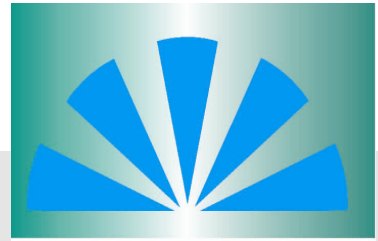


BOWLES GREEN LTD



Windermere Enhancement Project: Post Project Evaluation Study

Consultants' Report
June 2009



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1 INTRODUCTION

- 1.1 A comprehensive environmental improvement and traffic management scheme has been implemented in Windermere village as part of the wider Windermere & Bowness Masterplan (2006) in order to address a number of issues which are resulting in a decline in visitor numbers and business vitality.
- 1.2 The objectives of the Windermere Enhancement Project were:
- To create a pedestrian friendly environment in Windermere that is safe and attractive for all users and encourages visitors to spend longer and more money in the village
 - To create a high quality, welcoming environment that attracts new business investment
 - To increase the number of visitors to Windermere
- 1.3 In order to justify the funding, the delivery partners must demonstrate outputs and outcomes which include the following:
- 15 new jobs created
 - 20 jobs safeguarded
 - Increased sales
 - Safeguarded sales
 - 5 new businesses
 - £250,000 private sector investment in local buildings
- 1.4 This report describes the findings of a post project evaluation study which considers data collected during a survey of businesses in Windermere undertaken during May 2009. Where appropriate, information from the 2009 survey is compared to that from the pre-project survey which was undertaken using the same methodology in March and April 2007.

2 METHODOLOGY

External Factors

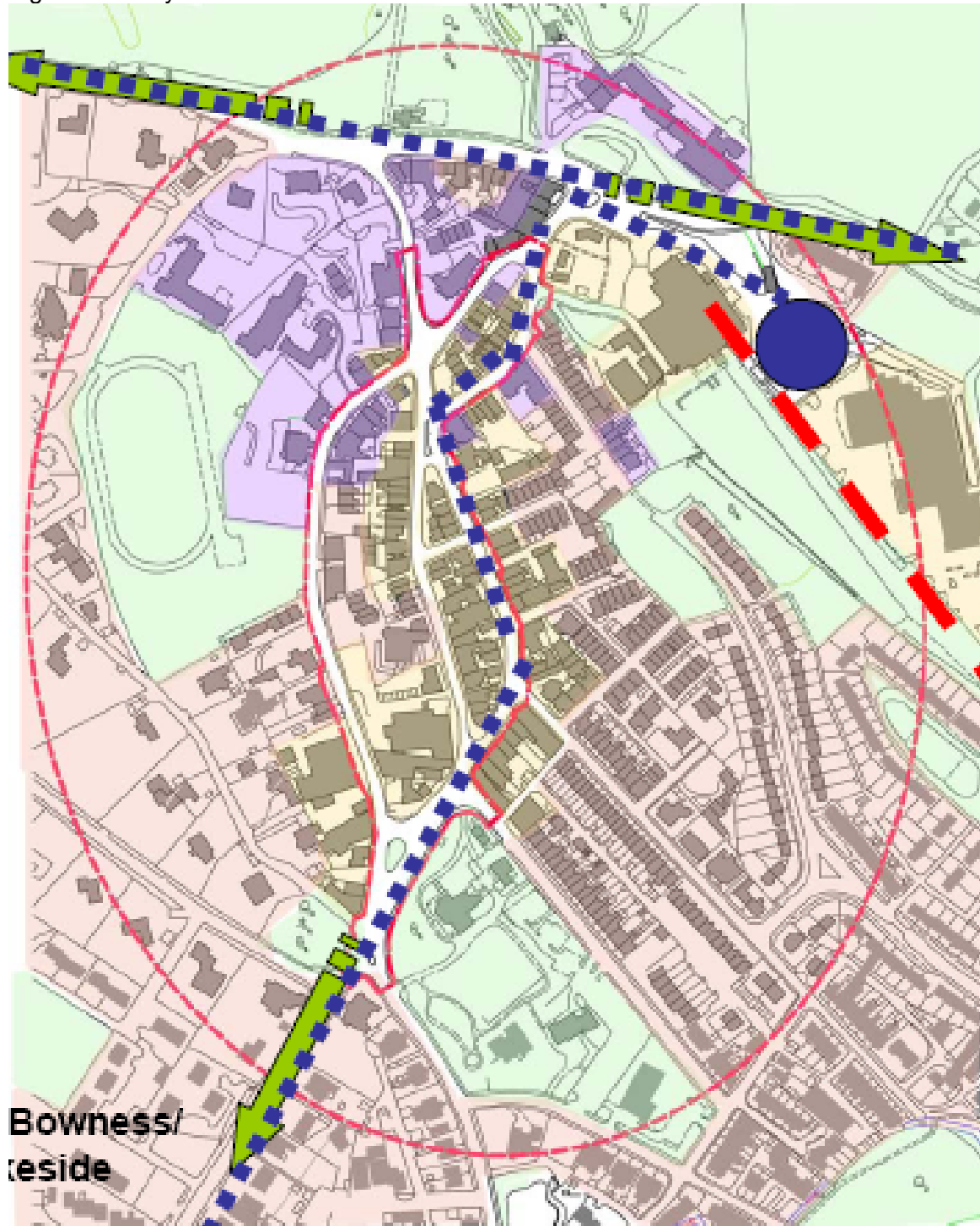
- 2.1 The rationale behind the Windermere Enhancement Project is that the public realm improvements undertaken will lead to economic benefits for businesses in the town. This approach is consistent with best practice recommended by the Department for Communities and Local Government (see Planning Policy Statement 6, which provides guidance for local authorities that manage town centres) the Commission for Architecture and the Built Environment (see 'The Value of Public Space', CABI, 2004 and 'Paving the Way', CABI, 2002) and the Town Centre Management Association (see 'Adding Value and a Competitive Edge', ATCM, 2006).
- 2.2 Whilst the approach is widely accepted, published evidence of the quantitative economic benefits of public realm improvements is scarce. Furthermore, evaluations of similar projects have experienced difficulties in demonstrating a direct link between public realm improvements and economic outputs, especially in the short term (for example 'Spennymoor Town Centre Improvements Evaluation', ERS, 2007).
- 2.3 In the case of the Windermere Enhancement Scheme any comprehensive evaluation is further complicated by the likely impacts of the recession which will undoubtedly have had a negative impact on business turnover and profitability and consequently on employment in the town, as it has throughout the UK and overseas. At the time of developing the scheme, including estimating the outputs and outcomes, the recession had not begun, nor was it anticipated.
- 2.4 At an early stage in this project, it was recognised that little or no secondary data would be available on the post-project position to compare with that collected to inform the pre-project assessment. This is because the timescale for the Windermere Enhancement Project baseline and evaluation studies was shorter than the intervals at which the government and other organisations collect most of the data for these statistics.

Evaluation Methodology

- 2.5 As a result, it was decided to rely on primary data, which consisted of:
- Undertaking a comprehensive survey of businesses following the same methodology used for the baseline study undertaken in 2007
 - Seeking information from businesses on:
 - Turnover
 - Number of employees
 - Length of time trading from the premises
 - Perception of the immediate area, prior to improvement works
 - Making a photographic record of premises and comparing this to the photographic record made during the baseline survey
- 2.6 The remainder of this report describes the findings of the post project evaluation survey, making comparisons where appropriate, to the baseline survey. It concludes with a summary of the project outputs compared to the target outputs and some final recommendations.

- 2.7 As with the baseline survey, the geographical area for the post project evaluation survey includes the area where the improvements took place and other businesses in Windermere which could act as a 'control' group, as shown in Figure 1 and summarised in Table 1.

