

Choose Abingdon Partnership Strategy for 2012 and onwards



Chairman's Message

The Choose Abingdon Partnership has now embarked on its third operational year. It was around this time, two years ago, that Heather Brown, the Partnership Manager, was appointed and I was invited to take on the Chairmanship.

The first year was all about establishing ourselves and starting a number of initiatives, many described as 'quick wins'. The second year has been about achieving results from these initiatives. In a sense, we have now 'come of age' and, building on the experience of the first two years, we are able to take a more strategic approach, and one based on a careful analysis of needs, of what we can and cannot do, and where we should focus our limited resources.

This paper forms the basis of this strategy and, although the detail regarding specific project plans is still to be set out, the strategy outlined in this paper sets our direction for the next phase of the Partnership's programme.

Although the Partnership is not a statutory body and has no formal powers, it is certainly capable of taking significant initiatives, as the first two years have demonstrated. Its voice is respected and it is therefore able to influence developments; its wide representation places it in a unique position to coordinate activities involving a number of partners; and its independence allows it to be a genuine channel of communication on issues that affect the town. Influence; Coordination; Communication. The successful delivery of our strategy is dependent on us being able to fulfil these three roles effectively.

The strategy outlined in this paper is the result of taking a more analytical approach and identifying those areas, needs and issues where a. they seem not to be adequately addressed at present and where b. the Partnership is in a position to meet, or at least partly meet, them.

Examples of areas we have identified as priorities where the Partnership can and will play a constructive role are the continuing promotion of the town centre, tourism, and the links between town and river where our wonderful setting is a most valuable asset, but one which is much under-utilised.

This paper provides a description of many of the issues concerning the town, and therefore sets the strategy in context.

James White
Chairman, Choose Abingdon Partnership
November 2011

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“Elevator Message” - summing up the role of Choose Abingdon in a few words

1. Executive Summary

The Choose Abingdon Partnership has been formally in existence since the beginning of financial year 2009-10, and active since September 2009, with base funding of £61 000 per annum provided jointly by County, District and Town Council and also Abingdon on Thames Chamber of Commerce. As well as representatives of these bodies, the board has representatives of small and large businesses in the town, an independent Chair and a specific representative for community groups. The work is largely done by one Partnership Manager with some help from volunteers and board members, and assistance from council officers where required. The base funding has been made to go further in the period to date as the Partnership has attracted free resources and sponsorship into many of the projects from the private sector (listed in 2.4).

In its first year, the Partnership were aware of the need to get “quick-win” projects off the ground and therefore an action-oriented approach was taken. Since then, whilst project work has gone on and many projects have been delivered, the Board has also been carrying out a strategic review to guide its future development and inform the selection of projects for 2012 and beyond.

The context of Abingdon as a market town, former industrial town, shopping centre, visitor destination and also community was not forgotten. The inherited infrastructure of roads and buildings, the legacy of under-investment in marketing and over-indulgence in negative press stories, the leakage of local consumers to other shopping centres and the perceived and real problems that reinforce this consumer behaviour, were all carefully considered.

A methodical approach was then followed whereby 11 user groups were defined and, for each group, an assessment was made of how far the user group was satisfied by the offer (in the widest sense) that Abingdon has for each of them. From this emerged a list of 23 important unmet “needs” against which potential projects could be evaluated. Each project was then also given a difficulty rating produced from three scores; for cost, time and risk of failure of project. By cross referencing the score for difficulty against the score for potential value in meeting unmet needs, a visual arrangement of projects was produced which made it relatively easy to categorise projects. Our choice of “quick wins” in the early phase was supported by the analysis. So too was the choice of some of the key initiatives of our council colleagues. It was also possible to identify the projects that are probably too big and would absorb Partnership resources to the exclusion of all else if we were to try to lead on them.

The range of projects from the middle of the chart, ones that showed high value to the user groups and yet were not too high on the scale of difficulty, were the chosen area of interest for us and strong synergy around a theme of tourism emerged from this group of projects. The visitor economy is identified as being an area where the analysis shows that the Partnership should be involved and where the Partnership’s unique position, working closely between businesses, councils and the community, can be of great value. Some building blocks for this tourism drive have already been put in place through existing projects being delivered now, such as the walk leaflets and town maps; they are the tools which we can use to further reach out to the huge visitor markets that are within reach of Abingdon. As a starting point and before committing further funds, the Partnership plans to gain some good quality visitor research from a professional organisation to underpin and inform the projects that are planned.

