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Economic Impact Assessment of the Cycle Enfield Scheme on the A105 Corridor Towns Centres - Executive Summary

A Final Report by
Regeneris Consulting

Enfield Council

Economic Impact Assessment of the Cycle Enfield Scheme on the A105 Corridor Towns Centres - Executive Summary

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1. Introduction

- 1.1 Regeneris Consulting and JMP were appointed by Enfield Council to undertake an economic impact assessment of the Cycle Enfield scheme on the economic vitality of nine town and local centres across the London Borough of Enfield.
- 1.2 Retail and other businesses rely on the spend of visitors to the centres who travel in by a range of transport modes, including walking, cycling, public transport and private car. The design changes to town centres proposed under the Cycle Enfield scheme may affect the extent to which visitors by different modes of transport use the centres in the future. This report provides an assessment of the extent of these effects and their overall impact on the economic vitality of each centre.
- 1.3 The Cycle Enfield scheme is being developed in four phases. This report relates to the first phase covering Palmers Green, Winchmore Hill Broadway, and Winchmore Hill Green Dragon.

Town Centre Context

- 1.4 Town centres play an integral role in the functioning of local economies. As well as providing the focal point for convenience and comparison retail spending, they are leisure and recreation destinations, community hubs and places to work and live.
- 1.5 Nationally, town centres face challenges in maintaining economic vitality including: a struggling national economy, ageing society, increases in internet and mobile phone based shopping, rising transport costs and out-of-town shopping. Policy at national and Enfield levels recognises these challenges and the need to support the continued vitality and viability of town and local centres.

The Cycle Enfield Scheme

- 1.6 In March 2014, LB Enfield was chosen as one of three outer London boroughs to be awarded £30m of new funding from the Mayor of London's Mini-Holland fund. The scheme aims to encourage more people to cycle, more safely and more often, while also providing better streets and places for everyone, by creating places dominated by people, not motor traffic.
- 1.7 The main proposals in the Cycle Enfield programme include segregated cycle lanes along the A1010, A105 and A110, developing a network of Quietway and Greenway routes across the whole borough and providing support for residents who want to take up cycling with free bike loans and residential cycle parking.