Figure 1: Study Area



Source: Capita Symonds for Cumbria Tourism and Cumbria County Council

Table 1: Summary of the Study Area

Area	Description
Improvement area	Victoria Road, Victoria Street, Crescent Road, Main Road, Elleray Road, High Street and Church Street (the A591) between the two road junctions in Windermere
Control area	The rest of Windermere village

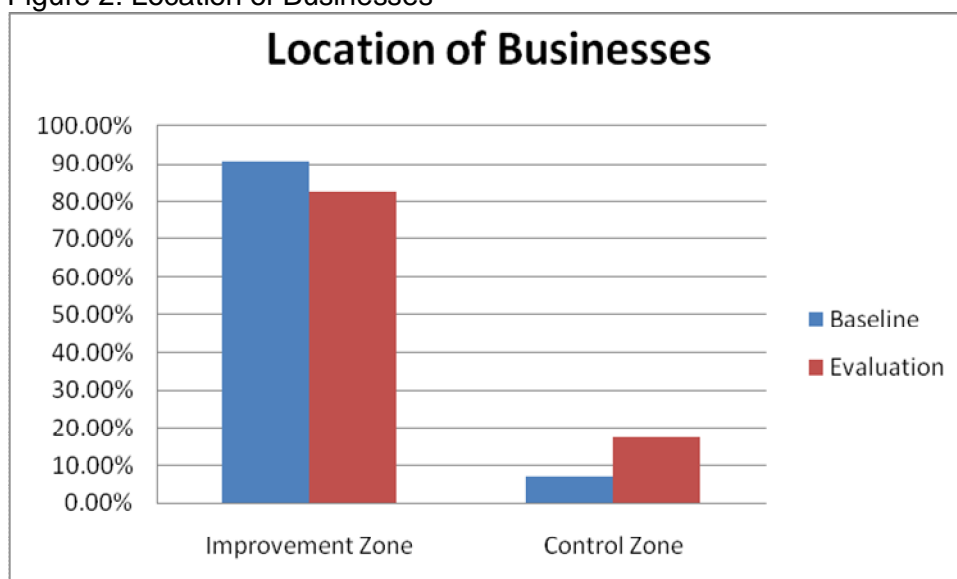
Primary Research

- 2.8 A questionnaire was designed, using data standards used during the baseline survey. Data collection was undertaken over three weeks between Tuesday 5th May and Friday 22nd May. This consisted of visits to all businesses. Where possible, questionnaires were completed during interviews with the proprietors/managers of the businesses. Where this was not possible, a copy of the questionnaire was left for self completion and either later collection or return to the consultants by post.
- 2.9 The results were entered into Survey Monkey questionnaire analysis software for analysis and the results are described in the following section of the report.
- 2.10 Whilst a proportion of businesses chose not to be interviewed or to complete the questionnaire, our researcher was, on the whole, well received and experienced a willingness to participate and fewer complaints, grievances and negative comments about the project than when conducting interviews for the baseline study. The only exception to this was that some businesses raised the point that they had been unable to trade for a period when the enhancement works were being undertaken.

3 PRIMARY RESEARCH RESULTS

- 3.1 In total 109 businesses completed a post project evaluation questionnaire, compared to 110 in the baseline survey. Of these, the majority were located within the area designated for improvement.
- 3.2 Figure 2 shows the distribution of businesses responding to the two surveys which are located in the improvement and control zones (see Table 1, above). In the event, comparison of results from the improvement and control zones is not helpful because of the following:
- As noted during the baseline survey, the number of businesses in the control zone is small and the profile of businesses in the two zones is different (a high proportion of businesses in the control zone do not rely on a high footfall location), making direct comparison difficult
 - The actual area improved during the enhancement works was different to that in the proposals (on which basis the zone boundaries were set)
 - The analysis suggests that the enhancement project has had impacts on businesses throughout Windermere

Figure 2: Location of Businesses



- 3.3 Overall, just under half of businesses surveyed (44%) in the evaluation survey were retail businesses, in the region of a fifth were catering (16%) or accommodation (17.9%) and over a quarter (28%) were services. There were no significant differences between the profile of businesses between the baseline and evaluation study, though the rank order of accommodation and catering businesses changed. This, as well as differences throughout the survey, appears to be more the result of changes in the proportion of different types of businesses responding to the survey rather than representing actual changes in the profile of businesses in Windermere. The proportion of businesses in the improvement and control zones in each of the surveys is summarised in Tables 2 and 3.

Figure 3: Profile of Businesses in Windermere

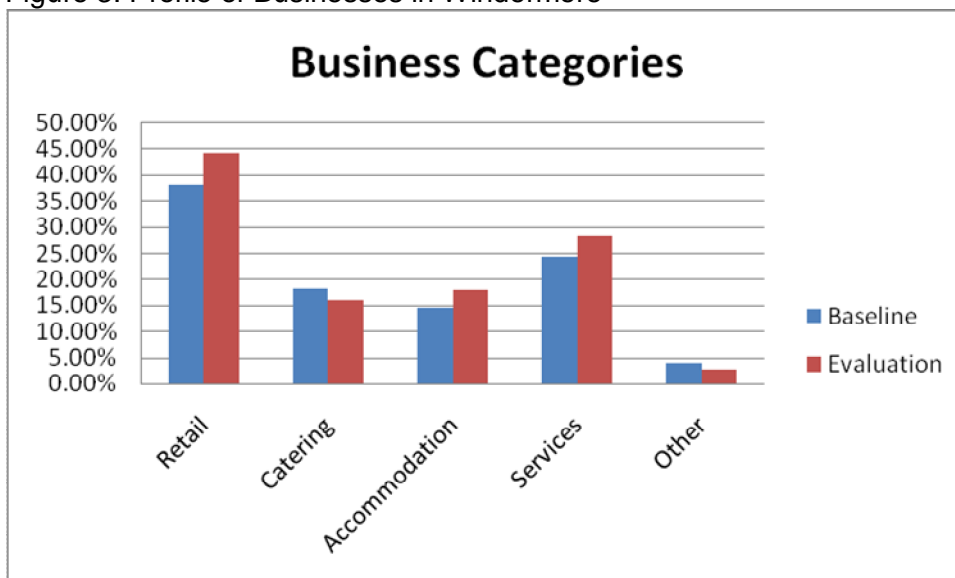


Table 2: Business Profile Inside the Improvement and Control Zones: Evaluation Survey

Business Type	Improvement Zone	Control Zone	All Sample
Retail	50.6%	11.8%	44.3%
Catering	16.9%	11.8%	16.0%
Accommodation	11.2%	52.9%	17.9%
Services	29.2%	23.5%	28.3%
Other	1.1%	11.8%	2.8%

* NB: Totals may equal more than 100% as some businesses operate in more than one category

