

Realising Eastleigh's Potential



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Introduction



The objective was to:

- Create and deliver a defined town identity and market position for Eastleigh
- Gain understanding of the opportunities for growth
- Develop core communication messages and the tools to enable stakeholders to communicate Eastleigh effectively, and
- Realise the identified opportunities.

Realising Eastleigh's Potential: The Process



The Project Design:

Four Phases:

Phase One – Understanding Eastleigh Today - A Desk Review

- Existing material on Eastleigh, including: visioning documents & strategies, objectives, inward investment, and marketing material.

Phase Two - Understanding Eastleigh – Stakeholders' Perspective

- Stakeholder Groups were interviewed to gain insights into their views of Eastleigh Past, Present and Future.
- The interview questions were created from the Phase One findings.

Phase Three - Identifying the Potential of Eastleigh

- Emerging themes were identified on opportunities, future, and possible limitations to prevent Eastleigh achieving its potential.
- The recommended strategy includes an identity, a market position, core values, benefits, opportunities and actions to address factors that could prevent growth.

Phase Four – Activating Eastleigh

- There are two elements to Activating Eastleigh
 - Communicating Eastleigh
 - Igniting Business Opportunities in Eastleigh

Anticipated Outcome: Realising Eastleigh's Potential

A strategy, a market position & identity will be created with communication tools and an action plan to:

- Attract retailers and restaurant operators
- Enable stakeholders to promote Eastleigh using common information and language
- Appeal to future residents
- Encourage existing residents to visit the Town Centre and participate more fully in Eastleigh life.
- Encourage marketing and promotional partnerships amongst stakeholders

Phase One: Understanding Eastleigh A Desk Review

- 22 Documents, created during the last 7 years, were reviewed
- 5 topics were explored

Anticipated Outcomes

- To Establish an understanding of Eastleigh Today
- To identify initial thoughts on potential opportunities and market positioning to explore further
- To identify some initial quick wins
- To develop interview questions for Phase Two – Interviewing Stakeholders



Phase One: Existing Vision and Future Plans

The following strategies were reviewed:

- **Town Centre Partnership Business Plan – To Strengthen Eastleigh’s Role**
- **Town Centre Vision – Promote and Encourage Regeneration**
- **Eastleigh Core Strategy – Our Community Our Future**
- **The Council’s Vision for Culture – Sustainable and Innovative Public Art**

Phase One: Vital Statistics

Demographic

- Within the 20 minute drive time there are 575,000 people. Approximately 120,000 within a 5 minute drive time from Eastleigh centre.

Resident Profile

- Acorn profiles that over-index are Wealthy Executives (137), Flourishing Families (140) and Post-Industrial Families (189), expenditure above national average.

Shoppers

- 35% were retired, 29% employed, 7% self-employed and 15% unemployed. Only 7% were students. 37% >60 years old, 15% 46-59 years old, 20% 30-45 year old, 16% 19-29 year old and 9% 16-18 years old.
- These shoppers visited regularly 37% weekly and 34% daily, to do general shopping 38% and food shopping 17%, with a significant 32% stating other reasons. 39% walk, 29% drove, indicating the shoppers are local. 49% of the shoppers spend under £20.

Infrastructure

- *“With its excellent transport links Eastleigh has attracted over 1100 new homes”*

Retail Offer

- In 2004 Eastleigh ranked 39 out of 50 in South East Region
- In 2005 market share was 5.9% of residential population, compared to a major centre that would have a market share of 11% (CACI, 2005).
- The Swan Centre has over 40 retail stores, predominantly in the value sector
- The town centre has over 60 retail stores, many of which are charity and value retail
- There are over 20 cafes, restaurants and pubs, and over 7 clubs.

Phase One: What is Good Already?

- **Leadership**
- **Inward Investment**
- **Town Centre Partnership**
- **Commitment to Culture**
- **Education**
- **Community Safety**
- **Rents**
- **Existing Customers**
- **Environment**

Phase One: Emerging Challenges and Restrictions

The following factors were drawn out from the strategies reviewed :

- Retail Offer – further investment is required
- Market Economy – resulting in a Value-led offer including charity and pound shops
- Developers – limited demand for mid-size town by national retailers
- Retail indexing – Eastleigh under-indexes in 9 categories (including crafts, ladies and menswear) and over-indexes in 9 categories (including charity shops, newsagents, supermarkets)
- Customer Apathy and Low Aspiration – only 51% agreed that the recent regeneration had made a difference to shopping experience
- Poor Perception – 48% cited that visitors would get a poor impression of Eastleigh when they visited. Only 40% viewed Eastleigh positively
- Poor perception of the management of antisocial behaviour - 74% stated an improvement would increase frequency of visits.

Phase One: Local Shopping Competition

- Chandlers Ford
- Fair Oak
- Hedge End
- Bishopstoke
- Botley



Phase One: Competition continued

- Romsey would be competition for people living Chandlers Ford/Hiltingbury, who want to do a 'local shop' as well as Winchester for more extensive choice.
- Other towns listed as being visited regularly included Portsmouth 12%, Southampton 21%, Winchester 17%, other 16%, Chichester 7%, Andover 2%, Salisbury 3%, with Eastleigh at 22%. Bishops Waltham and Fareham at the eastern side of the borough may also capture the Botley residents for “local shopping”.
- **Note: Due to the boutique market town appeal of surrounding towns (Romsey for example), it is important that Eastleigh establishes a separate and different appeal – accessibility culture, leisure, value?**



Phase One: Emerging Missed Opportunities

Customers – Demographics

- The town centre is failing to attract the more affluent users
- **The demographic strength of Eastleigh borough could be used to attract retailers**

Tourist attractions

- Explore links with the local attractions for mutual promotion

Infrastructure

- Exploit accessibility of the town centre encourage lunchtime / passing trade “stop-offs” to workers, residents and visitors