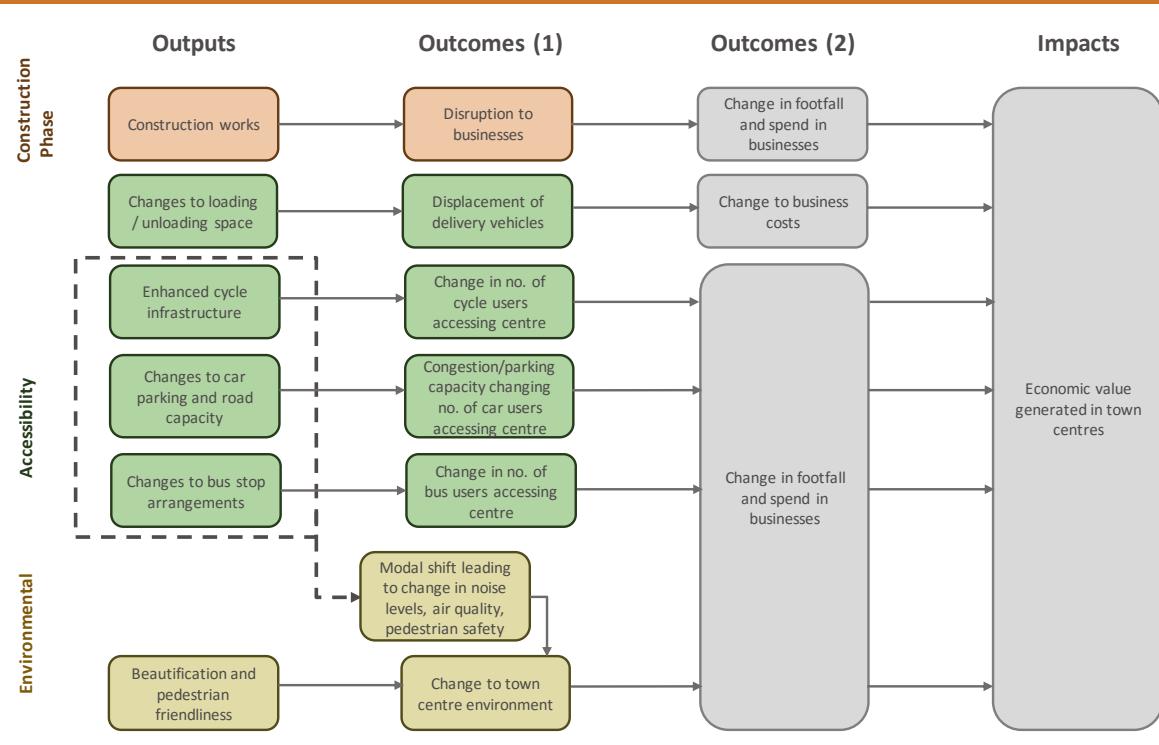
Economic Impact Assessment Study

- 1.8 The primary focus of the study is on the overall economic vitality of Enfield's town and local centres. It does not assess the economic impact on individual businesses.
- 1.9 The study is particularly designed to assess the risk of any unintended negative impacts of the scheme on the economic vitality of these centres. However, the aim of scheme planners is that in the longer term the scheme will have a positive effect on economic vitality, enhancing the attractiveness and character of the centres, making them less car dominated, and increasing footfall and spend in each centre.
- 1.10 The study has involved analysis of design plans, site visits, review of public consultation, review of wider data and evidence available, analysis of case study evidence and stakeholder consultation.

2. Assessment Framework

- 2.1 The main indicator used in this assessment to measure economic vitality is **total annual turnover across town and local centres**. This captures the sum of revenues generated across all town centre businesses, and can be estimated at a local level using a range of regularly updated datasets.
- 2.2 The chart below summarises the factors affecting economic vitality that have been assessed in this study. It shows the theories of change connecting from outputs (physical changes), to outcomes (the effects of these outputs), to impacts (the changes we are ultimately interested in assessing).

Figure 2.1 Theories of Change



Source: Regeneris Consulting

- 2.3 The assessment methodology has included the following steps:
- **Developing an estimated baseline of total annual town centre business turnover** and visits, by different modes of transport, using town centre visitor surveys¹ and other sources.
 - **Assessing the magnitude of change for each outcome**, in order to model impact of changes in visits and spend by each type of transport user. This drew on evidence including: scheme designs; consultation responses; case studies from elsewhere; analysis of competing destinations; visitor survey evidence on reason for visit, arrival time, spend, journey length, where they park and interest in cycling; and traffic flow modelling.
 - **Modelling estimated net impact on spend & town centre business turnover**
- 2.4 For each outcome factor we assessed the impact using a seven-point scale. The definition of these assessment levels relate back to impact on total annual town centre business turnover as shown:

¹ A representative survey of town centre visitors and spend was undertaken in 2015, in development of the Cycle Enfield scheme.

Table 2.1 Assessment Framework

Assessment	Impact on Total Town Centre Business Turnover
Major Positive	Over 7% Increase in total town centre business turnover
Medium Positive	3-7% Increase in total town centre business turnover
Minor Positive	1-3% Increase in total town centre business turnover
Neutral / Negligible	+/- 1% of total town centre business turnover
Minor Negative	1-3% Reduction in total town centre business turnover
Medium Negative	3-7% Reduction in total town centre business turnover
Major Negative	Over 7% Reduction in total town centre business turnover

2.5 The rationale for this quantification is as follows:

- On average, the retail sector in London spends 92% of turnover on employment and supply chain costs, leaving a maximum of 8% possible profit (Annual Business Survey, 2013). If town centre businesses on average lost 8% or more of annual turnover as a result of the scheme, many would see reduced profit margins (assuming some costs are fixed) and there is a risk that some may find their business to be no longer viable². An expected decrease in annual turnover of over 7% is therefore set as a major negative impact.
- Medium and minor negative impacts are set at appropriate intervals beneath this (respectively 3-7% and 1-3%).
- Major, medium and minor positive impacts are based on equivalent increases in turnover (respectively an increase in turnover of over 7%, 3-7% and 1-3%).