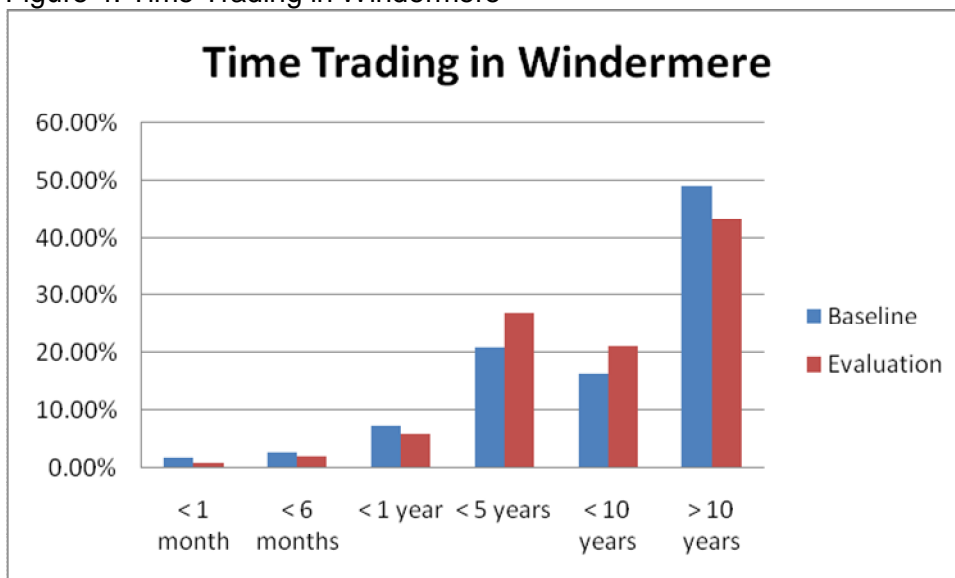
Table 3: Business Profile Inside the Improvement and Control Zones: Baseline Survey

Business Type	Improvement Zone	Control Zone	All Sample
Retail	39.0%	25.0%	38.2%
Catering	20.0%	0.0%	18.2%
Accommodation	11.0%	62.5%	14.5%
Services	26.0%	12.5%	24.5%
Other	15.0%	0.0%	13.6%

* NB: Totals may equal more than 100% as some businesses operate in more than one category

- 3.4 Most commonly, businesses had been trading in Windermere for over 10 years. Less than a tenth (8.5%) of businesses had been trading for less than a year. Two thirds (64.5%) had traded in Windermere for more than 5 years. There was a small increase in 2-10 year old businesses and corresponding decline in businesses aged under 1 year and over 10 years between the two surveys.
- 3.5 Catering and accommodation businesses experienced the highest business turnover according to the evaluation survey, compared to catering businesses in the baseline survey.

Figure 4: Time Trading in Windermere



- 3.6 There has been a significant change in business trends between the two surveys, with a shift from growth towards static and, to a lesser extent, decline. Almost a third of businesses had experienced growth in the past 18 months (7% significant and 23% moderate) whilst 40% reported that business had remained largely static during this period. A quarter (24%) had experienced a decline in business.
- 3.7 Retail businesses experienced the highest decline during the last 18 months and catering businesses had fared best during the past 18 months.
- 3.8 The responses are very similar to similar surveys carried out recently by the consultants in Egremont (post improvement evaluation study) and in Bishop Auckland in County Durham (survey to establish baseline and to inform interim evaluation), as detailed in Table 4, which suggests that the response profile from the evaluation survey is reflecting a wider profile which is perhaps characteristic of how businesses are faring at the current stage of the economic recession.

Figure 5: How Businesses are Faring (Past 18 Months)

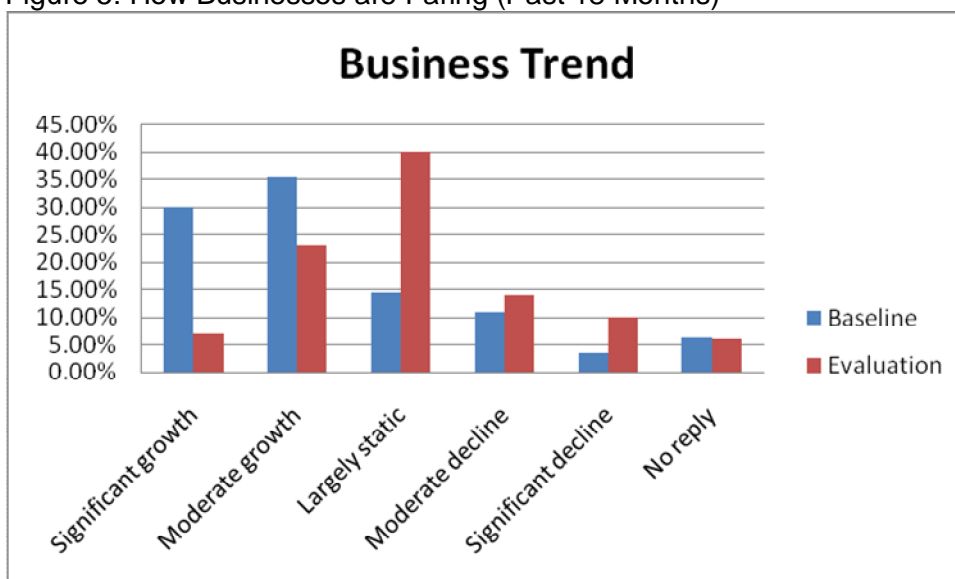


Table 4: How Businesses are Faring – Past 18 Months

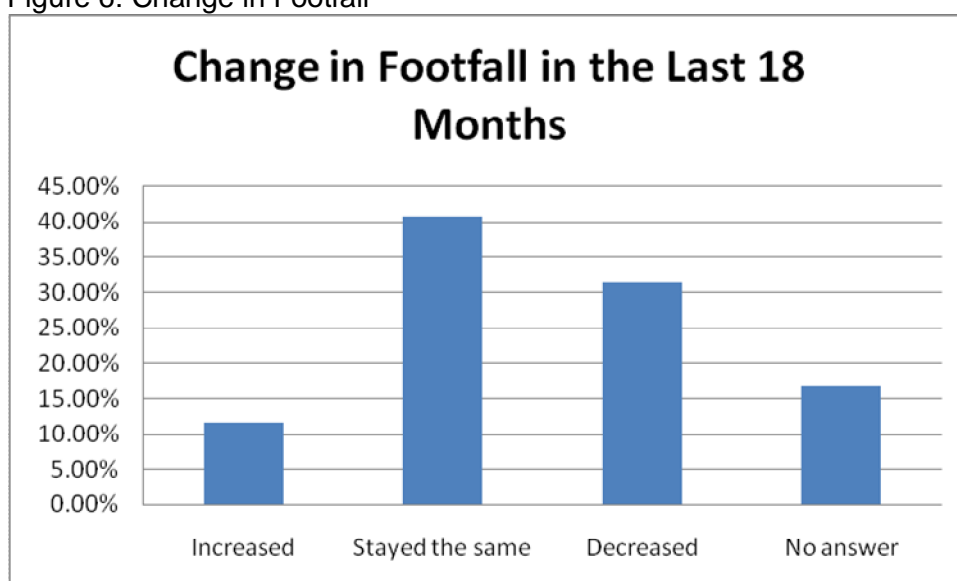
How Faring	Windermere	Egremont	Bishop Auckland
Significant growth	7%	8%	7%
Moderate growth	23%	27%	26%
Largely static	40%	42%	42%
Moderate decline	14%	0%	11%
Significant decline	10%	1%	13%

**NB: Totals do not add to 100 due to rounding and nil responses*

Source: Bowles Green Limited, 2008

- 3.9 Information supplied on businesses' perception of the change in footfall in the last 18 months reflects the reported slowing of business in the town. It is interesting to note that over half of businesses in Windermere reported that footfall had either stayed the same or increased, at a time of economic recession.