Car-parking

- Charging structure discourages visitors to stay longer, and is perceived to be expensive for short stays

Marketing Eastleigh

- Promoting the attributes to all stakeholder groups

Phase One: Starting to Explore How to Realise Eastleigh's Potential

Deliver the Town Centre Business Plan objectives

- Maximise the TCP effectiveness

Deliver the Town Centre Vision

- Improve pedestrian flow around the town and its environs
- Improve the public realm

Improve the Retail Mix

- Attract new retailers with appealing premises and public realm

Address Missed Opportunities

- Car parking

Phase One: Starting to Explore How to Realise Eastleigh's Potential

Promoting its Crown Jewels:

- Lifestyle – low crime, green spaces, leisure and culture, good value housing
- Affluence and Demographic of Residents
- Education – above average achievements
- Infrastructure – accessibility

To attract:

- New and lapsed shoppers and residents
- Retailers and Businesses

- There is the opportunity to strengthen the proposition; and make it more compelling to visit, rather than appealing to shoppers purely for convenience.
- It will take time to achieve as enhancing the offer may not immediately increase shopper's frequency or change the perception.

Conclusion of Phase One Desk Review Next Steps:

- **Explore emerging themes with the stakeholder groups**
 - Accessibility
 - Car parking
 - Perceptions – safety, cleanliness, education, retail offer

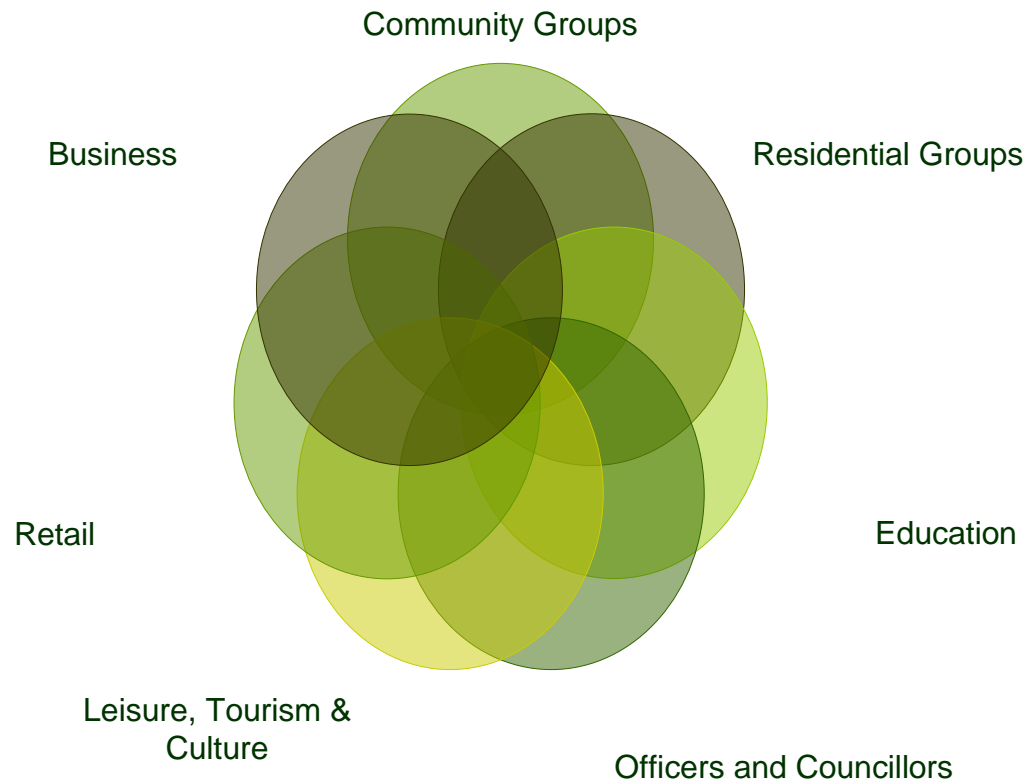
- **Design interviews and identify Stakeholder groups**

- **Introduce Quick Wins**
 - Pop-up shops
 - Evening economy promotions
 - Promote accurate lifestyle statistics
 - Update the ETC website
 - Create Communication packs for stakeholder groups

Phase Two Understanding Eastleigh: A Stakeholders Perspective

- Over 40 interviews were conducted with individuals representing the identified stakeholder groups to gain insights into their views of Eastleigh Past, Present and Future.
- The Interview questions were generated from the desk review Phase One.

Phase Two Understanding Eastleigh: Stakeholder Groups



Phase Two: The Interview Questions

Twenty Questions were asked which included:

- What do you love? What do you hate?
- Vision - Ideal? Real?
- How can we achieve the vision? Restrictions / Challenges?
- What do you think of the following definitions?
 - Small and friendly – open spaces
 - Safe and Clean
 - Sense of Community
 - Culture and Leisure
 - Supporting new business – young entrepreneurs, business tool kit
 - “Well connected” – infrastructure, art and culture, open spaces
 - “A real place for real living” – down to earth, genuine
- How can we attract lapsed users and encourage non users to visit?
- What would make you visit Eastleigh Town Centre more often?