2.6 **Displacement Effects.** For the assessment of the spend generated by additional cycle users, it is assumed that the large majority of any change would simply be town centre spend that is displaced from other transport users (ie the majority of any new people cycling to the centre are assumed to be people who were previously visiting the town centre by car, bus, on foot, or by other means). As displacement levels are unknown, we have assumed a conservative estimate that only 10% of additional cycle users would constitute new trips to the centre (as a result of enhanced cycle connectivity). We assume that the remaining 90% will spend the same amount annually in the centre as they would have done when travelling in by other means, but this is not additional spend.

2.7 **Policy On/Off Analysis and Timing of the Assessment.** The assessment is based on how the present day baseline would be affected by changes set out in the Cycle Enfield scheme. It assessed “policy on” (ie Cycle Enfield scheme being in operation), versus “policy off” (the present day baseline). It does not set out impacts at different time periods (other than separating construction and operational stages). As a result the study may underestimate the potential for longer term positive impacts, if there is a significant uplift in the attractiveness of the town centre.

Limitations of the Analysis

2.8 The study analysis has been limited to a degree by data availability, early design stage and lack of UK precedents. To deal with the inherent uncertainties this creates we have:

- set out **three scenarios for each assessment**: a base case which sets out the most likely impact, as well as better and worse case scenarios, which provide a realistic range of possible impacts and help test findings.
- employed **conservative assumptions** at each stage, to ensure we are not overstating positive impacts or understating negative impacts.

² Note: these figures represent the average across retail businesses in London. In practice, some businesses will be operating with a tighter profit margin and be more vulnerable to changes, while some will have higher profit margins and be less vulnerable.

3. Impact in Palmers Green

Baseline

- 3.1 The tables below shows the overall proportion of visitors and spend by mode of transport used.

Table 3.1 Proportion of Visitors & Spend by Mode of Transport

	Car-driver	Car pass.	Bus	Rail	Cycle	Motor-cycle	Walk	Taxi
% share of visitors	25.1	1.3	30.4	5.2	1.1	0.3	36.2	0.3
% share of spending	34.4	0.6	29.2	5.8	1.3	0.1	28.6	0.1

Source: Palmers Green Town Centre Survey, January 2015; Regeneris Calculations

- 3.2 Alongside this, data from the Estates Gazette (December 2015) shows an estimated 790 jobs supported in Palmers Green, and total annual town centre business turnover of £64.9m.
- 3.3 Drawing these sources together, the following table sets out an estimated breakdown of total annual spend and visits made, broken down by visitor mode of transport used.

Table 3.2 Annual Business Turnover and Visits by Mode of Transport

	Value of Annual Town Centre Business Turnover	Annual Visits
Car driver & passenger	£22,740,000	852,000
Local bus	£18,960,000	980,000
Rail	£3,740,000	169,000
Cycle	£830,000	36,000
Walk	£18,540,000	1,170,000
Other	£100,000	20,000
Total	£64,900,000	3,229,000

Outputs

- 3.4 The key outputs of the Cycle Enfield scheme in Palmers Green are shown in the table below.

Table 3.3 Cycle Scheme Deliverables at Palmers Green

Key Output	Detail
Construction works	<ul style="list-style-type: none"> A105 scheme expected to be delivered over 6 months; phasing unknown
Cycle Infrastructure	<ul style="list-style-type: none"> Introduction of segregated cycle lanes through full town centre Junctions signalised to improve safety for cyclists and pedestrians
Changes to car parking and road capacity	<ul style="list-style-type: none"> Loss of 17 parking bays along Green Lanes Additional 20 spaces to be provided at Lodge Drive Car Park
Changes to bus stops	<ul style="list-style-type: none"> 2 Northbound bus stops merged, 1 Southbound slightly relocated
Beautification and Pedestrian Friendliness	<ul style="list-style-type: none"> Junction entry treatment to slow cars Triangle island retained with public realm improvements

Summary of Impacts

- 3.5 The table below sets out an overview of key findings in the analysis of each scheme outcome.