Figure 6: Change in Footfall



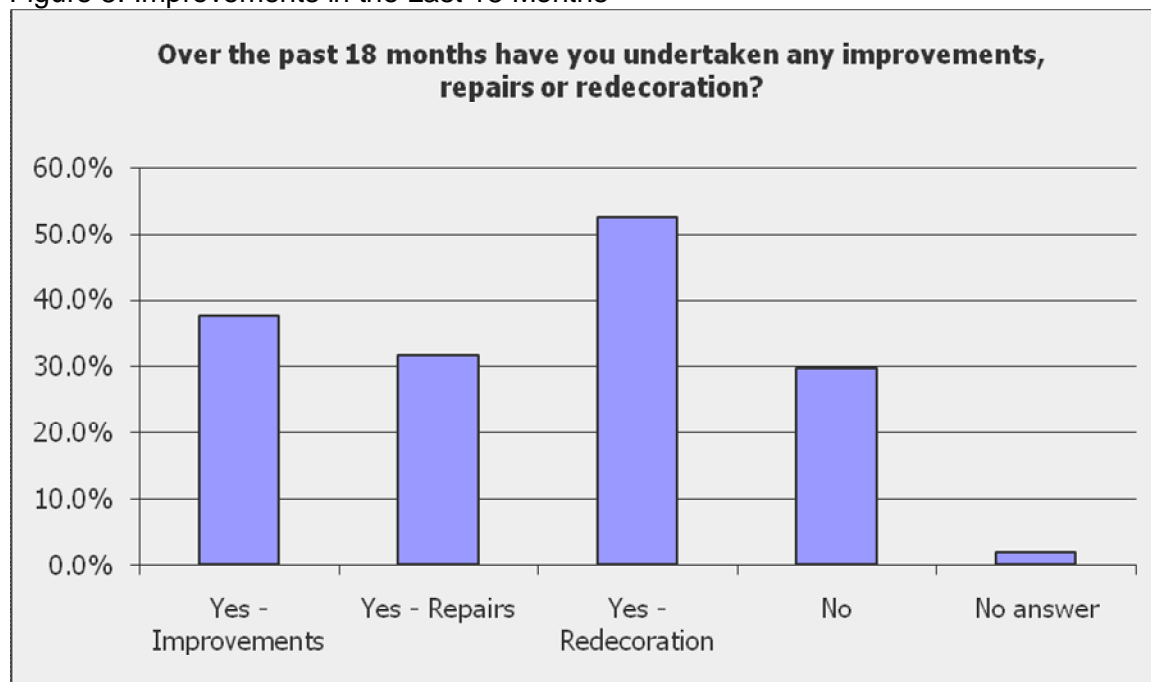
- 3.10 Although no records are kept, businesses felt that overall just over half of their revenue (51%) comes from residents and just under half (49%) from visitors. This represents a noticeable change from the baseline survey, in which businesses reported that a higher proportion of their revenue came from visitors. The proportion of revenue from visitors and residents, understandably, varied between the business categories, with accommodation and catering businesses attracting a higher proportion of revenue from visitors.
- 3.11 The reasons for the change are not known, but it is reasonable to assume that:
- People are travelling and spending less during the recession
 - Residents will be quicker to respond to improvements as they will become aware of them more quickly than visitors

Figure 7: Customer Profile



- 3.12 During the baseline study, two fifths of businesses (43.6%) had plans to develop their businesses in some way and a further 5% said that they would consider doing so if the proposed improvements to Windermere went ahead.
- 3.13 During the evaluation survey, 60% of businesses reported that they had undertaken either improvements, repairs or redecoration during the last 18 months. Most businesses that had undertaken improvements had made more than one kind of improvement. As figure 6 shows, the most common kind of improvement was redecoration, but in fact, businesses undertook a range of improvements including the following:
- Total refurbishment of retail or catering premises
 - Refurbishment of guest bedrooms and public areas at visitor accommodation
 - New facias and canopies
 - Re-branding
- 3.14 A table showing the type of improvements made by these 68 businesses and the estimated value of the improvements is included in Appendix 1. Further evidence on improvements to businesses has been obtained from comparison of the photographic records made during the baseline and evaluation surveys. A table containing a list of observed improvements is included in appendix 2 and the 'side-by-side' images of businesses.
- 3.15 Businesses reported that they spent £1,032,450 on improvements during the last 18 months (i.e. during 2008 and the first half of 2009). The actual amount spent on improvements is likely to be considerable higher, since 36 of the 68 individuals interviewed at businesses that had made improvements were unable or unwilling to provide an estimated value. Analysis of the improvements made by those businesses providing and not providing a value suggests that the total spending on improvements is likely to be in excess of £1,300,000.

Figure 8: Improvements in the Last 18 Months



- 3.16 A total turnover figure was estimated for all businesses in Windermere based on information collected from the proportion of businesses prepared to provide this information. This gave an estimate of £42,100,000. This is £1m lower than the estimate based on the baseline survey. Whilst a number of variables affect this calculation, including the proportion and nature of businesses providing information and the unknown quality of the data, this suggests that there has not been a significant increase in business turnover in Windermere between the two surveys.
- 3.17 A total of nine businesses started up in the 18 months previous to the evaluation survey. These are detailed in Table 5.

Table 5: New Businesses Opened in Windermere

Name of Establishment	Time Open
Grey Walls	Under one year
Lakeland Sweet Company	Under one year
Stone Willys	Under one year
Lingmoor Guesthouse	Under six months
Coffee Bar 7	Under one year
Lakes Lunches	Under one month
Lakeland Pet Supplies	Under one year
Elleray Hotel	Under one year
Chas Kendall Turf Accountant	Under six months

- 3.18 A total of 30 new full time jobs and 24 new part time jobs were created in the 18 months before the evaluation survey. Details of new jobs created are shown in Table 6. If a part time job is assumed to be half a full time job, then 42 new FTE jobs have been created in the past 12 months.

Table 6: New Jobs Created: Evaluation Survey

Name of Business	Full Time Jobs	Part Time Jobs
AF McGhee Chartered Accountants	1	
Anna Rayna Fashions	1	
Barclays Bank		1
Crescent Cards	1	
Coffee Bar 7	1	1
Elleray Hotel	6	6
Firenze Ristorante	1	2
Greggs	3	
Grey Walls	2	4
Hayton Winkley Solicitors		2
Helm Godfrey Financial Advisers	1	
Lakeland Pet Supplies	2	
Lakes Architects		1
Lakes Lunches		2
Lazy Daisy's Lakeland Kitchen	6	5
Lingmoor Guesthouse	2	
Number 22	1	
Scruples Interior Designs	1	
Stone Willy's	1	
TOTAL	30	24

- 3.19 The total number of jobs (excluding volunteers) provided by businesses answering the evaluation survey was 750. This compared to 689 recorded in the baseline survey. In addition, 45 volunteers were recorded in the evaluation survey compared to 16 in the baseline survey.

Table 7: Total Jobs

Category of Job	Baseline	Evaluation
Full time permanent	480	486
Part time permanent	175	213
Full time seasonal	11	0
Part time seasonal	20	11
Casual	3	2
Other	0	38
Total jobs	689	750
Volunteers	16	45

- 3.18 Businesses were asked to rate a number of aspects of Windermere using five categories ranging from very good to very bad; the responses are shown in Figures 9 to 20, below.
- 3.19 In summary there were modest improvements in businesses' perceptions of:
- Range of shops
 - Range of services
 - Quality of shops
 - Car parking process
 - Car parking availability
 - Accessibility by bus
 - Vandalism

- 3.20 Perceptions of environmental quality remained largely the same whilst perceptions of the location of parking and safety and security saw modest falls between the two surveys.

