24.9	61.9%
	Zone 7	39.3	46.7	54.6	63.7	24.3	61.9%
SUB TOTAL		**253.7**	**301.3**	**352.0**	**410.7**	**157.0**	**61.9%**
Hinterland	Zone 8	50.5	60.6	71.1	83.2	32.7	64.7%
SUB TOTAL		**50.5**	**60.6**	**71.1**	**83.2**	**32.7**	**64.7%**
TOTAL		**304.2**	**361.9**	**423.1**	**493.9**	**189.7**	**62.3%**

Notes:

Total available expenditure totals for non bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Non Bulky Comparison Goods Market Shares By Zone At The Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates At The Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	7.5	14.2	32.8	26.8	12.0	18.9	0.0	18.2	130.4	13.0	56.0	199.5	37,010	5,389	4,683	173.3	26.1
All Other Centres/Stores	0.8	1.5	1.5	5.7	4.4	2.8	12.6	0.0	29.3								
SUB TOTAL	**8.3**	**15.7**	**34.3**	**32.6**	**16.4**	**21.7**	**12.6**	**18.2**	**159.8**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	1.3	0.0	5.7	6.6	4.2	0.6	18.2								
Birmingham	1.4	0.8	0.1	0.2	0.0	0.8	0.0	0.0	3.4								
Cheltenham	0.0	0.5	0.3	0.0	0.0	0.0	0.0	10.6	11.4								
Evesham	0.0	2.0	0.1	0.0	0.2	0.0	0.0	16.2	18.6								
Redditch	22.0	7.8	1.3	0.0	0.0	0.0	0.0	0.7	31.9								
Royal Leamington Spa	0.3	0.0	3.9	1.9	0.5	7.0	21.0	0.2	34.7								
Solihull	4.4	1.6	1.9	0.0	0.0	0.1	0.0	0.4	8.3								
All Other Centres/Stores	3.3	1.4	1.6	0.4	1.9	4.1	1.5	3.8	18.0								
SUB TOTAL	**31.4**	**14.1**	**10.6**	**2.5**	**8.3**	**18.6**	**26.8**	**32.3**	**144.5**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**39.7**	**29.8**	**44.9**	**35.0**	**24.7**	**40.3**	**39.3**	**50.5**	**304.2**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble non-bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived non bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 4).
(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).
(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Non Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	18.8	47.6	73.1	76.7	48.6	46.9	0.0	36.0
All Other Centres/Stores	2.1	5.0	3.3	16.3	17.9	7.0	32.0	0.0
SUB TOTAL	**20.9**	**52.6**	**76.4**	**93.0**	**66.5**	**53.9**	**32.0**	**36.0**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	2.9	0.0	22.9	16.3	10.6	1.1
Birmingham	3.5	2.7	0.3	0.7	0.0	2.1	0.0	0.0
Cheltenham	0.0	1.7	0.7	0.0	0.0	0.0	0.0	20.9
Evesham	0.0	6.7	0.3	0.0	0.9	0.0	0.0	32.1
Redditch	55.6	26.3	2.9	0.0	0.0	0.0	0.0	1.3
Royal Leamington Spa	0.7	0.0	8.6	5.3	2.0	17.4	53.5	0.3
Solihull	11.0	5.3	4.3	0.0	0.0	0.2	0.0	0.7
All Other Centres/Stores	8.3	4.7	3.6	1.0	7.7	10.1	3.9	7.6
SUB TOTAL	**79.1**	**47.4**	**23.6**	**7.0**	**33.5**	**46.1**	**68.0**	**64.0**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	8.9	16.9	39.0	31.9	14.2	22.4	0.0	21.8	155.1	15.5	68.8	239.4
All Other Centres/Stores	1.0	1.8	1.8	6.8	5.2	3.3	14.9	0.0	34.8			
SUB TOTAL	**9.8**	**18.6**	**40.8**	**38.7**	**19.5**	**25.8**	**14.9**	**21.8**	**189.9**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	1.5	0.0	6.7	7.8	5.0	0.7	21.7			
Birmingham	1.6	1.0	0.2	0.3	0.0	1.0	0.0	0.0	4.1			
Cheltenham	0.0	0.6	0.4	0.0	0.0	0.0	0.0	12.7	13.7			
Evesham	0.0	2.4	0.2	0.0	0.3	0.0	0.0	19.5	22.3			
Redditch	26.2	9.3	1.5	0.0	0.0	0.0	0.0	0.8	37.8			
Royal Leamington Spa	0.3	0.0	4.6	2.2	0.6	8.3	25.0	0.2	41.2			
Solihull	5.2	1.9	2.3	0.0	0.0	0.1	0.0	0.4	9.9			
All Other Centres/Stores	3.9	1.7	1.9	0.4	2.3	4.8	1.8	4.6	21.4			
SUB TOTAL	**37.2**	**16.8**	**12.6**	**2.9**	**9.8**	**22.0**	**31.8**	**38.8**	**172.0**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**47.1**	**35.4**	**53.4**	**41.6**	**29.3**	**47.8**	**46.7**	**60.6**	**361.9**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	199.5	239.4	31.7	207.7	8.2