As our existing projects also emerged from the analysis as “worth it” (ie: of good value versus level of difficulty), these will all be continued. Projects for small businesses and the community, such as the Local Excellence Market, the gazebo scheme, the community shop scheme and the loyalty card, will all be developed and built upon; many have great relevance to the visitor market themselves and will ensure that the Partnership maintains a balanced portfolio of projects that achieve a wide range of objectives for the town.

The Partnership has also carefully considered whether its current structure is necessarily the best one going forward. The present structure will be preserved until the end of this financial life cycle but a number of other options are under consideration as part of a drive to gain more private sector involvement and funding in the next phase of its existence.

2. Introduction and Background

2.1 Mission

The Choose Abingdon Partnership seeks to support and improve the economic, social and cultural vitality of the town for all its businesses, residents and visitors, and specifically to;

- envision, plan and act as a catalyst for positive change
- bring together and coordinate those activities of various organisations and businesses concerned with the town's future
- influence and engage with the visions, strategic plan and actions of various local authorities and other external projects
- communicate the aspirations of the town
- initiate and implement its own projects

2.2 Structure and base funding

It is a body established with a constitution and funding commitment from Abingdon Town Council, the Vale of White Horse District Council and Oxfordshire County Council. These each committed £20 000 per year for a three year period from financial year 2009/10 to financial year 2011/12. In addition, the Abingdon on Thames Chamber of Commerce committed £1 000 per year for the same period and is a founder member. These bodies all have representatives sitting on the Partnership Board; two are allowed from each council and one from the Chamber. The Partnership Board has also co-opted representatives of large and small individual businesses, a representative of the Abingdon Business Alliance, a representative with specific responsibility to act for community groups, clubs and societies, and an independent Chair who is a resident of the town. Co-options must be renewed after one year; all existing ones have been renewed at AGMs which have been held in October 2010 and October 2011. Abingdon Business Alliance also contributed £500 to one of the projects as part of their co-option agreement.

2.3 Workload resource

The work of the Partnership is carried out by;

- one Partnership Manager employed via the VOWHDC for 29 hours a week, with some assistance from District Council Economic Development team
- the voluntary work of the Chair who chairs Board meetings and reviews the work of the Partnership Manager on a regular basis
- the voluntary work of Board members whose particular role is to agree overall direction, feedback to the Partnership Manager on project detail if necessary, and smooth the path of projects where they interface with the work of their own organisations
- community and business volunteers working with the Partnership Manager on projects to which they have particular affinity (eg: Abingdon Carbon Cutters help to set up and publicise the Local Excellence Market, Abingdon Business Alliance helped to work out the details of the loyalty card scheme)

2.4 Financial resource

Base funding has already been described in section 2.2 and there is no doubt that this secure budget has given the Partnership a head start in getting projects off the ground quickly and establishing itself in the town. Private sector contributions have been attracted both in cash and in kind as more businesses start to understand the value of joining forces with the Partnership. To date the following private sector contributions, in no particular order, have been made;

- Sophos gave free use of graphic design department to create our logo
- Miele paid £2500 marketing funds into the loyalty card scheme budget
- Abingdon Business Park gave free use of their empty offices for the 2011 exhibition
- Miele gave free use of their Experience Centre for the Good Living Event in March 2011
- New River Capital on behalf of Scottish Widows contributed £1000 to the Extravaganza 2010
- New River Capital on behalf of Scottish Widows contributed £1500 to the Extravaganza 2011
- Abingdon Craft Fair contributed £1500 to Spring Promotion and Whats On leaflet in 2010
- New River Capital on behalf of Scottish Widows have given free use of an empty shop ongoing
- New River Capital on behalf of Scottish Widows have agreed to pay half of the rates bill for the community shop for 2010-11
- Davis Tate contributed to 2011 Whats On leaflet £150 in return for space
- Slade Legal have contributed a furnished office for the Partnership Manager and meeting rooms with reception services since September 2011
- Added Ingredients, the Broad Face and The Shoe Shop of Abingdon all contributed towards loyalty card scheme promotional prizes
- Round and About magazine have given half page editorial free to the Partnership on numerous occasions
- Community groups and businesses have paid over £200 in gazebo “rents” to maintain a wear and tear fund
- Vesper Rotary have pledged to assist in finding funds to install a new town map board where it is needed
- Local market traders have collectively paid between £4-600 to participate in each Local Excellence Market, some of which is returned to the Town Council as ground rent.