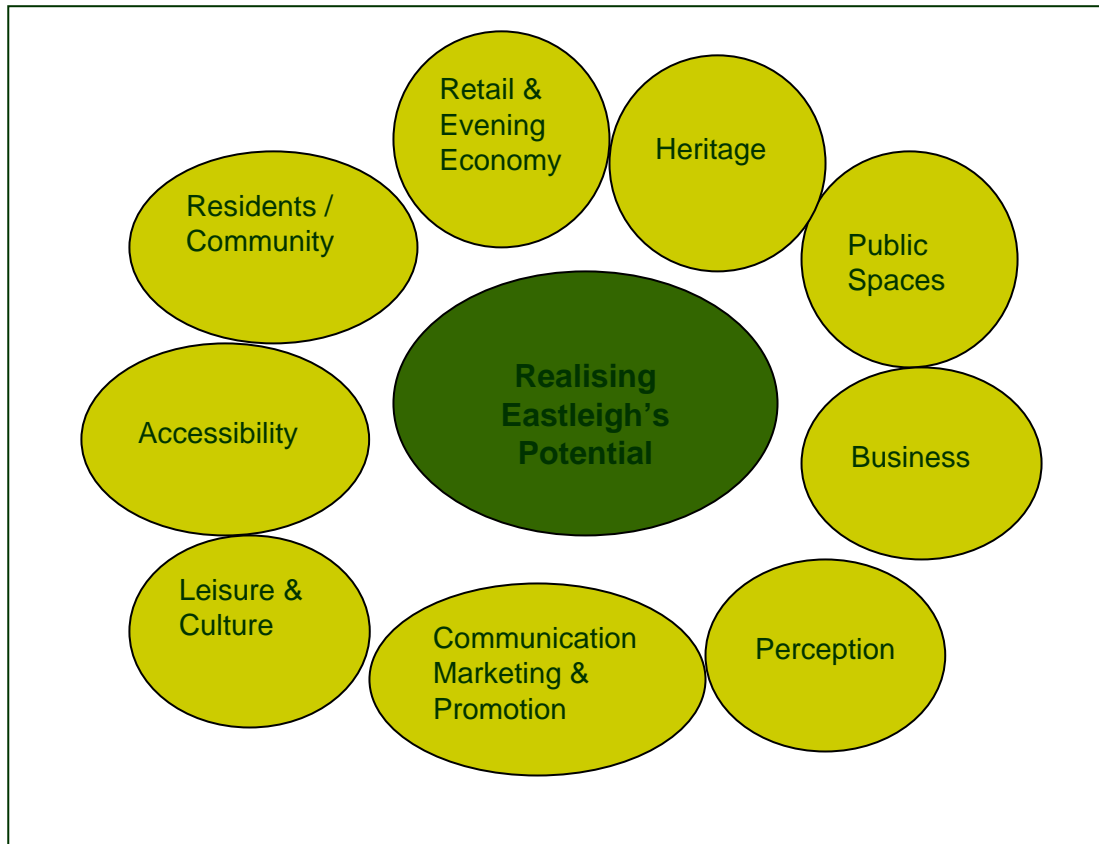
Phase Two: Initial Findings and Emerging Themes

The Emergent Themes (included negative and positive comments):

- Accessibility and car parking
- Car parking charges were restrictive
- Limited retail offer
- Facilities and, public spaces
- Young people
- Maintenance and upkeep
- Public image and perception

The opportunities, challenges and future actions for each of these subject areas are explored further as part of the strategy

Phase Two: Initial Findings and Emerging Common Themes



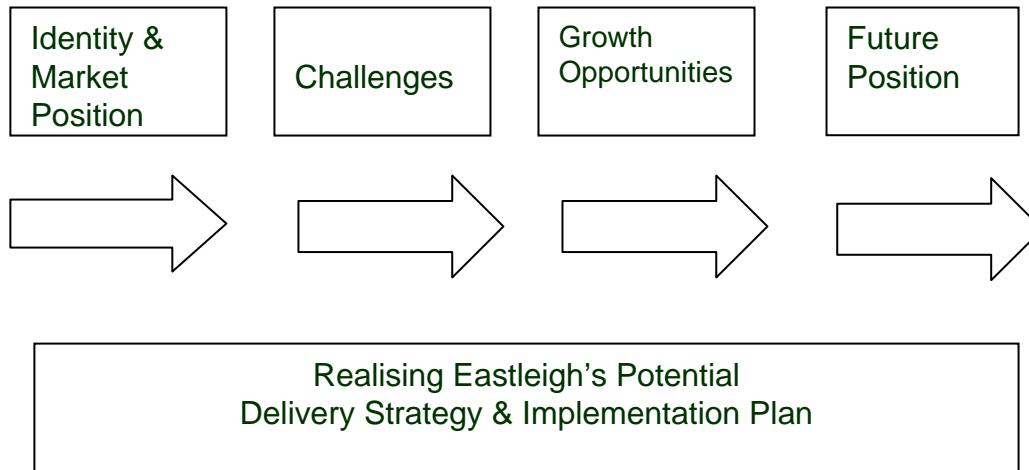
Phase Three: Identifying Eastleigh's Potential

Developing the Recommended Market Position and Strategy

- The findings from the desk review and the interviews were merged and inform the proposed Strategy.
- The findings were analysed to identify emerging themes on Eastleigh's opportunities, establish its identity, its future, and possible limitations, or factors that could prevent Eastleigh achieving its potential.
- The findings, suggested strategy and actions build upon and endorse the existing vision documents including:
 - Culture Strategy
 - Town Centre Vision
 - LDF
 - Town Centre Partnership Business Plan.