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	8.2	37.8	-29.6	26.1	-3.4
Assumed Average Sales Density at 2018 (Sq M Net)(2)	F	6,500	6,500		6,500
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	1,262	-4,553		-531
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	1,942	-7,005		-816

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 11 - Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	10.3	19.7	45.6	37.2	16.6	26.2	0.0	25.6	181.3	18.1	79.8	279.2
All Other Centres/Stores	1.2	2.1	2.1	7.9	6.1	3.9	17.5	0.0	40.7			
SUB TOTAL	**11.5**	**21.8**	**47.6**	**45.2**	**22.8**	**30.1**	**17.5**	**25.6**	**222.0**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	1.8	0.0	7.8	9.1	5.8	0.8	25.3			
Birmingham	1.9	1.1	0.2	0.3	0.0	1.2	0.0	0.0	4.7			
Cheltenham	0.0	0.7	0.4	0.0	0.0	0.0	0.0	14.9	16.0			
Evesham	0.0	2.8	0.2	0.0	0.3	0.0	0.0	22.8	26.1			
Redditch	30.6	10.9	1.8	0.0	0.0	0.0	0.0	0.9	44.2			
Royal Leamington Spa	0.4	0.0	5.4	2.6	0.7	9.7	29.2	0.2	48.1			
Solihull	6.1	2.2	2.7	0.0	0.0	0.1	0.0	0.5	11.5			
All Other Centres/Stores	4.6	1.9	2.2	0.5	2.6	5.6	2.1	5.4	25.1			
SUB TOTAL	**43.5**	**19.6**	**14.7**	**3.4**	**11.5**	**25.8**	**37.1**	**45.5**	**201.1**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**55.0**	**41.4**	**62.3**	**48.6**	**34.3**	**55.9**	**54.6**	**71.1**	**423.1**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	199.5	279.2	56.4	222.8	23.3
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	23.3	42.4	-19.1	26.1	7.1
Assumed Average Sales Density at 2023 (Sq M Net)(2)	F	7,280	7,280		7,280
Estimated Retail Floorspace Need (Sq M Net)	G=A/F	3,206	-2,619		973
Estimated Retail Floorspace Need (Sq M Gross)(3)	H	4,932	-4,028		1,497