In addition the Partnership was awarded a grant of £3000 towards the map project by the Joint Environmental Trust and assisted the Vale in obtaining £4500 in Leader grant funds for the Vale-wide brochure project (“52”).

2.5 Other documents

Documents relating to the Choose Abingdon Partnership are published on the “About Us” page of our website which is to be found at www.chooseabingdon.co.uk and our constitution, meeting minutes and annual reports can all be downloaded from this page. In addition the Project and News pages of the website provide information about the work that has been going on in the past two years. Articles are not deleted from the site so it can be used as an archive.

For a full summary of the projects delivered in the past two years, the Manager’s Annual Report delivered at the AGM in October 2011 is the best resource.

3. Partnership Strategy to Date

3.1 Groundwork prior to Partnership start

The Choose Abingdon Partnership has been fully operational since the appointment of the Partnership Manager (September 2009) although considerable groundwork was done prior to this time to establish a constitution, funding commitments and member involvement from County, District and Town Council. There is no doubt that much of the success of the Partnership is due to the thoroughness with which these early foundations were laid. In the first two years of the Partnership's three year life cycle there have been no concerns at all about the continued funding commitment and involvement of the three councils, which has left the Partnership Manager free to devote all her time to delivering projects and helping businesses and community groups rather than finding funding.

3.2 Action focus in first years

However, the time taken in laying down good foundations between summer 2008 when the Partnership was announced, and September 2009 when the Manager started in post, had produced a situation of urgency; an outward impression had been created of lack of action which was becoming a critical problem. Following a consultation event in which over 150 suggestions were put forward as possible projects for the Partnership, it was agreed by the Board that the Manager should concentrate on delivering projects labelled "quick-wins" – this terminology was used to describe a project that met most of the following criteria;

- obvious in terms of need
- no political issues
- affordable within the Partnership's own budget limits ie: no further cost to any council
- could be delivered relatively quickly

Following this simple strategy, the Partnership has gone on to deliver a number of successful and popular projects:

- What's On leaflets printed and distributed through Round and About magazine.
- Spring Festival Day 2010 which complemented the Craft Fair and kept people in the town all day.
- Local Excellence Market well attended by both public and stallholders.
- "Choice" newsletter published in 2009 to build understanding of the Partnership's aims and work.
- Community Shop scheme; over 20 local groups and organisations have benefitted from taking the space to build awareness and run activities.
- Choose Abingdon website launch and continuous updates. Facebook and Twitter accounts added. Recent addition of interactive town calendar facility.
- Loyalty Card Scheme; successful sell-in to retailers and successful launch to consumers; monthly newsletters sent to database combining local news and participating retailer marketing messages. Over 1400 cardholders.
- Good Living Event – successful pilot of an event to market the high-end consumer businesses.
- Gazebos scheme— community groups and businesses making regular use of this facility.
- Town maps redesigned involving community members and improving the look of various key points around town and river bank.
- Walk leaflet published—first in a series—designed to attract walkers to the area and bring them right through the town centre.
- Business to business networking exhibition and events providing opportunity for business park and larger companies to form closer links with town centre.

3.3 Present situation

Satisfying the public and businesses is a constant balancing act. The tension between delivering actions quickly and thoroughly, and developing a wise and thoughtful overall strategy which has received appropriate input from all the partners and stakeholders, is never resolved, and both compete for time and management resource. The initial strategy documents for the work of the Partnership have gradually become out of date. Choose Abingdon has concentrated on project delivery in its first phase but has also taken time to plan a strategy for the future which will guide and inform the choice of projects that will be the signature for the future phase of its existence.

Our strategy planning began with looking at Abingdon and identifying the areas of strength and weakness of the town, as it related to various segments or user groups. Against this analysis were mapped the many and various projects that have been suggested by businesses, community members and councils during the past two years to produce a priority list. Importantly, our strategy development also laid down a template to guide where the Partnership (a non-elected, non-statutory body) should sit in relation to the local authorities who are its funders and partners.

The present strategy provides a framework so that funding bodies and the public can see clearly what another period of funding could produce. It does not exclude other ideas and projects from being added at a future time and presupposes that the Partnership Manager will also continue to assist and provide service to the community groups, businesses, councils and visitors in a general way as has been done to date.