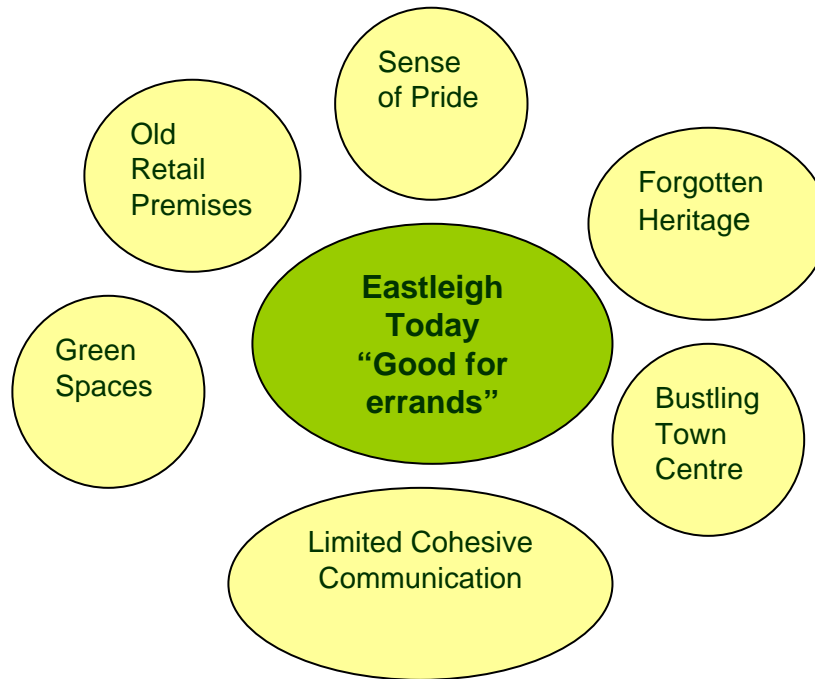
Phase Three: Identifying Eastleigh's Potential

The Stages of Phase Three



Phase Three: Identifying Eastleigh Today

How Eastleigh is Viewed Today by Stakeholders



Phase Three: Reviewing the Positives

What is Good Already

- It is “On The Up” - A bustling town centre – people running errands
- An emerging demographic of young professionals, and families moving into the area as housing is perceived to be good value
- Walkability - it is easy to get around with lots of open space and parks, and a compact town centre
- Accessibility – its connectivity, excellent road, rail, sea and air links
- Council leadership, both officers and members, demonstrated by up-to-date strategies and vision documents, welcoming civic offices
- The quality of life, demonstrated by low crime statistics and above average education results
- “Tourist Crown Jewels” within the borough including The Point, Rose Bowl and the Airport
- The leisure and restaurant extension to the Swan Centre and the recent lettings: Prezzo, Frankie & Bennie, and forthcoming bar.

Phase Three: Reviewing the Positives Eastleigh's Heritage

It has a wonderful heritage including:

- The Railway
- One of the most important Fly Fishing destinations in the UK
- Best Cheese market in Hampshire in the past
- Victorian Architecture, design and planning
- Hardworking, prosperous and industrial roots
- The high street heritage –the colonnades are sympathetic to Victoriana
- Famous people -not just Benny Hill! Colin Firth attended Barton Peveril!



Phase Three: Reviewing the Positives Continued

- **Inward Investment**
- **Commitment to Culture**
- **Education**
- **Community and Safety**
- **Public Realm and Open Space**

Phase Three: Missed Opportunities = Future Opportunities

“Buses seem to be taking people out of Eastleigh rather than bringing them in”

The Top Ten Missed Opportunities:

1. Lack of thriving evening economy and no late night shopping
2. No free evening car parking or competitively priced car parking
3. No focussed Retail Strategy to fill voids, refine the retail offer or drive marketing activities or encourage people to linger / dwell longer in the town for social shopping not just errand running
4. Limited Business Expansion Support for existing businesses
5. Little communication of initiatives to support businesses
6. No Café culture and continental style pavement patio areas
7. Lack of Sense of arrival and sign posting around the town
8. Little promotion of the cultural and leisure facilities
9. Little promotion of Eastleigh’s “Commutability”
10. Customers *“There is a 20% leakage of spend to other centres”*.

Phase Three: Missed Opportunities = Future Opportunities continued

Customers - Demographics

- From the research and demographic information it is surmised that the town centre is failing to attract the affluent users
- The demographic strength of Eastleigh could be used to attract retailers and investors.

Tourist Attractions

- There are a number of tourist attractions within the borough which aren't being maximised: Manor Farm Country Park, Lakeside Country Park, The Point, and the leisure extension at the Swan Centre.
- The Point – develop its own identity as a cultural hub instead of a council-run art centre; integrating it into the community and opening the doors to residents and visitors alike.

Infrastructure

- Encourage visitors to stop-off for a bite to eat or for impromptu shopping en route along the M27 and M3 to the airport, port, Southampton etc.

Phase Three: Identified Potential Inhibitors & Challenges



- Public Realm
- Car parking costs / pricing structure
- Opening Times
- Retail and Restaurant Offer
- Charges
- Parochial thinking
- Housing stock
- Business Development
- Lack of cohesive approach
- Perception that EBC is detached and disengaged
- Resident Retention
- Developing facilities, retail and leisure that appeals to demographic
- Local Competition
- Poor Perceptions – not meeting reality

A barometer was created to demonstrate the inaccuracies in perception.

Phase Three: Exploring & Achieving the Potential

The objective is to capitalise on the opportunities that have been identified to enable Eastleigh to achieve its potential, including:

- Achieve the Town Centre Vision
- Deliver the Town Centre Partnership Business Plan
- Improve the retail offer, and
- Progress the development opportunities within the borough.

“Eastleigh is strongly positioned to benefit from the forecast growth in the PUSH region and should be identified as a Priority Centre for Investment (PCI) due to its strategic location.”