Table 3.4 Outcomes in Palmers Green

Outcome	Assessment Factors
Construction Phase	<ul style="list-style-type: none"> Temp. congestion/parking impact over c.12 weeks, but access to businesses maintained c.50% of visitors by car/bus (which would be most affected) are on non-discretionary trips (eg going to work, visiting doctor etc) so unlikely to switch to alternative location.
Cycle Users	<ul style="list-style-type: none"> Enhanced cycling infrastructure attracting more cyclists to the centre, although limited additional impact as majority would be existing visitors switching from another mode. Changes to roads/junctions leading to extra delay of 20-40 seconds at AM & PM peaks Overall increase in parking, but some moved from on-street to off-street Loss of single yellow line parking used in evenings, but Lodge Drive will open later, meaning more evening parking space overall, but again more of this off-street.
Car Users	<ul style="list-style-type: none"> As above, many drivers are on non-discretionary trips, so unlikely to change destination Walk from Lodge Drive car park to Fox Lane at mid-way point of the centre is around four minutes, but most convenience and evening economy units (expected to be most affected by changes to car parking) are closer than this. Overall, limited impact expected, but North end of centre more likely to be affected.
Bus Users	<ul style="list-style-type: none"> Limited impact anticipated as only minor changes to bus stop locations proposed, and junction delays only expected to lead to extra 15-25 second delays in AM & PM peaks. New bus stop boarder/bypass arrangements already operating successfully in London and not anticipated to create additional issues, but will be kept under review.
Loading	<ul style="list-style-type: none"> 3 loading bays will remain with minor relocations.
Town Centre Environment	<ul style="list-style-type: none"> Minor public realm works at Alderman's Hill and pedestrian accessibility enhancement No change assumed in base case, but potential for minor uplift assumed in better case.

3.6 The net impact on economic vitality in Palmers Green is set out in the table below. It shows the impact on both the value and proportion of the £64.9m total annual town centre business turnover for Palmers Green, and is broken down by construction and operational phase impacts.

Table 3.5 Summary of Net Impacts in Palmers Green

Impacts		Better Case	Base Case	Worse Case
Construction Phase	£	-£340,000	-£890,000	-£1,780,000
	%	-0.5%	-1.4%	-2.7%
	Impact	Negligible	Minor Negative	Minor Negative
Operational Phase (inc Transport Shift & Town Centre Environment)	£	£1,520,000	-£ 370,000	-£1,490,000
	%	+2.3%	-0.6%	-2.3%
	Impact	Minor Positive	Negligible	Minor Negative

3.7 Under the base case:

- The construction phase would have a **minor negative impact on town centre economic vitality within that single year**, with a potential loss of town centre spending of 1.4%.
- The operational phase would have a **negligible ongoing impact on town centre economic vitality**, with a potential loss of town centre spending of 0.6% per annum.

3.8 Various mitigation measures are set out in section 6. **By implementing these, we believe the impact of the operational phase can reach a neutral or positive level.**

3.9 The lack of UK precedents makes it difficult to predict the extent to which the scheme will have the transformational effect on town centre attractiveness and liveability which scheme planners seek. This is not modelled above, but if achieved could lead to longer term spend uplift of up to 10-15%.³

³ Evidence from case studies of public realm schemes from Ass'n of Town Centre Managers, Living Streets and Outer London Fund.

4. Impact in Winchmore Hill Broadway

Baseline

- 4.1 The table below shows the overall proportion of visitors and spend by mode of transport used.

Table 4.1 Proportion of Visitors & Spend by Mode of Transport

	Car-driver	Car pass.	Bus	Rail	Cycle	Motor-cycle	Walk	Taxi
Percent share of visitors	20.4	1.6	30.4	2.6	1.9	0.0	43.1	0.0
Percent share of spending	44.2	0.9	20.8	0.4	1.2	0.0	32.5	0.0

Source: Winchmore Hill Town Centre Survey, Regeneris Calculations

- 4.2 Alongside this, data from the Estates Gazette (December 2015) shows an estimated 190 jobs supported in Winchmore Hill Broadway, and total annual town centre business turnover of £9.3m.
- 4.3 Drawing these sources together, the following table sets out an estimated breakdown of total annual spend and visits made, broken down by visitor mode of transport used.