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Table 14 -Non Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	12.1	23.0	53.2	43.5	19.4	30.6	0.0	29.9	211.6	21.2	92.5	325.3
All Other Centres/Stores	1.3	2.4	2.4	9.2	7.2	4.6	20.4	0.0	47.5			
SUB TOTAL	**13.4**	**25.4**	**55.6**	**52.7**	**26.6**	**35.1**	**20.4**	**29.9**	**259.1**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	2.1	0.0	9.2	10.6	6.8	0.9	29.6			
Birmingham	2.2	1.3	0.2	0.4	0.0	1.4	0.0	0.0	5.5			
Cheltenham	0.0	0.8	0.5	0.0	0.0	0.0	0.0	17.4	18.7			
Evesham	0.0	3.2	0.2	0.0	0.4	0.0	0.0	26.7	30.5			
Redditch	35.7	12.7	2.1	0.0	0.0	0.0	0.0	1.1	51.6			
Royal Leamington Spa	0.4	0.0	6.3	3.0	0.8	11.3	34.1	0.2	56.2			
Solihull	7.1	2.6	3.1	0.0	0.0	0.1	0.0	0.6	13.5			
All Other Centres/Stores	5.3	2.3	2.6	0.6	3.1	6.6	2.5	6.3	29.2			
SUB TOTAL	**50.8**	**22.9**	**17.2**	**4.0**	**13.4**	**30.0**	**43.3**	**53.2**	**234.8**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**64.2**	**48.3**	**72.7**	**56.7**	**40.0**	**65.2**	**63.7**	**83.2**	**493.9**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available non bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted non bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Non Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	199.5	325.3	84.1	241.2	41.7
TOTAL					

Notes:

(1) We assume that all existing non-bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark non bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Non Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	41.7	47.5	-5.8	26.1	20.4
	Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)
	F		F		F
	8,160		8,160		8,160
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	5,114		-707		2,497
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	7,868		-1,087		3,842

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

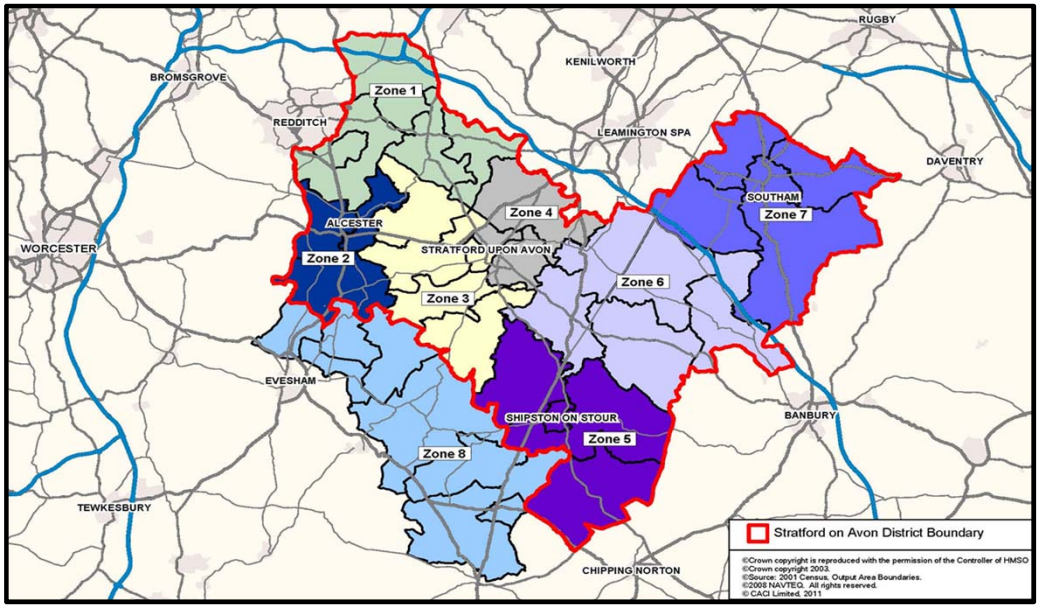
(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 65:100.

Sources:

Colliers International.