(DTZ Retail Studies 2006 – summary report)

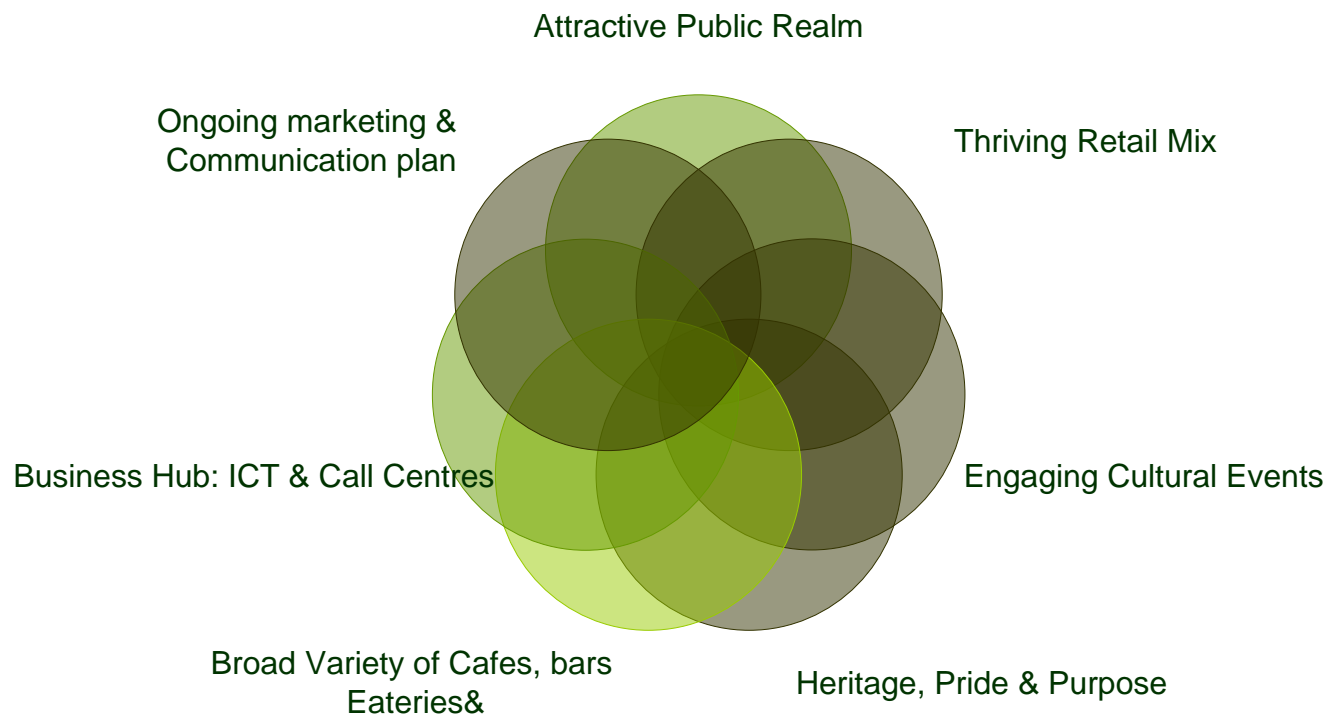
Phase Three: Proposed Market Position

The proposed market position for Eastleigh is derived from refining and concentrating all the unique and positive points identified in Phase One and Two, and outlined in Phase Three. The position builds on the following:

- **Thriving new market town with Victorian heritage**
 - **A Modern / Vibrant Victorian Market Town**
 - **Building on its heritage with a modern / contemporary twist –**
 - **Pride in being the Borough Town**
 - **A market town for the young at heart**

Phase Three: Potential Positioning What Eastleigh Could Be

Eastleigh: A Vibrant Victorian Market Town



Phase Three: Eastleigh Emerging Values

These values have emerged, from the stakeholder interviews, the EBC vision & strategy documents, and have strong echoes of Victorian heritage & values:

- “Family matters” A Community – Colleagues, Family & Friends
- Community Well Being – Safe & Secure with low tolerance of antisocial behaviour
- Healthy Living – Provision of organised activities and public space
- Green – A walkable town
- Young at heart attitude – fit for life
- Honest and Grounded - no pretentiousness
- Welcoming / Friendly
- Industrious and hard working
- A Solid Education
- Good value
- Enterprising Spirit
- **Contemporary art and culture: The Victorian twist –the surprise beneath the surface – the counter culture of emerging contemporary art under the surface of respectability**

Phase Three: What Eastleigh Could Be?

Eastleigh is thriving.....

- It appeals to the young professionals who are moving to the area encourage them to shop in Eastleigh, not just for essentials – mooch around on Saturdays coffee and read the paper, meet friends for lunch, supper and catch a movie, walking in the afternoon at Fleming Park!
- And what about the families who take their children to kick a ball about or swim at Fleming Park or attend dance classes at The Point on a Saturday morning? You will often see them in the afternoon pottering into town, stopping at the playground, with a promise if the children are good, a hot chocolate or a milkshake at the independent coffee shop?
- Now the older couples from the borough have started popping into Eastleigh mid week to pick up their essential items, run errands and have a bit to eat in the sandwich bar. It is probably due to the decent weekly market and the reasonable parking charges that are encouraging them to visit.
- All the local workers are happy to pop into Eastleigh during their lunch breaks for a fresh panini and to run a few errands as they know parking prices are good value and they will be able to park easily when they return to the office.



Phase Three: Eastleigh Brand Essence



- The touchstone which guides how Eastleigh conducts business develops partnerships and engages with residents and visitors.
- Not necessarily used as the marketing and communication message, but as a guide on how to market, promote and talk up Eastleigh.
- Helping to achieve and deliver the market position
“Eastleigh - a Vibrant Victorian Market Town with a Contemporary Twist”

Phase Three: Excelling at Accessible

- Accessible Living – good range of housing for all demographics
- Accessible Environment – clean, safe, secure, sustainable
- Accessible Everywhere for Everyone – it is a walkable compact town
- Accessible Connections – fantastic for commuters
- Accessible Enterprise – leases, terms, expansion, advice and support
- Accessible Value – good value housing, retail offer and business rates
- Accessible Council – committed to partnerships, community engagement, welcoming civic offices
- Accessible History and Heritage – celebrate it
- Accessible Leisure – free space and organised activities
- Accessible What's On – something for everyone, inclusivity and engaging