Table 4.2 Annual Business Turnover and Visits by Mode of Transport

	Value of Annual Town Centre Business Turnover	Annual Visits
Car driver & passenger	£4,190,000	142,000
Local bus	£1,930,000	197,000
Rail	£40,000	17,000
Cycle	£110,000	12,000
Walk	£3,020,000	279,000
Total	£9,300,000	647,000

Outputs

- 4.4 The key outputs of the Cycle Enfield scheme in Winchmore Hill Broadway are shown below.

Table 4.3 Cycle Scheme Deliverables at Winchmore Hill Broadway

Key Output	Detail
Construction works	• A105 scheme expected to be delivered over 6 months; phasing unknown
Cycle Infrastructure	• Introduction of segregated cycle lanes through centre
Changes to car parking and road capacity	• Loss of 14 parking bays along Green Lanes • Fords Grove Car Park to become pay and display, reducing commuter use
Changes to bus stops	• Minor relocation of one stop
Beautification and Pedestrian Friendliness	• Compton Road junction redesigned to increase public realm

Summary of Impacts

- 4.5 The table below sets out an overview of key findings in the analysis of each scheme outcome.

Table 4.4 Outcomes in Winchmore Hill Broadway

Outcome	Assessment Factors
Construction Phase	<ul style="list-style-type: none"> Temp. congestion/parking impact over c.6 weeks, but access to businesses maintained c.40% cars / 70% bus users (which would be most affected) are on non-discretionary trips (eg going to work, visiting doctor etc) so unlikely to switch to alternative location
Cycle Users	<ul style="list-style-type: none"> Enhanced cycling infrastructure attracting more cyclists to the centre, although limited additional impact as majority would be existing visitors switching from another mode
Car Users	<ul style="list-style-type: none"> Changes to roads/junctions leading to extra delay of 40-50 seconds at AM & PM peaks Reduced on-street parking (14 bays lost), however 71 spaces at Fords Grove car park to become pay & display, reducing commuter use and making more available for visitors As above, many drivers are on non-discretionary trips, so unlikely to change destination Walk from Fords Grove car park to Southern end of Broadway is around 3 minutes, but most convenience and evening economy units (expected to be most affected by changes to car parking) are closer than this. Overall, limited impact expected.
Bus Users	<ul style="list-style-type: none"> Limited impact anticipated as only minor changes to bus stop locations proposed, and junction delays only expected to lead to extra 40 second delays in AM & PM peaks New bus stop boarder/bypass arrangements already operating successfully in London and not anticipated to create additional issues, but will be kept under review
Loading	<ul style="list-style-type: none"> 2 loading bays moved slightly, although some trade businesses concerned at the loss of parking bays close to their stores, which are currently used informally for loading.
Town Centre Environment	<ul style="list-style-type: none"> Minor public realm works at Compton Road and pedestrian accessibility enhancement No change assumed in base case, but potential for minor uplift assumed in better case.

- 4.6 The net impact on economic vitality in Winchmore Hill Broadway is set out in the table below. It shows the impact on both the value and proportion of the £9.3m total annual town centre business turnover for Broadway, and is broken down by construction and operational phase impacts.

Table 4.5 Summary of Net Impacts in Winchmore Hill Broadway

Impacts		Better Case	Base Case	Worse Case
Construction Phase	£	-£40,000	-£80,000	-£170,000
	%	-0.4%	-0.9%	-1.8%
	Impact	Negligible	Negligible	Minor Negative
Operational Phase (inc Transport Shift & Town Centre Environment)	£	£200,000	-£50,000	-£140,000
	%	2.1%	-0.6%	-1.5%
	Impact	Minor Positive	Negligible	Minor Negative

- 4.7 Under the base case:
- The construction phase would have a **negligible impact on town centre economic vitality within that single year**, with a potential loss of town centre spending of 0.9%.
 - The operational phase would have a **negligible ongoing impact on town centre economic vitality**, with a potential loss of town centre spending of 0.6% per annum.
- 4.8 Various mitigation measures are set out in section 6. **By implementing these, we believe the impact of the operational phase can reach a neutral or positive level.**
- 4.9 The lack of UK precedents makes it difficult to predict the extent to which the scheme will have the transformational effect on town centre attractiveness and liveability which scheme planners seek. This is not modelled above, but if achieved could lead to longer term spend uplift of up to 10-15%.⁴

⁴ Evidence from case studies of public realm schemes from Ass'n of Town Centre Managers, Living Streets and Outer London Fund.