4. Abingdon Context

Abingdon is an ancient town that has seen a variety of life stages and has played a slightly different role in its relationship with the surrounding area in each of them. Each stage has left a legacy, for good or bad, which the town must acknowledge and take account of in planning to achieve economic health in the present day. In this section, the context in which our strategic planning was carried out is described.

4.1 Abingdon the Market Town

Abingdon is the largest town within the area of the Vale of White Horse District Council and, with a population of over 33 000, is sometimes regarded as over the size to be treated as a traditional market town. Specifically it has not qualified in the past for SEEDA funding through the market towns programme. In fact no town has a better claim to be called a market town. In the past Abingdon thrived on its trade; it was the host town for horse fairs, and hiring fairs which are today funfairs held on the High Street in October; it has a regular weekly market that dates back many centuries; it also has one of the most fit-for-purpose market places in the country; pedestrianised, central to the town and managed effectively by the Town Council. Abingdon was also the County Town of Berkshire, holding the County Assizes and a busy manufacturing town with breweries, leather processing and car manufacturing within living memory.

Abingdon deals with many of the infrastructure problems associated with most old market towns:

- the street plan and buildings have to be worked around as most of the town centre is subject to protection - 21st century traffic loads are not easy to funnel through the narrow streets, with further limitations imposed by the proximity of the river and lack of crossing points. In particular air quality issues have been serious in some streets in the past.
- the buildings offer limited scope for modern chain store retailers to make a satisfactory offer in the town centre. The Abbey Shopping Centre is the one area where previous 70s development has left a space where there is scope to modernise and introduce larger retail units but at present these units are also too small for most chain retailers to consider. This is expected to change slightly when refurbishment is done in 2012 and it will be interesting to see if the availability of a few larger units is enough to instantly bring in some retail "names".
- number and convenience of parking places – Abingdon actually has less problems of parking space supply than many market towns as there are several sites owned by the District Council including the Charter multi storey. Many sites are only a minute or two's walk from the town centre and are distributed on several sides of the town centre shopping area.
- cost of parking places – with little in the way of free parking provided by retail ownership of car parks, cost of parking features frequently when local people are asked their opinions about the town centre. They refer to free parking provided in nearby towns like Didcot and Witney and also compare the "free" parking of the park and ride facilities around Oxford as they do not count the hidden cost of the bus fare into the town centre. This landscape is subject to change as Oxford has introduced new parking charges and Abingdon will soon gain a two hour free parking period, but it may take time for the negative effects of the past parking policies to be eradicated.

4.2 Abingdon the former Industrial Town

Abingdon has lost all of its town centre industries mentioned above; Pavlova leather works, the MG factory and Morlands Brewery are all residential sites now. However it has benefited from the continuation of its intellectual traditions, and possibly the proximity of Oxford, and has a high number of private schools, scientific companies and business parks on the outer edges of the town that include branches of global companies as well as thriving local companies. There is little to say that the loss of the former town centre industries has impacted the town severely. Employment levels are good and crime is low to the point that it is often commented at the Neighbourhood Action Group (NAG6) that year on year percentage comparisons are not valid because the base number they are worked out from is so low.

4.3 Abingdon the Shopping Centre

There is a widespread concern among businesses and residents that the town centre and the suburbs, and also the town centre and the nearest villages, are not well linked. A national retail study showed that between 30-60% of residents in the whole area use Oxford for their comparison shopping but the methodology for compiling this data may not be sensitive to local extremes. Research quoted by Scottish Widows' marketing agency in 2009 indicated to us that there may be as many as 85% of residents who do not regularly use their local town centre but shop, work and feel associated with other town centres in the area even though they are further away. Reasons for this are variously given as:

- congestion on the way into the town centre; in particular many people blame the change of traffic flow systems that came in with the implementation of the ABITS strategy
- the cost of parking
- lack of public transport routes from some areas
- lack of major shops to tempt the "serious" shopper
- lack of entertainment facilities to draw in young people (cinema, bowling)

We are sure that some of these issues are partly (but only partly) perceived problems, for example there are times of the day when it is extremely easy to drive into Abingdon from any direction. But perception is the key to behaviour. Media stories that repeatedly mention traffic and parking problems might be one way to campaign for these issues to be at the top of the political agenda but unfortunately they also achieve the very dubious result of constantly reminding the public of Abingdon's weak points. They are in effect a marketing campaign for rival town centres. It is hoped that in the future campaigners and policy makers can hold their dialogue through other channels so that a more positive image of the town can be put out in the press.