The Contemporary Twist

- Accessible Communication – digital led – website, easy methods and mediums used info packs
- Accessible Art & Culture – original art trails, contemporary art gallery, community art, dynamic and engaging theatre and programme

for everyone, inclusivity and engaging

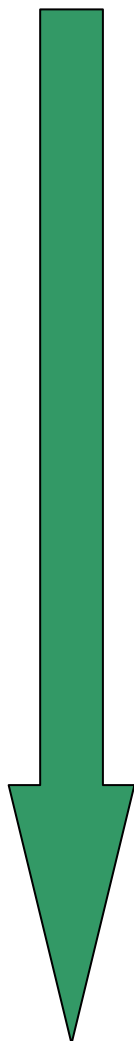
Phase Three: Eastleigh Brand Values & Brand Essence Underpin its Market Position



Phase Three: Establishing Eastleigh Brand

- **The Brand Values around its Victorian heritage need to be communicated and celebrated; this will help change perceptions and establish Eastleigh's identity!**
- Note: further discussion is required on dovetailing the values and position with existing messaging, for example 'etc'. This can easily be achieved with messaging as opposed to creating a new brand logo.
- An Action Plan that prioritises the key challenges has been created.

Eastleigh Market Position



Past
Victorian
Railway Heritage
Market Town

Present
Limited Retail
Public Realm
New Housing

Future
Accessible
Eastleigh for
Residents and
Businesses

Identified Stakeholders

Residents &
Consumers

Businesses, Retail,
Tourism, Culture,
Leisure

Council
Public Sector

Growth Opportunities Target Sectors
Develop a common language, a sense of pride and ownership and desirability

Retail & Leisure
Specialist Retail
Regular Markets
Wine Bar & Bistros

New Business
Call Centres
Distribution
Rail Industry

Residents
Communication
Facilities & events
Young Professionals

Eastleigh's Potential Future Position
A Vibrant Victorian Market Town

Marketing
Communication
Tool Kit

Business
Development
Plans

Business Tool Kit

Realising Eastleigh's Potential
June 2010

Next Steps Implementation

Phase Three: Establishing Eastleigh Brand

Recommended Actions to Achieve Accessible Eastleigh

- It is important that Eastleigh carves its own niche as a good quality market town servicing local needs excellently.
- Its attributes are cohesively and frequently communicated.
- The issues are reviewed and addressed to remove negativity and avoid preventing business growth and prosperity for the Town and Borough.

Overarching Actions

- Agree ownership of the overall action plan and specific actions, it is suggested it is led by Regeneration, and owned in partnership by four departments.
- Ensure there is joined-up thinking across all departments including but not exclusively, Transportation, Regeneration and Planning, Development and Culture particularly whilst implementing the strategy and Action Plan.
- Develop information resources for the various primary objectives, which communicate the rationale and how each objective can be achieved, for example Café Culture, Encouraging Enterprise, Accessible Art, Vibrant Retail and F&B Offer
- Communicate the benefits of implementing these actions, including economic well-being, cost savings, improved public realm, more visitors, increased spend etc.

Phase Three: Establishing Eastleigh Brand



Businesses – An Enterprising Environment

- Develop a unilateral partnership working ethos throughout EBC. Encourage investment, develop business support, reduce red-tape and develop entrepreneurial culture, gain a reputation as a **Hub for Entrepreneurialism**.
- Develop thriving business partnerships within the wider business community – retail, restaurants, SME's and office community.
- Expand business enterprise support and encourage an enterprising culture.
- Develop a resource pack with vital facts and statistics for businesses, to help them improve their knowledge of Eastleigh and why it is beneficial to do business there.
- Ensuring there are premises and land available to meet business expansion needs.

Phase Three: Establishing Eastleigh Brand

Retail - TCP

- The Town Centre Partnership needs to demonstrate leadership and a strong vision to drive forward the town centre regeneration, it is recommended that business development and marketing expertise is essential to achieve the TCP objectives.
- Clarify the strategy and function of the TCP, it has responsibility for creating, delivering and communicating the retail strategy – lettings, markets, liaison, events and marketing. The TCP needs to create thriving partnerships to develop joint initiatives to attract visitors.
- Improve quality control of retail premises, and work with landlords to raise the standards of their premises and the retail businesses they attract, to improve the shopping environment. Consider replacing decrepit buildings with new buildings, which include residential above, similar to the proposed Student Accommodation.
- Work closely with the landlords to fill voids, shorter leases, rent free periods etc and develop collateral to help support leasing the voids. Brief agents and landlords on the type of retail and restaurants that are required, using research data to demonstrate potential shoppers and spend.

Phase Three: Establishing Eastleigh Brand

Attract Specialist Shops and Real Retail - not boutique or chichi.

Improving the retail offer should help improve the economic wellbeing:

- Regular quality markets / Quality Bakery / Butcher
- Angling – River Itchen one of the top UK destinations for fly fishing
- Camping, Outdoor gear
- Sports shop
- Vintage clothing exchange / shoe shop / gift shop / jewellers / Accessorise
- Hairdressers / nail bar/ beauty salon, The Body Shop, Lush
- Art and Crafts / Knitting / Sewing / Embroidery / Home Décor
- Old fashioned sweet shop, Oil and Vinegar, Deli / Grocers, Thornton's
- A Marks & Spencer Food and Per Una concept (similar to Alton)

Phase Three: Establishing Eastleigh Brand

Improve the Retail Experience

- Develop and run training programmes for staff and NEET's to improve service in customer facing environments – from cleaning and safety to retail staff.

Develop Retail Initiatives with the Universities Fashion and Design Department

- Encourage student enterprise by taking short leases on vacant units, perhaps waiving rates, and selling up-cycled second-hand clothes, home furnishings for example. Creating a similar concept to Found in St Johns Centre, Leeds.