Figure 9: How Businesses Rate Range of Shops in Windermere



Figure 10: How Businesses Rate the Range of Services in Windermere

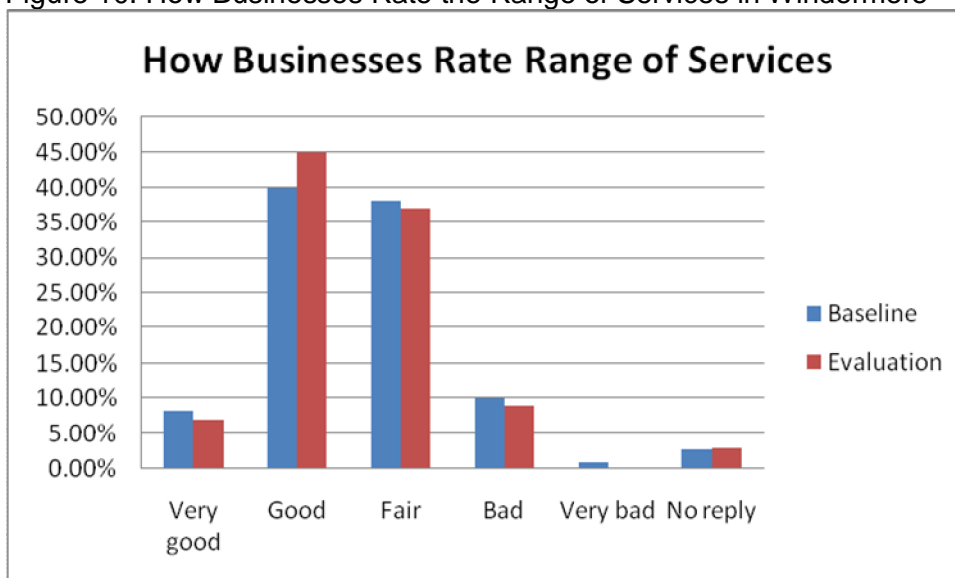


Figure 11: How Businesses Rate the Quality of Shops

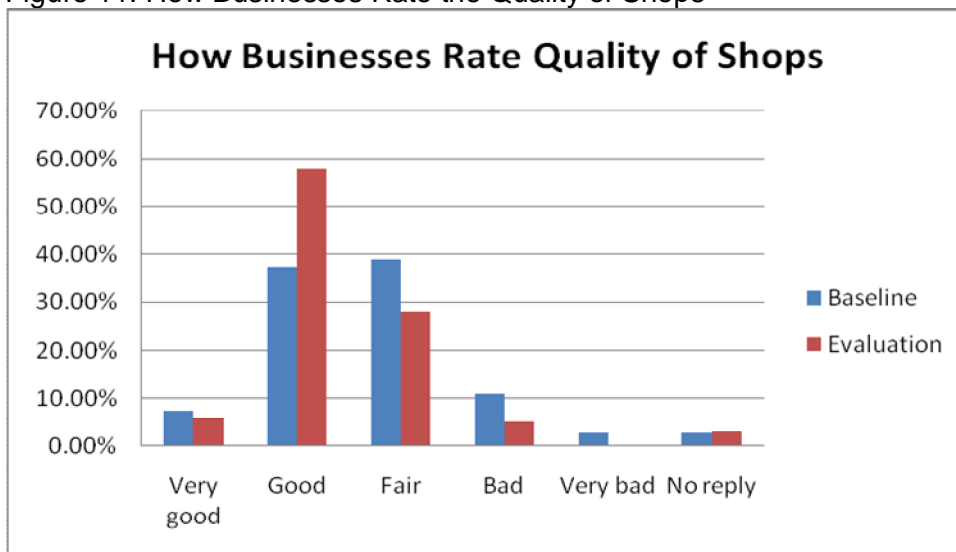


Figure 12: How Businesses Rate Car Parking Prices in Windermere

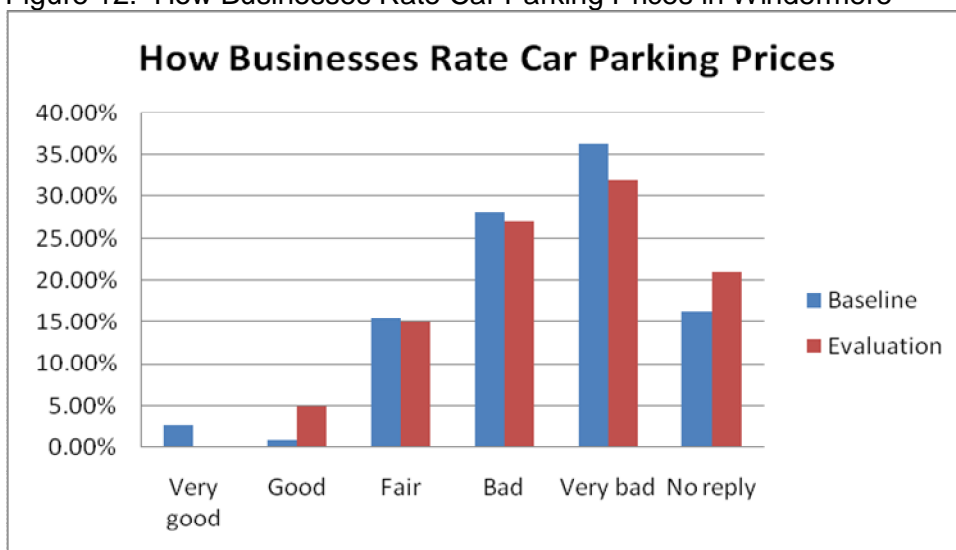


Figure 13: How Businesses Rate Car Parking Availability in Windermere

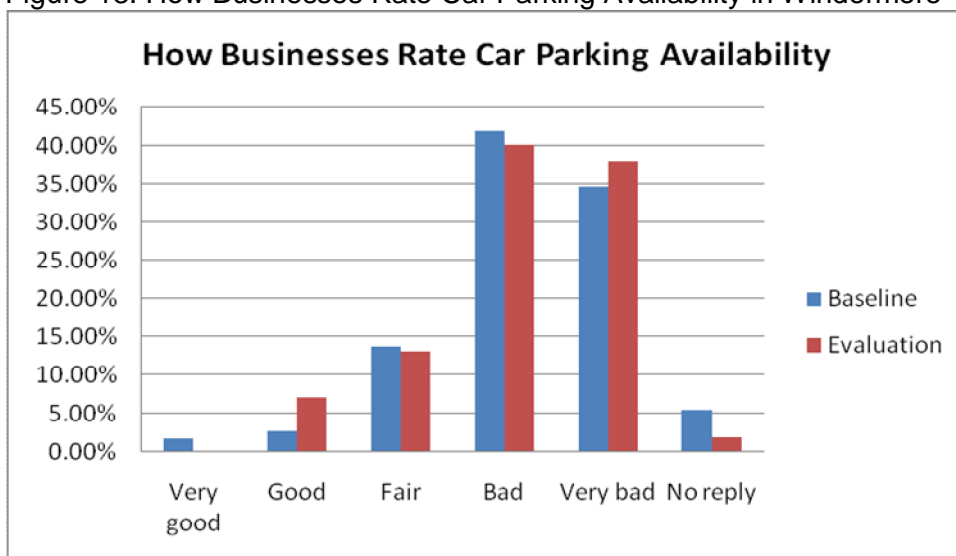


Figure14: How Businesses Rate Car Parking Location in Windermere

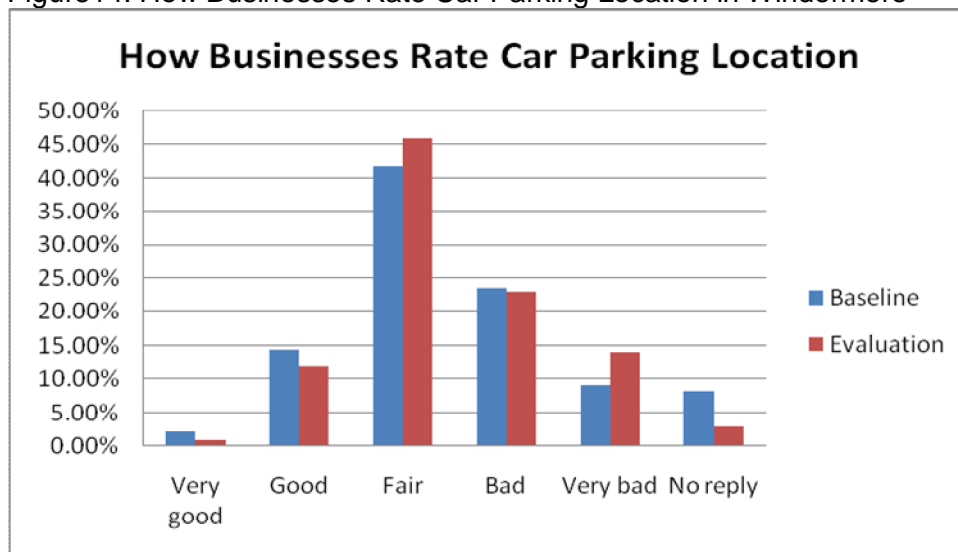


Figure 15: How Businesses Rate Traffic Management in Windermere

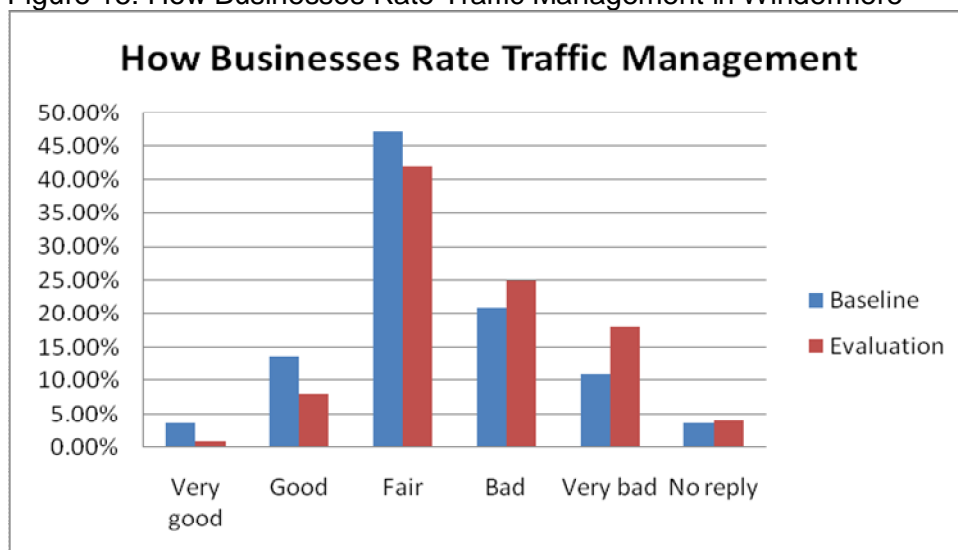


Figure 16: How Businesses Rate Accessibility by Bus

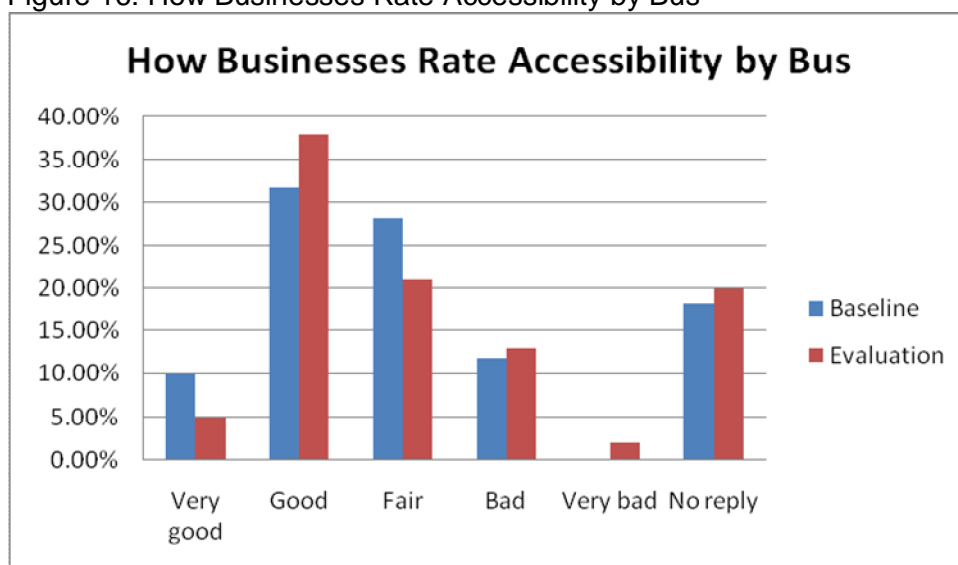


Figure 17: How Businesses Rate Environmental Quality in Windermere

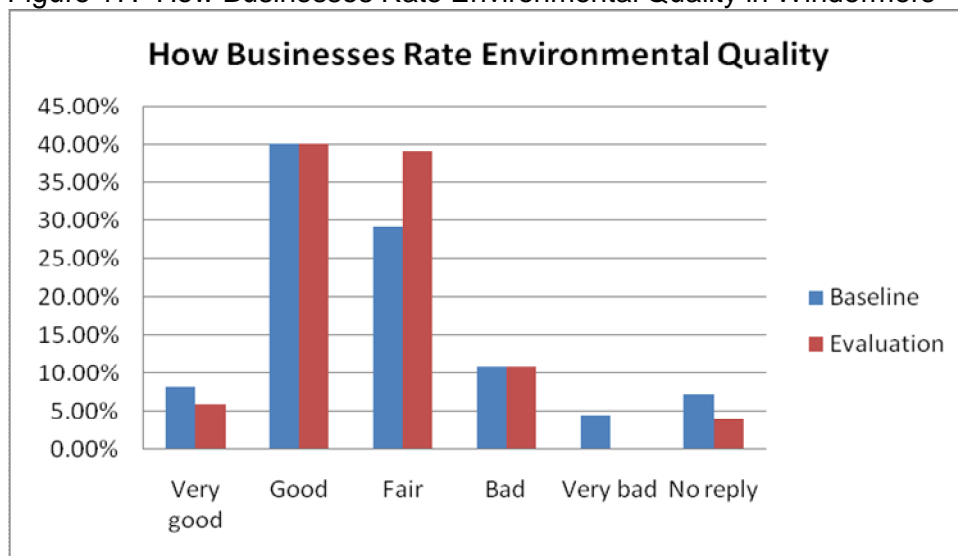


Figure 18: How Businesses Rate Safety During the Day in Windermere

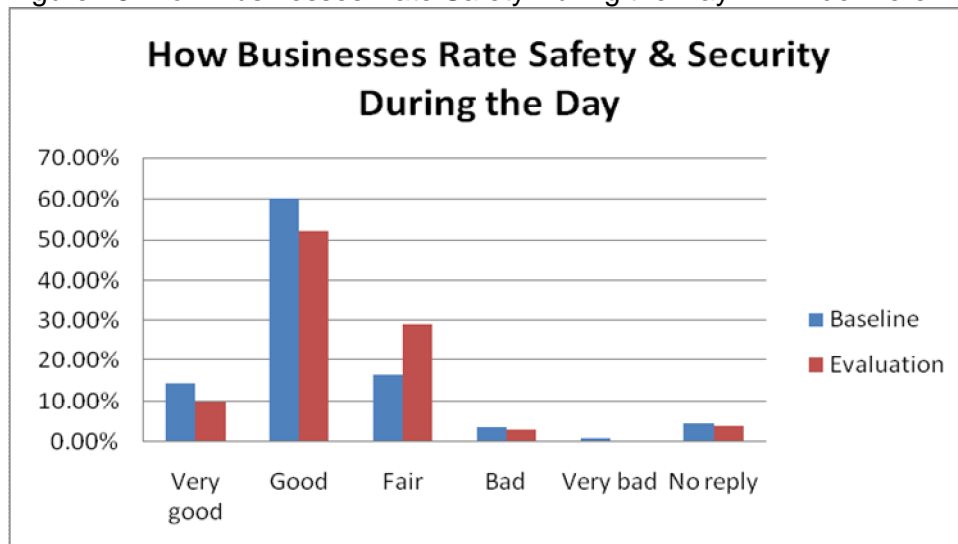


Figure 19: How Businesses Rate Safety at Night in Windermere

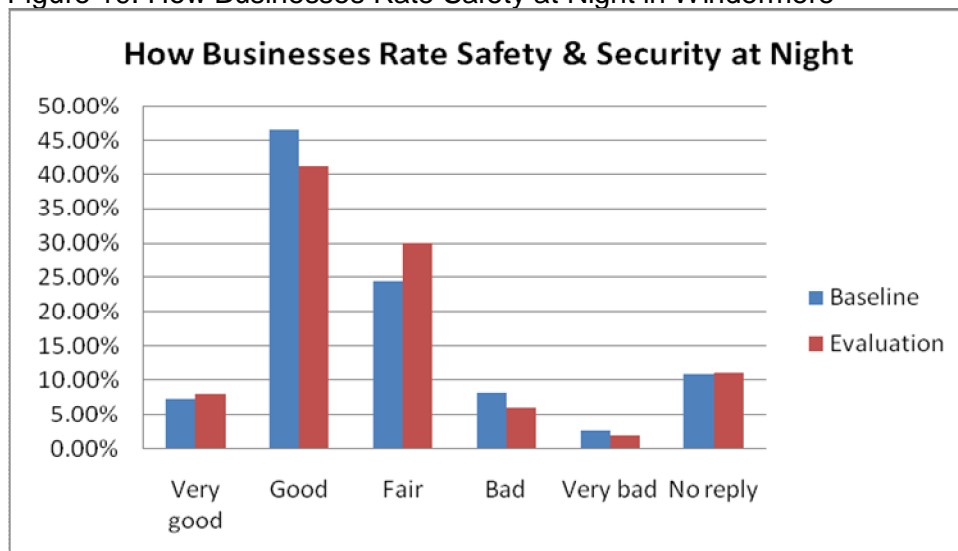
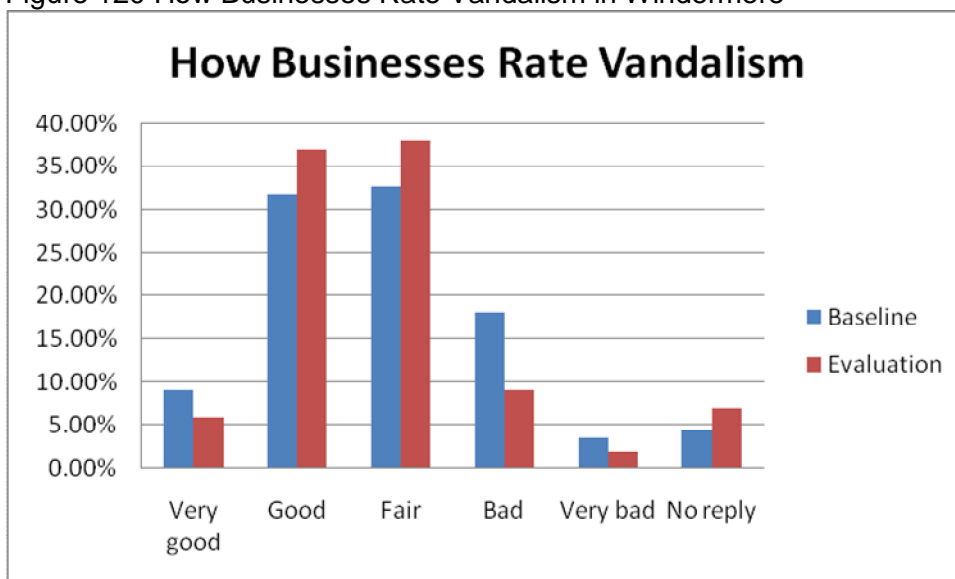


Figure 120 How Businesses Rate Vandalism in Windermere



- 3.21 An attempt was made to understand the impact of the economic recession on businesses in Windermere. The response had not allowed a robust quantitative estimate to be made. However, anecdotally, it is possible to conclude the following:
- Approximately half of businesses in Windermere have been affected in a negative way by the recession, including
 - Fewer customers
 - Customers spending less
 - Approximately a quarter of businesses in Windermere have not been affected significantly by the economic recession