Another reason that also should concern the businesses but rarely gets mentioned is the serious under-investment in marketing that the town has suffered from in the past. Towns with large retailers benefit from the marketing that these retailers do for themselves but the lack of big names due to the paucity of sizeable units means that, in the last decade, there has been no-one drip-feeding positive messages about shopping in Abingdon into the minds of local consumers. The small independents cannot afford much marketing spend and do not have the time to work together on joint promotional effort. Previous management of the Shopping Centre did little to market the Abbey Shopping Centre to the residents of the town or villages and the present management are rightly concentrating on improving the offer before investing heavily in marketing. Whilst other towns around have launched brave new shopping centres, with publicity budgets matching the investment on the ground, the only stories coming out about Abingdon have been from the complaining activists.

Between the real and perceived problems and the lack of marketing investment in the face of local competition, the reported 85% leakage is a credible figure.

Choose Abingdon has begun the drive to positively promote the Abingdon brand using Round and About, Oxford Journal, Jack FM, social media, various local authority publications and the loyalty cardholders' monthly e-newsletter but the effects will only be felt slowly as the repeated small-budget messages are built-up over time.

4.4 Abingdon the Destination

Many market towns facing decline turn to the Visitor or Tourism markets for new economic stimulus. Abingdon has some assets that could be capitalised on;

- the Thames is an internationally recognised brand in the minds of tourists
- close proximity of the town centre to all the features worth seeing; riverbank, St Helens, Abbey Grounds, etc. and the compact setting of all the key sites
- the County Hall and other medieval buildings around the town centre are both beautiful and interesting in their history
- the market place is a stunning focal point for the town – a visitor cannot but know when they are in the centre of Abingdon
- the Abbey Grounds are pleasant, and interesting because of the monastery site
- the riverside area offers good facilities for families with children to stop and play
- the town has the benefit of free moorings and a riverside area that is used for caravan weekends both of which are used throughout the summer by people who often write to express their appreciation and to point out the value they brought to the economy of the town during their stay
- there are a number of independent small shops in the town centre which are attractive to day-out, browsing shoppers, enhance the experience and give individuality to the town
- the access between town centre and countryside playground is unusually close which means that, uniquely for a town of over 30 000 people, the centre is a viable stop-off point for walkers and cyclists

There are also weaknesses that restrict the potential for attracting visitors:

- once again Abingdon is competing against other towns who have a much stronger history of investment in selling themselves to the visitor market. Cookham, Marlow and Henley for example have been pushing their boating and duck- feeding credentials since the Victorian era. Abingdon didn't need visitors when it was a busy County Town and therefore did not need to sell itself so there is some catching up to be done in building awareness of Abingdon, the visitor brand. Many people living in nearby counties are not even aware that the town is on the Thames.
- there is a lack of strong visitor attractions. Whilst many of the churches, the museum and the delightful streets are all pleasant and provide passing interest for a few minutes to an hour there is no single strong destination that can make up a one - two hour visit. The changes being undertaken to the Museum will partially address this.
- the international fame of Abingdon as the home of MG is not capitalised on and many enthusiasts arrive to find little to satisfy their urge to pay homage to the town. The MG Club is making gradual improvements to their own premises but agree that the offer is still short of what visitors expect.
- many of the buildings and attractions are interpreted at a low level for the public. This can be more charming for intellectual visitors who understand what they are looking at but does not maximise numbers. There is a danger that marketing that eulogises the historical importance of Abingdon will be let down by the lack of explanation on the ground when visitors arrive.
- the connection with the countryside is not capitalised on even though this is unique, one of the cheapest and easiest attractions to market, and does not require any serious improvements to the offer.

Any Partnership visitor strategy needs to consider the potential importance of the visitor market and play to the strengths of the town without ignoring the weaknesses. Marketing should be realistic, not over-promise, and targeted to the segment of the market that will appreciate the assets of the town.

4.5 Abingdon the Community

Abingdon has a vibrant and current tradition of community celebration that dates back hundreds of years (eg: Bun Throwing and Mayor of Ock Street) and a vast number of highly active clubs and societies. These form a reserve of volunteer effort and expertise which can be tapped into in the right circumstances. Not all of the clubs and societies are well connected to the town centre as a hub as many of the most viable venues for meetings, shows and sports activities are in the outskirts rather than the centre.