Phase Three: Establishing Eastleigh Brand

Food & Beverage and Evening Economy

- As Eastleigh is convenient, potential growth in the evening economy has been identified as an opportunity (50% of panellists go out in Southampton to the cinema or to eat).
- Improve the quality and range of offer, and developing the after work 'quick drink / food / movie / shop' culture.
- Explore opportunities to convert existing vacant premises to expand the restaurant offer and work with landlords to fill empty units:
 - Wine Bar / Bistro to appeal to the young professionals
 - Healthy Sandwich / Panini / Smoothie Bar - for workers and weekends
 - Expand number and variety of restaurants **NOT** takeaways
 - Coffee shop – independent and another Costa like chain
 - Tea shop – specialist teas and cup cakes
- Set the objective of applying for a Purple Flag in two years time, to ensure the restaurant offer expands.

Phase Three: Establishing Eastleigh Brand



University Campus and Student Accommodation

- Encourage students to learn and live in Eastleigh – work with Solent and City Universities to expand their presence.
- Deliver the proposed plan to develop accommodation for 200 students will positively impact on the retail and Evening Economy and art and culture scene.
- Explore other opportunities such as this will continue to benefit Eastleigh.

Phase Three: Establishing Eastleigh Brand

Public Realm

Parks

- Protect and preserve all the open spaces i.e. the town park, Fleming Park

Walkable Town

- Open up the town centre and create pleasant walkways that connect the elements together to encourage people to walk around the town

Seating

- Provide more seating in the parks and on the streets to encourage people to linger and dwell.

Pedestrian priority

- Review and find solution to enable more pedestrianisation in the town centre.
- Explore alternative retail servicing requirements to support the café culture ambition.

Phase Three: Establishing Eastleigh Brand

Public Realm Continued

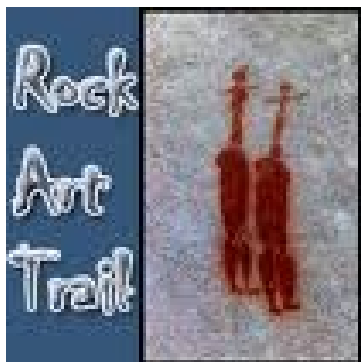
- **Create ambience** – nice markets, pleasant landscaping, softer landscaping and more planting, baskets, potted bushes and shrubs.
- **Develop the bus station area** - to encourage traffic flow and improve the 'feel' of that area
- **Create a Sense of Arrival – 'Welcome to Eastleigh, a Vibrant Victorian Market Town'** - Develop Signage at the gateways to the town and improve finger posting with the town centre.



Phase Three: Establishing Eastleigh Brand

Art, Culture, Leisure and Tourism

- Continue to develop and reinvigorate the art and culture programme, introducing exciting new initiatives such as the Swan Studios in the Swan Centre, develop other incubator environments for students and graduates.
- Work in partnership with the Universities, perhaps hosting end of year design shows and exhibiting students work.
- Develop art events to support the cultural programme, for instance a gallery trail, photography exhibitions and Affordable Art Fairs.
- Create Heritage Walks and or Art Trails to encourage people to walk around the town and visit the various attractions and venues. Ensure that the programming of activities is broad ranging and is well communicated



Phase Three: Establishing Eastleigh Brand

Eastleigh for Residents and Workers

- It is a great place to live for value for money, convenience, commutability, quality of life, safety, cleanliness and education, sense of community, shopping and leisure time, with the compact town centre and public parks, spaces and cultural offer.



Phase Three: Establishing Eastleigh Brand Concluding Points

To achieve Eastleigh's Potential as a Vibrant Victorian Market Town:

- Utilise the identified core values as business principles
- Address the Key Inhibitors for both businesses and residents including perception, car parking, lack of cohesion, rates
- Implement the suggested actions.
- It is suggested that EBC takes more ownership and a pro-active approach to leasing the voids, promoting Eastleigh's requirements to agents and landlords.
- Continuous proactive asset management and town centre management will enable the offer to evolve and improve, to reflect the changing needs of the consumers, and will enable an ongoing programme of improvements to premises and public areas.
- It is likely that dwell time will increase as it will be a pleasant environment to spend time in. It has been proven many times through research that if dwell time increases spend increases! Thereby helping to maximise Eastleigh's potential and improve the economic well-being.
- **The vital factor is to communicate the improvements, the benefits and potential!**

Phase Three: Continuing Eastleigh Brand

Brands and Businesses That Stand Still, Die

A couple of suggested Longer Term Plans for consideration are:

Re-energising the Heritage Offer - Railway Works

“...getting the railway back into Eastleigh...”

- Work with the existing company (Knight Rail) that is expanding the rail business and explore opportunities of developing the rail and train sector further.

Eastleigh Riverside

“...keep the leisure and retail in the town centre....”