5. Impact in Winchmore Hill Green Dragon

Baseline

- 5.1 The table below shows the overall proportion of visitors and spend by mode of transport used.

Table 5.1 Proportion of Visitors & Spend by Mode of Transport

	Car-driver	Car pass.	Bus	Rail	Cycle	Motor-cycle	Walk	Taxi
Percent share of visitors	20.4	1.6	30.4	2.6	1.9	0.0	43.1	0.0
Percent share of spending	44.2	0.9	20.8	0.4	1.2	0.0	32.5	0.0

Source: Winchmore Hill Green Dragon Town Centre Survey, Regeneris Calculations

- 5.2 Alongside this, data from the Estates Gazette (December 2015) shows an estimated 110 jobs supported in Green Dragon, and total annual town centre business turnover of £3.2m.
- 5.3 Drawing these sources together, the following table sets out an estimated breakdown of total annual spend and visits made, broken down by visitor mode of transport used.

Table 5.2 Annual Business Turnover and Visits by Mode of Transport

	Value of Annual Town Centre Business Turnover	Annual Visits
Car driver & passenger	£2,570,000	87,000
Local bus	£1,180,000	121,000
Rail	£30,000	10,000
Cycle	£70,000	8,000
Walk	£1,850,000	171,000
Total	£5,700,000	397,000

Outputs

- 5.4 The key outputs of the Cycle Enfield scheme in Green Dragon are shown in the table below.

Table 5.3 Cycle Scheme Deliverables at Winchmore Hill Green Dragon

Key Output	Detail
Construction works	<ul style="list-style-type: none"> A105 scheme expected to be delivered over 6 months; phasing unknown
Cycle Infrastructure	<ul style="list-style-type: none"> Introduction of segregated cycle lanes through centre
Changes to car parking and road capacity	<ul style="list-style-type: none"> Additional 4 parking spaces along Green Lanes Unrestricted kerb space (average occupancy 10 vehicles) removed
Beautification and Pedestrian Friendliness	<ul style="list-style-type: none"> Triangle at Firs Lane junction increased and Vicars Moor Lane slip road removed, to improve public realm Extra formal pedestrian crossing

Summary of Impacts

- 5.5 The table below sets out an overview of key findings in the analysis of each scheme outcome.

Table 5.4 Outcomes in Winchmore Hill Green Dragon

Outcome	Assessment Factors
Construction Phase	<ul style="list-style-type: none"> Temp. congestion/parking impact over c.5 weeks, but access to businesses maintained c.40% cars / 70% bus users (which would be most affected) are on non-discretionary trips (eg going to work, visiting doctor etc) so unlikely to switch to alternative location
Cycle Users	<ul style="list-style-type: none"> Enhanced cycling infrastructure attracting more cyclists to the centre, although limited additional impact as majority would be existing visitors switching from another mode
Car Users	<ul style="list-style-type: none"> Changes to roads/junctions leading to extra delay of c10 seconds at AM and PM peaks Reduction single yellow line parking with no off street alternative meaning 6 fewer parking spaces in the evening (-9%) Design team analysis suggests some spare capacity on nearby side-streets and Fords Grove car park is around 6 minutes' walk from South end of Green Dragon. Overall, a minor negative impact is anticipated.
Bus Users	<ul style="list-style-type: none"> Little impact anticipated as no changes to bus stop locations proposed, and no additional junction delays anticipated. New bus stop boarder/bypass arrangements already operating successfully in London and not anticipated to create additional issues, but will be kept under review
Loading	<ul style="list-style-type: none"> Minor changes to loading bays; no indication this creates issues for local businesses.
Town Centre Environment	<ul style="list-style-type: none"> Minor public realm works at Vicars Moor Lane and Firs Lane junctions, and pedestrian accessibility enhancement No change assumed in base case, but potential for minor uplift assumed in better case.