 - A small number of businesses feel that they have benefitted from more visitors taking holidays in the UK rather than overseas
- 3.22 The questionnaire did not specifically ask businesses whether they felt the current trading conditions (relatively favourable at a time of recession) were the direct result of the improvements and no evidence of this was obtained from general comments made during the business interviews.
- 3.23 Businesses' attitudes towards the enhancement project were mixed. Some commented that the town now looks better than it did before and a number of businesses located on Main Road expressed a desire for similar treatment for their road/pavement. However, some businesses also expressed negative comments, including:
- Loss of business during the period of work
 - Limited consultation opportunities during the planning stage
 - Limited impact from the actual works delivered
- 3.24 Overall, however, as noted in the introduction, the majority of businesses welcomed the evaluation interviews and fewer negative comments were received overall by the interviewer than during the baseline survey.

4 CONCLUSIONS AND RECOMMENDATIONS

Conclusions

4.1 The following conclusions can be drawn from this evaluation study:

- 42 direct FTE jobs have been created in the last 12 months by businesses interviewed in Windermere
- 9 new businesses opened in Windermere in the last 18 months
- 60 businesses interviewed have undertaken improvements to their premises to a value in excess of £1,000,000
- It would appear that, for a significant proportion of businesses in Windermere, turnover has remained relatively strong through the last two recessionary years
- Perceptions of key indicators have improved amongst businesses in Windermere