Household Survey Area and Constituent Zones



Bulky Comparison Goods (Revised Population Growth)

Table 1 - Population Change by Zone (Revised Population Growth)

Zone	Area	2008 Population (Base Year)	Projected 2018 Population	Projection 2023 Population	Projected 2028 Population	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18,031	18,563	18,828	19,094	1,063	5.9%
	Zone 2	15,045	15,489	15,710	15,932	887	5.9%
	Zone 3	20,697	21,308	21,612	21,918	1,221	5.9%
	Zone 4	16,343	16,825	17,065	17,307	964	5.9%
	Zone 5	11,450	11,788	11,956	12,125	675	5.9%
	Zone 6	18,221	18,759	19,026	19,295	1,074	5.9%
	Zone 7	18,917	19,475	19,753	20,033	1,116	5.9%
SUB TOTAL		**118,704**	**122,206**	**123,951**	**125,704**	**7,000**	**5.9%**
Hinterland	Zone 8	25,093	26,120	26,588	27,028	1,935	7.7%
SUB TOTAL		**25,093**	**26,120**	**26,588**	**27,028**	**1,935**	**7.7%**
TOTAL		**143,797**	**148,326**	**150,539**	**152,732**	**8,935**	**6.2%**

Notes:

Population projections for zones 1 to 7 inclusive have been provided by the Council. For zone 8 (outside of Stratford-on-Avon District), we have used the latest population projections published by Experian.

Sources:

Stratford-on-Avon District Council and Experian.

Table 2 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Including Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)						
		2006	2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	977	1,097	1,345	1,559	1,808	711	64.8%
	Zone 2	859	964	1,183	1,371	1,589	625	64.8%
	Zone 3	958	1,075	1,319	1,529	1,773	697	64.8%
	Zone 4	941	1,056	1,296	1,502	1,741	685	64.8%
	Zone 5	992	1,113	1,366	1,583	1,835	722	64.8%
	Zone 6	995	1,117	1,370	1,588	1,841	724	64.8%
	Zone 7	922	1,035	1,269	1,472	1,706	671	64.8%
Hinterland	Zone 8	932	1,046	1,283	1,488	1,724	678	64.8%

Notes:

Average consumer expenditure per head on bulky comparison goods for 2006 has been estimated by Experian for each zone. The 2006 expenditure per head figures in each zone have been projected forwards to 2008 (the base year) and the forecast years of 2018, 2023 and 2028 by using the latest available UK expenditure per head actual growth rates and forecasts published by Experian (see Appendix 3C).

Sources:

Experian - bespoke expenditure per head data purchase and Retail Planner Briefing Note 8.1. (August 2010).

Table 3 - Average Residents Expenditure Per Head on Bulky Comparison Goods by Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Expenditure Per Head (£)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	1,029	1,205	1,402	1,629	600	58.3%
	Zone 2	904	1,060	1,233	1,432	528	58.3%
	Zone 3	1,009	1,182	1,375	1,597	588	58.3%
	Zone 4	991	1,161	1,350	1,569	578	58.3%
	Zone 5	1,044	1,224	1,423	1,654	609	58.3%
	Zone 6	1,048	1,227	1,428	1,659	611	58.3%
	Zone 7	971	1,137	1,323	1,537	566	58.3%
Hinterland	Zone 8	981	1,150	1,337	1,554	572	58.3%

Notes:

The expenditure per head figures in Table 2 have been discounted by 6.2% at the base year of 2008, to exclude non-store retail sales,which includes e-tailing. At 2018, 2023 and 2028, discounts of 10.4%, 10.1% and 9.9% have been assumed. (See Section 3 in main report for details of our SFT assumptions).