5.6 The net impact on economic vitality in Green Dragon is set out in the table below. It shows the impact on both the value and proportion of the £5.7m total annual town centre business turnover for Green Dragon, and is broken down by construction and operational phase impacts.

Table 5.5 Summary of Net Impacts in Winchmore Hill Green Dragon

Impacts		Better Case	Base Case	Worse Case
Construction Phase	£	-£20,000	-£40,000	-£80,000
	%	-0.3%	-0.7%	-1.5%
	Impact	Negligible	Negligible	Minor Negative
Operational Phase (inc Transport Shift & Town Centre Environment)	£	120,000	-£10,000	-£40,000
	%	2.1%	-0.2%	-0.7%
	Impact	Minor Positive	Negligible	Negligible

5.7 Under the base case:

- The construction phase would have a **negligible impact on town centre economic vitality within that single year**, with a potential loss of town centre spending of 0.7%.
- The operational phase would have a **negligible ongoing impact on town centre economic vitality**, with a potential loss of town centre spending of 0.2% per annum.

5.8 Various mitigation measures are set out in section 6. **By implementing these, we believe the impact of the operational phase can reach a neutral or positive level.**

5.9 The lack of UK precedents makes it difficult to predict the extent to which the scheme will have the transformational effect on town centre attractiveness and liveability which scheme planners seek. This is not modelled above, but if achieved could lead to longer term spend uplift of up to 10-15%.⁵

⁵ Evidence from case studies of public realm schemes from Ass'n of Town Centre Managers, Living Streets and Outer London Fund.

6. Mitigation and Benefit Maximisation

- 6.1 In response to the impacts set out in the preceding sections, a number of possible responses have been identified to help mitigate negative impacts and maximise positive impacts. By implementing some or all of these measures it is anticipated that actual scheme impacts will fall between the base and better case scenarios.

Construction Phase Mitigation

- 6.2 The ongoing design and planning process provides an opportunity to develop important pre-construction mitigation approaches. These are valid across all three A105 town centres:
- **Design of construction works** – plans should seek to maintain two-way access on street and phase A105 works sensibly to minimise disruption to visitors through each centre.
 - **Traffic management plan** – should seek to scope out congestion issues and ensure that alternative provisions are put in place where possible.
 - **Publicity and business liaison** – ensuring plans are widely published to ensure that both town centre businesses and users are aware of what the work entails, how they might be impacted and when.
- 6.3 Once construction work is underway, additional mitigation measures can help reduce disruption:
- **Ongoing business liaison** – having a business liaison officer located on site and responsible for liaising with local businesses on a day to day basis regarding the construction process.
 - **Proactive efforts to maintain footfall flows** eg review of temporary parking restrictions, to maintain and encourage footfall and local wayfinding to guide pedestrians.

Operational Phase Mitigation

- 6.4 Once the scheme is operational, a number of measures could help mitigate negative impacts, or maximise positive impacts of the scheme on town centre economic vitality.
- **Car parking policy and arrangements** could help address impacts of loss of on-street parking. This may include: ensuring clear signage to off-street car parks and clear and attractive routes from these car parks into the town centres; plans for some 30-minute free spaces to cater for those visitors seeking to stop and shop quickly; and considering shorter maximum stay bays in some areas to increase number of cars able to use on-street spaces.
 - **Traffic flow** – the scheme should go ahead with plans to introduce SCOOT, which will constantly optimise the signal timings and reduce congestion effects.
 - **Individual businesses particularly impacted** (eg by changes to loading bays or changed location of parking bays) could be supported by the Council to address challenges created, depending on individual needs.
 - **Town centre management** eg through town teams, could help to enhance overall economic vitality of the centres, helping to develop stakeholder relationships, identify and respond to issues, and offer opportunities for proactive work to enhance town centre vitality.



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