4.2 Table 8, below compares the projected outputs to the outputs measured in the evaluation.

- 15 new jobs created
- 20 jobs safeguarded
- Increased sales
- Safeguarded sales
- 5 new businesses
- £250,000 private sector investment in local buildings

Table 8: Comparison of Projected and Measured Outputs

Output	Projected	Measured	Comment
New jobs created	15	42 new FTEs created	Output exceeded
Jobs safeguarded	20		Output exceeded
Increased sales	Sales increased	30% of businesses have experienced growth and 40% have remained largely static	This appears to be a good business performance at a time of economic recession
Safeguarded sales	Sales safeguarded		
New businesses	5	9	Output exceeded
Private sector investment in local buildings	£250,000	£1,000,000+	Output exceeded

4.3 Whilst it is difficult to link the above improvements directly to the public realm enhancements Windermere, the findings are in line with Government best practice advice on the subject and it is not unreasonable to assume that the Windermere enhancement project has gone some significant way to helping businesses in the town perform reasonably well despite the economic downturn.

4.4 The project appears to have achieved significant outputs in terms of new jobs created, new businesses started and private sector investment in the fabric of the town – the latter being borne out by the photographic evidence.

Recommendations

4.5 As reported above, there is an assumption that the impacts of public realm improvements are 'long term'. It is therefore recommended that a further evaluation should be undertaken in 5 years to understand better the longer term

impacts of such work and to provide information on these to inform future investment decisions for public realm projects.