Sources:

Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 4 - Total Available Residents Expenditure on Bulky Comparison Goods By Zone (Excluding Expenditure By Special Forms of Trading)

Zone	Area	Total Available Expenditure (£m)					
		2008 (Base Year)	2018	2023	2028	Total Increase (2008-2028)	Percentage Increase (2008-2028)
Stratford-on-Avon District	Zone 1	18.5	22.4	26.4	31.1	12.6	67.7%
	Zone 2	13.6	16.4	19.4	22.8	9.2	67.7%
	Zone 3	20.9	25.2	29.7	35.0	14.1	67.7%
	Zone 4	16.2	19.5	23.0	27.2	11.0	67.7%
	Zone 5	12.0	14.4	17.0	20.1	8.1	67.7%
	Zone 6	19.1	23.0	27.2	32.0	12.9	67.7%
	Zone 7	18.4	22.2	26.1	30.8	12.4	67.7%
SUB TOTAL		**118.6**	**143.1**	**168.8**	**198.9**	**80.3**	**67.7%**
Hinterland	Zone 8	24.6	30.0	35.6	42.0	17.4	70.6%
SUB TOTAL		**24.6**	**30.0**	**35.6**	**42.0**	**17.4**	**70.6%**
TOTAL		**143.3**	**173.1**	**204.4**	**240.9**	**97.7**	**68.2%**

Notes:

Total available expenditure totals for bulky comparison goods are calculated as follows: Population (Table 1) multiplied by consumer expenditure per head after making appropriate reductions for SFT (Table 3).

Sources:

Colliers International.

Table 5 - Bulky Comparison Goods Market Shares By Zone at the Base Year, 2008 (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are derived from a household telephone survey carried out in February, 2008. (See Appendix 1).

Sources:

Colliers International.

Table 6 - Estimated Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates at the Base Year, 2008 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover	Available Floorspace (sq.m. net)(2)	Derived Sales Density (£ per sq.m. net)	Benchmark Sales Density (£ per sq. m net)(3)	Benchmark Turnover (£m)	Estimated Extent of Any Over/Under Trading (£m)
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C	E	F=D/E	G	H=GxE	I=D-H
WITHIN STRATFORD ON AVON DISTRICT																	
Stratford-upon-Avon Town	2.4	6.0	17.7	13.4	7.4	8.9	0.0	5.5	61.4	3.1	0.0	64.4	22,631	2,848	2,046	46.3	18.1
All Other Centres/Stores	0.3	1.6	0.1	1.8	1.4	1.0	5.7	0.0	11.9								
SUB TOTAL	**2.7**	**7.6**	**17.8**	**15.2**	**8.8**	**9.9**	**5.7**	**5.5**	**73.3**								
OUTSIDE OF DISTRICT																	
Banbury	0.0	0.0	0.0	0.0	2.5	3.5	2.1	0.0	8.1								
Birmingham	1.0	0.0	0.4	0.0	0.0	0.2	0.0	0.2	1.8								
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.8	3.8								
Evesham	0.0	0.6	0.0	0.0	0.0	0.0	0.0	13.7	14.3								
Redditch	7.0	3.6	0.0	0.0	0.0	0.0	0.0	0.0	10.6								
Royal Leamington Spa	0.0	0.1	0.0	1.0	0.0	3.2	9.4	0.0	13.8								
Solihull	4.6	0.8	1.3	0.0	0.0	0.2	0.0	0.0	7.0								
All Other Centres/Stores	3.2	0.9	1.3	0.0	0.7	2.0	1.1	1.4	10.6								
SUB TOTAL	**15.8**	**6.0**	**3.0**	**1.0**	**3.2**	**9.2**	**12.6**	**19.1**	**70.0**								
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**18.5**	**13.6**	**20.9**	**16.2**	**12.0**	**19.1**	**18.4**	**24.6**	**143.3**								

Notes:

For each cell the monetory figure is dervied by multiplying the 2008 avaialble bulky comparison expenditure in the zone (excl SFT) (Table 4), by the survey-derived bulky comparison goods market share of that specific centre in that zone (Table 5).

(1) Estimated by Colliers International. (See Appendix 4).

(2) Floorpsace estimated from a range of sources (see Appendix 5 for full details).