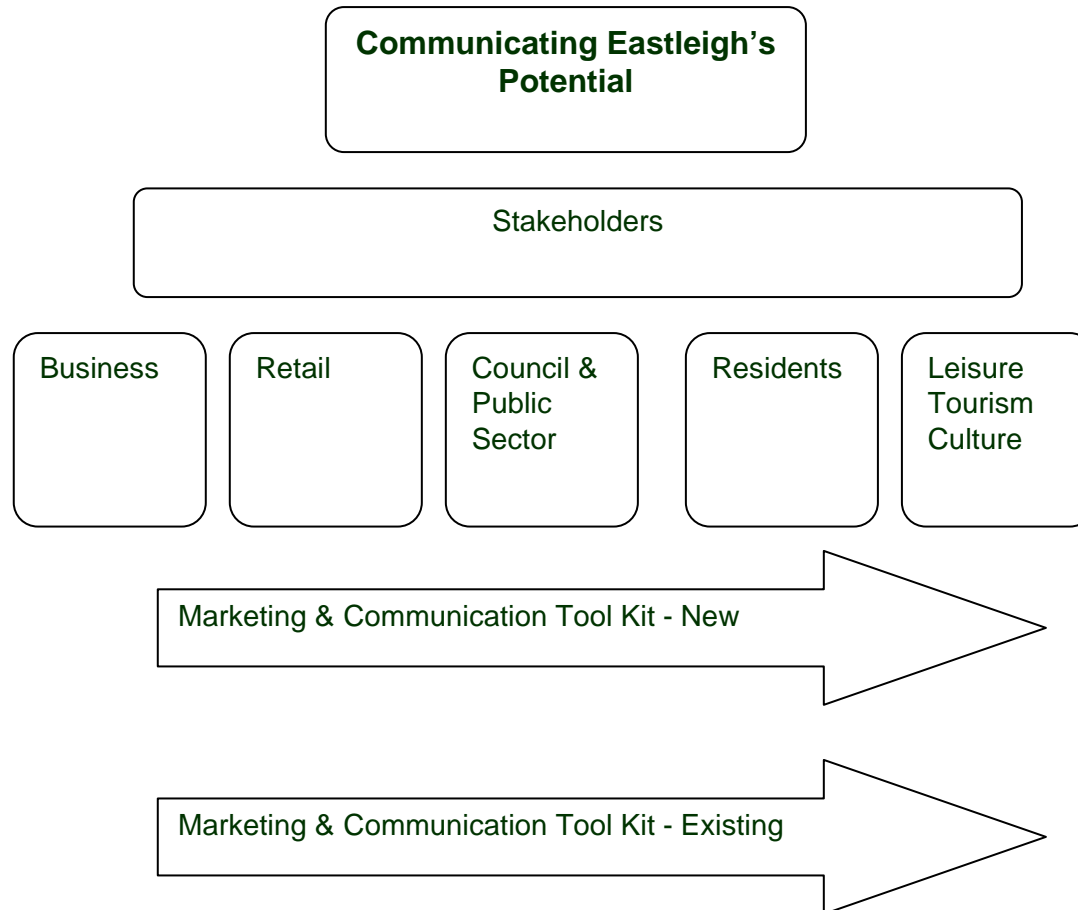
- Establish the options and how best to develop this area. The general views are that this should be limited to white collar offices, residential and complementary leisure venues. There are very strong views that this is not industrial or retail.

Phase Three: Suggested Quick Wins

- Let vacant units or utilise vacant units – pop-up shops.
- Develop events & promotions for the leisure offer; Good Food Guide with redemption vouchers for residents & office workers
- Develop a “Talking Up Eastleigh” marketing pack / tool kit including background information, vital facts and statistics, top talking points – catchment, spend potential, heritage, fun, facts and stats, & images.
- Develop specific information packs: Café Culture, Encouraging Enterprise for all EBC for business development, inward investment.
- Promote lifestyle advantages – culture, leisure, facilities, education.
- Map and promote ‘what’s on’ and the facilities available – Fleming Park walks, the Point, the Hub, the Park summer programme.
- **Drive everything to the website and promote the website as the source for information – VFM and cost effective.**
- Keep the etc website updated – invest in search engine optimisation
- Promote “Galleries This Way” – dress the empty shops.
- Continue the business development work with the retailers.
- Explore the fact that cheaper car parking would make visitors more likely to visit.

Next Steps – Phase Four

Activating Eastleigh



Phase Four: Activating Eastleigh

This is a vital phase to help Eastleigh realise its potential. There are two elements to Activating Eastleigh:

Communicating Eastleigh

- Marketing & Communication Tool Kit & strategies will be developed and delivered for each of the core stakeholder groups, and effective marketing tools will be created to engage these groups, whether it is marketing collateral to engage businesses, or events and activities to engage and connect with residents who are lapsed users.

Igniting Business Opportunities in Eastleigh

- A tool kit will be developed to enable businesses both existing and start-up, to take advantage of the opportunity of the Realising Eastleigh's Potential project. This could include business start-up advice, business planning, training and coaching needs, or retail expertise. Business Development Tool Kit.

Phase Four: Communicating Eastleigh

- One of the most significant findings from all three previous phases has been the lack of effective communication about what is already good and what the potential could be. This maybe due to Eastleigh's identity being diluted or overshadowed by larger towns and cities or other developments.
- There is now the opportunity to re-establish the identity and focus on communicating the positives to all stakeholders, which through self perpetuation, may change the negative perceptions and encourage stakeholders to now 'talk-up' Eastleigh.
- **Council and Public Sector - Executive, Leaders, Councillors and Staff will be able to promote all aspects to all stakeholder groups using the tool kits.**

Phase Four: Communicating Eastleigh Initial Thoughts

Promoting Eastleigh a Vibrant Victorian Market Town

- Promoting Eastleigh as a pleasant place to be!
- Promoting the potential for residents, businesses and visitors - Café culture
- Promoting Enterprising environment
- Promote the Business Opportunities
- Promoting the Quality of Life
- Promoting What's On in Eastleigh
- Promote Eastleigh as a safe place to go out at night
- Promote Young People Activities
- Promoting Communities
- Promoting Culture in Eastleigh
- Promoting the cinema / leisure complex and the theatre
- Promote the Retail to Lapsed Shoppers
- Promote the Crown Jewels

Final Thoughts

- **Re-energising Eastleigh and Realising its Potential is achievable if the actions are cohesively and simultaneously delivered:**
- Creating the Communication Kits and Business Support Tool Kit to support existing and attract new retail and restaurant businesses and appeal to lapsed and existing visitors
- Town Centre Partnership Business Plan Objectives
- Town Centre Vision
- Reinvigorating the Cultural Strategy
- Communicating the positive facts and stats

**Eastleigh: a Vibrant Victorian Market Town
with a Contemporary Twist**