- 4.6 There is also much evidence from the documents referenced above that the impacts of public realm improvements are much increased when:
- The local community/business community is involved in the continuing management of the public realm
 - A revenue budget and human resources are made available to animate the improved public realm
- 4.7 If this is so, it is likely that the impacts of the Windermere Enhancement Scheme could be further maximised by involving businesses in their future development and management and by resourcing an events programme to attract additional people to the town to learn or and enjoy the improved environment.

Lessons Learned

- 4.8 Overall, the scheme appears to have been a success. The following lessons, however, could perhaps be learned to inform the planning and delivery of similar schemes in the future:
- Making the consultation as inclusive as possible, for example by exhibiting the design proposals over a longer period (including week day and weekend or evening)
 - Communicating the likely impacts of the actual work clearly to businesses and working with them to identify ways to minimise the disruption to trading, or at least to mitigate against such disruption

APPENDIX

1. List of Improvements to Businesses
2. List of Observed Changes
3. Side-by-side Images of Business Premises

APPENDIX1: LIST OF IMPROVEMENTS TO BUSINESSES

Improvements Made in Last 18 Months

Business	Improvements	Repairs	Redecoration	Spend
Open-Ended Response	Yes	Yes	Yes	DK
W. McClure Ltd	Yes	Yes		£30,000
National Westminster Bank		Yes		DK
Mint Beauty		Yes		DK
Southview House	Yes			£150,000
Grey Walls			Yes	DK
Scarlett Ribbon	Yes			£2,500
Rayrigg Villa		Yes	Yes	£50,000
Windermere Dental Practice	Yes	Yes	Yes	DK
Darryls Cafe	Yes	Yes	Yes	£3,000
Renoirs		Yes	Yes	£10,000
Hesfords of Windermere	Yes	Yes	Yes	£5,000
The Lakeland Sweet Company	Yes	Yes	Yes	DK
Lakeland Pine	Yes	Yes	Yes	DK
The Outdoor Warehouse			Yes	DK
Windermere Hotel	Yes	Yes	Yes	£500,000
Cumbrian Cottages	Yes		Yes	DK
South Cumbria Construction Ltd	Yes	Yes	Yes	£8,000
Applegarth Villa and JR Restaurant (and also run Lakes Luxury Cruises from here)	Yes		Yes	DK
Motor World Ltd	Yes		Yes	£2,000
Claytons Butchers	Yes			£2,000
Stone Willys	Yes		Yes	DK
The Village House B&B			Yes	£100
Windermere Service Station (Gulf)		Yes	Yes	£800
Archway Guest House	Yes	Yes	Yes	DK
College House B&B	Yes		Yes	£6,000
Brendan Chase Guest House	Yes	Yes	Yes	£10,000
Style Trading Windermere Ltd			Yes	DK
Lakes Hotel and Lakes Super Tours	Yes	Yes	Yes	£2,500
Holly Lodge B&B		Yes	Yes	DK
Ashleigh Guest House		Yes	Yes	DK
Alexander Sports and Footwear		Yes	Yes	£450
Fireside Bookshop			Yes	DK
Firenze Ristorante Italiano			Yes	DK
All Seasons Guest House	Yes	Yes	Yes	£16,000
Rockside B&B	Yes	Yes		£5,000
The Mews B&B	Yes	Yes	Yes	£4,000
Magic Wok			Yes	£300
Brandon James Tiles, Bathrooms,	Yes	Yes	Yes	DK

Accessories				
Valerie Anns	Yes	Yes	Yes	£4,000
Coffee Bar 7	Yes		Yes	DK
No22	Yes		Yes	£2,000
Woodbrim Ltd		Yes		£2,000
Lakes Lunches	Yes		Yes	DK
Threshers			Yes	£500
Ditto	Yes			£300
Anna Rayna Fashions			Yes	DK
The Lighthouse	Yes		Yes	£30,000
The Hair Lounge			Yes	DK
Courtyard Cottage Antiques			Yes	DK
Age Concern			Yes	DK
Lou-b-Lous			Yes	DK
Erica's Hair Salon			Yes	DK
Lazy Daisys Lakeland Kitchen		Yes		DK
Triarom	Yes		Yes	£3,000
Lakeland Cargo	Yes	Yes	Yes	10, 000
Dale Project Management		Yes		DK
Elleray Hotel	Yes		Yes	£180,000
Windermere Wine Stores	Yes		Yes	DK
Helm Godfrey Fincancial Advisors		Yes		DK
Barclays Bank		Yes		DK
Hayton Winkley Solicitors	Yes			DK
Save the Children			Yes	DK
Bag and Baggage			Yes	DK
Mountain Goat			Yes	£1,000
The Golf and Leisurewear Store	Yes			£2,000
Booths	Yes	Yes	Yes	DK
Cumberland Building Society			Yes	DK
TOTAL				£1,032,450

DK = Interviewee did not know the amount spent

2 LIST OF OBSERVED CHANGES

The following changes were observed between the two surveys:

Property	2007	2009
1 & 2 Elleray Corner	Kitchen Studio	Vacant - to let
6 High Street	Simpson & Parsons	New fascia and signs
7 Oak Street	Bojo	Now Coffee Bar 7, re-decorated frontage
7 Victoria Street	Jambo	Golden Mountain Chinese Restaurant
8 Main Road	Cumbrian Cottages	Painted
10-12 Crescent Road	Boots	New fascia
11 College Road	Ashleigh	New sign
11 Crescent Road	Wine stores	New shop front
12 Crescent Road	Chemist	Re-branded to Pharmacy - new fascia, new tiles and painted
12 Main Road	Joy to Eat	Lakes Lunches – painted
13 Victoria Street	Gabriel	Erica's Hair Studio – painted
14 Crescent Road	Little Heaven	Closed down – to let
15 Derby Terrace	Betting office	New signs
18 Crescent Road	Oakwood Designs	The Hair Studio - painted
22 Main Road	Adini	Number 22 – painted
23a Church Street	Men's Hairdresser	Change of use to residential?
25 Crescent Road	Motor World	Painted
27 Crescent Road	Save the Children	New fascia
27 Main Road	Francines	New fascia, new canopy and painted
27a Crescent Road	Prince of India	New sign
28 Main Road	Windermere Pet Market	Lakeland Pet Supplier – painted
30 Main Road	Office	Vacant – to let
31-33 Crescent Road	Millers	Lazy Daisy's
38 Main Road	Ashworth's	Taste of Cumbria – new canopy, painted
41 Crescent Road	Temple Heelis	New fascia
43 Crescent Road	Gibby's	Firenze – new sign, new canopy, painted
44 Main Road	Forget Me Not	Gina Riccis
54 Main Road	Just-n-So	Forget Me Not – painted
Elleray Corner	Unoccupied	Hackney & Leigh
Hazelwood House	Matthew Benjamin	New fascia
Birch Street	Jerico's	Giotto – new signage, painted
Main Road	The Lighthouse	New canopy, extended external seating, painted
College Road	McClure Cash & Carry	New fascia
Broad Street	South Cumbria Construction	Pew porch
Cross Street	South View	New conservatory
The Chalet	Lakeland Cargo	New signs, painted
Birch Street	Triaron	New signs
Tudor House	Mrs B's	Rambla
Unit 3 Victoria Forge	Windermere Auto Centre	New signs
Victoria Forge	Kankku	New sign
Victoria Street	Inspire	Scarlett Ribbon – painted
Main Road	Village Cafe	Stone Willy's – new sign

3. SIDE-BY-SIDE IMAGES OF BUSINESS PREMISES