(3) Benchmark sales density estimated by Colliers International (see Appendix 5 for full details).

Sources:

Colliers International.

Table 7 - Unadjusted Bulky Comparison Goods Centre Market Shares By Zone (Column Percent)

Retail Supply: Where the Money is Spent	Consumer Demand: Where the Money Comes From (Zone)							
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8
WITHIN STRATFORD ON AVON DISTRICT								
Stratford-upon-Avon Town	12.9	44.3	85.0	83.0	61.9	46.5	0.0	22.3
All Other Centres/Stores	1.7	11.4	0.4	11.1	11.7	5.3	31.2	0.0
SUB TOTAL	**14.6**	**55.7**	**85.4**	**94.1**	**73.6**	**51.8**	**31.2**	**22.3**
OUTSIDE OF DISTRICT								
Banbury	0.0	0.0	0.0	0.0	20.5	18.2	11.7	0.0
Birmingham	5.2	0.0	2.0	0.0	0.0	1.3	0.0	0.8
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	15.6
Evesham	0.0	4.6	0.0	0.0	0.0	0.0	0.0	55.5
Redditch	37.9	26.2	0.0	0.0	0.0	0.0	0.0	0.0
Royal Leamington Spa	0.0	1.1	0.2	5.9	0.3	16.7	51.3	0.0
Solihull	25.0	5.7	6.4	0.0	0.0	1.3	0.0	0.0
All Other Centres/Stores	17.3	6.7	6.0	0.0	5.6	10.7	5.8	5.8
SUB TOTAL	**85.4**	**44.3**	**14.6**	**5.9**	**26.4**	**48.2**	**68.8**	**77.7**
TOTAL	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Notes:

The market share percentages are the same as those set out in Table 5. We do not consider there is any scope to materially adjust the shares for Stratford-upon-Avon in the future.

Sources:

Colliers International.

Table 8 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2018 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	2.9	7.3	21.4	16.2	8.9	10.7	0.0	6.7	74.1	3.7	0.0	77.8
All Other Centres/Stores	0.4	1.9	0.1	2.2	1.7	1.2	6.9	0.0	14.3			
SUB TOTAL	**3.3**	**9.1**	**21.5**	**18.4**	**10.6**	**11.9**	**6.9**	**6.7**	**88.4**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.0	4.2	2.6	0.0	9.7			
Birmingham	1.2	0.0	0.5	0.0	0.0	0.3	0.0	0.2	2.2			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.7	4.7			
Evesham	0.0	0.8	0.0	0.0	0.0	0.0	0.0	16.7	17.4			
Redditch	8.5	4.3	0.0	0.0	0.0	0.0	0.0	0.0	12.8			
Royal Leamington Spa	0.0	0.2	0.1	1.2	0.0	3.8	11.4	0.0	16.6			
Solihull	5.6	0.9	1.6	0.0	0.0	0.3	0.0	0.0	8.4			
All Other Centres/Stores	3.9	1.1	1.5	0.0	0.8	2.5	1.3	1.7	12.8			
SUB TOTAL	**19.1**	**7.3**	**3.7**	**1.2**	**3.8**	**11.1**	**15.2**	**23.3**	**84.7**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**22.4**	**16.4**	**25.2**	**19.5**	**14.4**	**23.0**	**22.2**	**30.0**	**173.1**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2018 available bulky goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 9 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2018 (£ Million)

Centre	2008 Turnover (Base Year)	2018 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2018(1)	Residual Turnover Potential at 2018	Headroom Expenditure at 2018
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 8, D)			
Stratford-upon-Avon Town	64.4	77.8	8.5	69.3	4.9

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 10 - Calculation of Bulky Comparison Goods Floorspace Need, 2018