Community groups and activists have been quick to link up with the partnership to express their aspirations for what the Partnership can do for them. They have asked for the following:

- communications platforms for advertising their events – printed matter, web, I-phone and email-based communication, and outdoor poster and banner sites, have all been requested
- help in finding affordable venues
- representation to the management of the Guildhall regarding their concerns about the expense of hiring the rooms and the cost of using the restricted catering choices
- use of empty shop premises to hold exhibitions, raise awareness and build membership
- representation to the VOWHDC to maintain or increase expenditure on leisure facilities in the Abbey Grounds (swimming pool, pitch and putt, etc)

The Partnership has already begun to deliver projects and activities that meet these requests, such as the What's On leaflet, the website with its interactive calendar and the Community Forum.

Some groups have been quick to offer support and assistance on specific projects where the aims meet their own and many groups have produced outstanding exhibitions when given the opportunity to use an empty shop, but there is a lack of confidence to take on wider community responsibilities and sometimes a degree of separation between councils and community.

5. Segment Analysis

5.1 Selection of segments

The starting point for a detailed strategy analysis was felt to be a trawl through the reactions of various user groups as to what they got out of Abingdon (and what they did not get), ie: how far their needs were met. Whilst those resident in the town or nearby are a hugely important group in this analysis, we also felt that other groups should also be considered because of the economic impact they could have on the town.

Segments were therefore identified as follows, noting that a more detailed breakdown could have been done but was not felt advisable so as to keep the analysis manageable.

Residential/Community

- Young families
- Independent Young People
- Adult Men
- Adult Women
- Retired

Note these groups may overlap

Commerce/Tourism

- Independent Traders
- Multiple Retailers
- Large Employers
- Evening Economy
- Tourists:
 - Day Visitors
 - Weekend & Holiday Visitors

5.2 RAG methodology

When analysing the level to which the Abingdon offer meets a segment's need, a red, amber or green score was given applying the following statements:



Red = major gaps in addressing this need



Amber = this need is partially but not fully addressed



Green = this need is well served in Abingdon

Whilst the analysis was not based on one set of scientifically gathered data, it represents a distillation of the various opinions and views gleaned from the research and consultations of the past two to three years, discussed and sanity-checked by board members representing a wide cross section of businesses and community.


5.3 Segment analysis for each segment

For each of the user groups or segments, a list of the top 6, 7 or 8 needs for the segment was compiled and the Abingdon offer was rated against these needs, using the RAG method.

Two individual analysis charts are given here to demonstrate the methodology. The segment analysis for every segment is given in full in appendix 1.


Segment Summary - Young Families

Need	Current Offering	RAG
Play Facilities	Playgrounds, Leisure Centre, Snakes & Ladders, Parks	Green
Extra curricular educational activities	Sports Clubs, Tilsley Park, Vibrant Library, sports clubs, scouting etc	Green
Good Schools	Good primary, improving state secondary, good independents	Amber
Things for kids to do	M&T Groups, Daytime clubs & societies, drama/dance/music	Green
Safe environment	Town feels safe, community police, accessible medical facilities	Green
Family activities	Family restaurants, town events, no focal area eg cinema, bowling	Amber
Kids shops (clothes, toys, etc)	Good independents plus tescos but limited kids clothes stores	Amber

Overall 

Segment Summary – Adult Men

Need	Current Offering	RAG
Good pubs & restaurants	Good pubs, especially real ale, Some good restaurants eg curry	Green
Lively music & entertainment	Live music at some pubs, occasional events at Guildhall	Red
Sports facilities (doing & watching)	Sports Centre, Tilsley Park, Vibrant local sports clubs (play & watch)	Green
Decent traffic system	Congestion at rush hour and school run times, poor perception	Red
Pleasant environment	Beautiful river, nice countryside, historic buildings, good parks	Green
Leisure shopping	Good independent stores but little clothing, technology, etc	Amber
After work/weekend life	Good range of clubs/societies, but limited evening economy	Amber

Overall 



Green = overall
this group is well
served by
Abingdon's offer



Amber = overall
this group is
partially served by
Abingdon's offer



Red = overall this
group is not well
served by
Abingdon's offer

An overall RAG score was given for the segment as a health check for the methodology, allowing the strategy team to assess whether the overall look and feel of the assessment for each segment matched their personal knowledge and input from relevant groups. However the overall score for each segment was not carried forward into the next stage of the analysis so it is not key to the outcome.