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2018 of Commitments (£m)(1)	Headroom Expenditure at 2018 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2018 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 9, E)			(Table 6, I)	
Stratford-upon-Avon Town	4.9	10.2	-5.3	18.1	12.8
Assumed Average Sales Density at 2018 (Sq M Net)(2)	F		F		F
	2,950		2,950		2,950
Estimated Retail Floorspace Need (Sq M Net)	G=A/F		G=C/F		G=E/F
	1,657		-1,800		4,348
Estimated Retail Floorspace Need (Sq M Gross)(3)	H		H		H
	1,841		-2,001		4,831

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 11 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2023 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	3.4	8.6	25.3	19.1	10.5	12.6	0.0	7.9	87.5	4.4	0.0	91.8
All Other Centres/Stores	0.4	2.2	0.1	2.6	2.0	1.4	8.2	0.0	16.9			
SUB TOTAL	**3.9**	**10.8**	**25.4**	**21.7**	**12.5**	**14.1**	**8.2**	**7.9**	**104.4**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	3.5	4.9	3.1	0.0	11.5			
Birmingham	1.4	0.0	0.6	0.0	0.0	0.4	0.0	0.3	2.6			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.5	5.5			
Evesham	0.0	0.9	0.0	0.0	0.0	0.0	0.0	19.7	20.6			
Redditch	10.0	5.1	0.0	0.0	0.0	0.0	0.0	0.0	15.1			
Royal Leamington Spa	0.0	0.2	0.1	1.4	0.1	4.5	13.4	0.0	19.6			
Solihull	6.6	1.1	1.9	0.0	0.0	0.4	0.0	0.0	10.0			
All Other Centres/Stores	4.6	1.3	1.8	0.0	1.0	2.9	1.5	2.1	15.1			
SUB TOTAL	**22.5**	**8.6**	**4.3**	**1.4**	**4.5**	**13.1**	**18.0**	**27.6**	**100.0**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**26.4**	**19.4**	**29.7**	**23.0**	**17.0**	**27.2**	**26.1**	**35.6**	**204.4**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2023 available bulky comparision goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 12 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2023 (£ Million)

Centre	2008 Turnover (Base Year)	2023 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2023(1)	Residual Turnover Potential at 2023	Headroom Expenditure at 2023
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 11, D)			
Stratford-upon-Avon Town	64.4	91.8	15.1	76.8	12.3
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The estimated turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010)

Table 13 - Calculation of Bulky Comparison Goods Floorspace Need, 2023

Centre	Headroom Expenditure at 2018 Before Commitments (£m)	Forecast Turnover at 2023 of Commitments (£m)(1)	Headroom Expenditure at 2023 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2023 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 12, E)			(Table 6, I)	
Stratford-upon-Avon Town	12.3	11.4	0.9	18.1	19.0
	↓		↓		↓
	Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)		Assumed Average Sales Density at 2023 (Sq M Net)(2)
	F		F		F
	3,310		3,310		3,310
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	3,719		275		5,755
	↓		↓		↓
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	4,132		305		6,394

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover are given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

Table 14 - Bulky Comparison Goods Expenditure Pattern and Centre Turnover Estimates, 2028 (£ Million)

Retail Supply: Where the Money is Spent	Study Area								Total Expenditure Drawn from Survey Area	Estimated Inflow Expenditure from Residents(1)	Estiamted Inflow Expenditure from Tourists(1)	Total Turnover
	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5	Zone 6	Zone 7	Zone 8	A	B	C	D=A+B+C
WITHIN STRATFORD ON AVON DISTRICT												
Stratford-upon-Avon Town	4.0	10.1	29.8	22.5	12.4	14.9	0.0	9.4	103.1	5.2	0.0	108.2
All Other Centres/Stores	0.5	2.6	0.1	3.0	2.3	1.7	9.6	0.0	19.9			
SUB TOTAL	**4.5**	**12.7**	**29.9**	**25.5**	**14.8**	**16.6**	**9.6**	**9.4**	**123.0**			
OUTSIDE OF DISTRICT												
Banbury	0.0	0.0	0.0	0.0	4.1	5.8	3.6	0.0	13.5			
Birmingham	1.6	0.0	0.7	0.0	0.0	0.4	0.0	0.3	3.1			
Cheltenham	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.6	6.6			
Evesham	0.0	1.0	0.0	0.0	0.0	0.0	0.0	23.3	24.4			
Redditch	11.8	6.0	0.0	0.0	0.0	0.0	0.0	0.0	17.8			
Royal Leamington Spa	0.0	0.3	0.1	1.6	0.1	5.3	15.8	0.0	23.1			
Solihull	7.8	1.3	2.2	0.0	0.0	0.4	0.0	0.0	11.7			
All Other Centres/Stores	5.4	1.5	2.1	0.0	1.1	3.4	1.8	2.4	17.8			
SUB TOTAL	**26.6**	**10.1**	**5.1**	**1.6**	**5.3**	**15.4**	**21.2**	**32.6**	**117.9**			
TOTAL AVAILABLE EXPENDITURE (WITHIN HOUSEHOLD SURVEY AREA - FROM TABLE 4)	**31.1**	**22.8**	**35.0**	**27.2**	**20.1**	**32.0**	**30.8**	**42.0**	**240.9**			

Notes:

For each cell, the monetry figure is derived by multiplying the 2028 available bulky comparison goods expenditure in the zone (excl. SFT) (Table 4) by the unadjusted bulky comparison goods market share of the specific centre in that zone (Table 7).

(1) Estimated by Colliers International (see Appendix 4).

Sources:

Colliers International.

Table 15 - Calculation of Potential Bulky Comparison Goods Headroom Expenditure, 2028 (£ Million)

Centre	2008 Turnover (Base Year)	2028 Turnover Potential	Turnover Allocation for Existing Retailers 2008-2028	Residual Turnover Potential at 2028	Headroom Expenditure at 2028
	A	B	C	D=B-C	E=D-A
	(Table 6, D)	(Table 14, D)			
Stratford-upon-Avon Town	64.4	108.2	22.5	85.8	21.3
TOTAL					

Notes:

(1) We assume that all existing bulky comparison goods floorspace at the base year (2008) will achieve a real gain in sales productivity. The assumed turnover allocation is based on research by Experian (see Appendix 3E). The sales productivity gain is applied to the estimated 2008 (base year) benchmark bulky comparison of the town goods turnover as set out in Table 6 (Column H).

Sources:

Colliers International and Experian - Retail Planner Briefing Note 8.1 (August 2010).

Table 16 - Calculation of Bulky Comparison Goods Floorspace Need, 2028

Centre	Headroom Expenditure at 2028 Before Commitments (£m)	Forecast Turnover at 2028 of Commitments (£m)(1)	Headroom Expenditure at 2028 After Commitments (£m)	Adjustment for Over/Under Trading at the Base Year (£m)	Residual Headroom Expenditure at 2028 (£m)
	A	B	C=A-B	D	E=C+D
	(Table 15, E)			(Table 6, I)	
Stratford-upon-Avon Town	21.3	12.8	8.5	18.1	26.7
	Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)		Assumed Average Sales Density at 2028 (£ Per Sq M Net)(2)
	F		F		F
	3,710		3,710		3,710
	Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)		Estimated Retail Floorspace Need (Sq M Net)
	G=A/F		G=C/F		G=E/F
	5,745		2,295		7,184
	Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)		Estimated Retail Floorspace Need (Sq M Gross)(3)
	H		H		H
	6,383		2,550		7,982

Notes:

(1) Schedule of commitments (including retail floorspace completions since 2008) is set out at Appendix 5. Sales floorspace and estimated turnover is given for each commitment.

(2) The deviation of the average sales density for converting expenditure into floorspace is set out in Section 3 in the main report.

(3) Gross floorspace is estimated from sales floorspace by applying a net to gross ratio of 90:100.

Sources:

Colliers International.

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