

RETAIL DESTINATION

JULY 2019

FORMERLY SHOPPING CENTRE MAGAZINE

THE BUSINESS OF RETAIL

WINNERS OF THE SCEPTRE AWARDS 2019

Cleaning

Daytime cleaning involves new challenges
but new equipment makes it viable

Commercialisation

Capital & Regional is using RMUs and
pop-up spaces to nurture fledgling businesses

SCEPTRE Awards Review

Highlights from a
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EDITOR'S LETTER

This month's edition includes a review of the 2019 SCEPTRE Awards dinner at the JW Marriott Grosvenor House. The new venue allowed us to take the event to a whole new level and I'd like to thank everybody who made the event such a success.

For me one of the highlights of the event was having the opportunity to present an outstanding achievement award to Zvi Noe, partner at Capreon. With his wife Michal, Zvi founded One Great Day, the shopping centre charity that has already raised over £500,000 for Great Ormond Street Hospital and more than 100 other children's charities.

One Great Day isn't just about raising money – it's about bringing shopping teams together to engage with their communities and have fun while they're doing it.

This year One Great Day is going to be even bigger than ever, and it's not too late to get involved. The website theonegreatday.com is packed with good ideas and the process of signing up is simple. Why not have a go?

Graham Parker
Editor, Retail Destination



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HAMMERSON LAUNCHES CITY QUARTERS CONCEPT

Hammerson, which owns and manages Bullring & Grand Central, has set out its vision for the regeneration of Martineau Galleries in Birmingham city centre, the first major scheme to be brought forward as part of its City Quarters concept.

City Quarters will create vibrant mixed-use neighbourhoods beyond pure retail to curate and deliver homes, workspace, leisure, cultural and educational space around Hammerson's existing flagship retail destinations, in thriving locations around the UK and Ireland.

Proposals for the 7.5-acre site - which currently

includes The Square shopping centre, King's Parade and Dale End car park - include up to 1,300 homes and 1.4m sq ft of workspace that will offer opportunities for a range of businesses, as well as a new city centre hotel, restaurants and cafes. The scheme will also deliver a signature gateway to Birmingham from the proposed Curzon Street HS2 terminal and high-quality public realm, including a new public square and boulevard.

Following public consultation, Hammerson intends to submit an outline planning application to Birmingham City Council later this year, with the aim of starting works in 2022.



BL LEASES PLYMOUTH LEISURE EXTENSION

Four food & beverage brands and one leisure operator have committed to a combined 32,000 sq ft of space at Drake Circus Leisure, the new leisure and entertainment development in Plymouth city centre which will open in the Autumn.

Located adjacent to British Land's Drake Circus, the scheme will complement the shopping centre, creating another vibrant destination for Plymouth. The leisure complex will be anchored by a 41,000-sq ft, 12-screen Cineworld cinema, together with a state-of-the-art IMAX screen, the first to open in the south west.

New restaurants and bars arriving at the centre include Five Guys, the burger joint which will open a 2,500 sq ft restaurant; Nando's, which has committed to a 4,300-sq ft restaurant; upmarket café-bar chain, Cosy Club, which will take 6,700 sq ft and Italian eatery, Zizzi which

has committed to 4,000 sq ft of space. Paradise Island Adventure Golf will open a 15,000-sq ft indoor adventure golf centre, its first in the south west of England. These lettings bring the total space let to 68%.

Smith Young and Cushman & Wakefield advised British Land on the lettings.





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CAR PARK RESURFACING,
REPAIRS AND LINING

GALLERIES SCHEME MOVES CLOSER IN ALDERSHOT

A vital next step in making sure the redevelopment of The Galleries in Aldershot goes ahead has been taken by Rushmoor Borough Council. The council's cabinet has agreed in principle to relinquish the council's land interests in the High Street multi-storey car park so that that it will be included in the Galleries redevelopment. The cabinet has also agreed in principle to take a new long-term lease on a new 250-space car park, which will form part of the redevelopment.

Details of the legal agreement between the council and The Galleries' owners, Shaviram, will now be finalised before the developer submits a planning application in late summer, with a planning decision expected by the end of the year.

At the same time the council has already acquired most of the properties needed for the Union Street East scheme, including the former Marks & Spencer and A&N buildings, and is negotiating on others. Plans are expected later in the summer. The two schemes, which are expected to be mix of housing, leisure and retail, form part of the council's Regenerating Rushmoor programme.

Rushmoor Borough Council's cabinet member for major projects and property, Cllr Martin Tennant, said: "We've already made significant progress on the Union Street East scheme, but this agreement means we can now finally move forward with sorting out The Galleries, with a planning application coming very soon."

"Regeneration remains our highest priority and we are committed to delivering a programme that will radically alter the look of both our town centres so they can be in shape to face the challenges of the future."

£670M STRATFORD RESI SCHEME GOES ON-SITE

The Cherry Park Partnership – formed by Unibail-Rodamco-Westfield and joint venture partners Public Sector Pension Investment Board and QuadReal Property Group – have started work on site at the new £670m Cherry Park residential development in Stratford.

The development, which is designed and constructed by Unibail-Rodamco-Westfield, will comprise around 1,200 one, two, three and four-bedroom homes across a range of towers and mansion blocks, complete with residents' gym, swimming pool and workspace. It will also feature welcoming public realm and open spaces, including play areas within Cherry Park lane and Cherry Park's square, and pedestrian connections throughout.

The project is one of London's largest single-site multifamily schemes and will see a phased completion with full delivery expected post-2023.

Keith Whitmore, URW's head of development, design and construction, UK/Italy, said: "This residential development demonstrates our commitment to creating and strengthening communities through the mixed-use nature of our sites where we are creating city districts. In Stratford, we have delivered Europe's number one shopping centre by footfall, Westfield Stratford City, made significant investments into infrastructure, built new offices and hotels and now we embark on our residential development."



HEMPSTEAD VALLEY IN FOR 60,000-SQ FT EXTENSION

Hempstead Valley shopping centre in Kent, the UK's first purpose-built out-of-town shopping centre, is set for an ambitious overhaul with a significant investment in the redevelopment and repurposing of the centre.

The wide-ranging plans include new development initiatives and reconfiguration of parts of the scheme. It has planning consent for an extra 40,000 sq ft of external retail space which will accommodate larger format stores.

The scheme already functions more like a town centre with free parking than an out of town shopping centre and the intention is to build on this by bringing in community uses, medical services, a gym operator, a drive thru restaurant and potentially a cinema, as well as new large space retailers.

Hempstead Valley opened 40 years ago and is anchored by Sainsbury's, M&S and TK Maxx. A successful restaurant cluster opened in 2016. Owner British Airways Pension Fund took full control of the centre in 2018 and has appointed development experts Reef Group to help deliver the substantial plans for the centre alongside GCW and Savills as leasing advisors.





Festival Place



Mander Centre



RetailReport

Thank you to everyone that entered our photo competition at the SCEPTRE Awards 2019! Here are some of the entries - view them all and see the winners using [#RetailReport!](#) 



The Mall
Walthamstow



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EAST KILBRIDE SALE

East Kilbride retail park has been bought by London-based Corum Asset Management for £12.25m, representing a net initial yield of 10.49%. The 59,404-sq ft site is part of a substantial retail warehouse cluster in East Kilbride, adjacent to Kingsgate retail park, with the current tenant line up including The Range, Pets at Home, Currys PC World and Halfords.

The purchaser was represented by Knight Frank, while Cushman & Wakefield acted on behalf of the vendor Aberdeen Standard Investments.

RVP IN FOR REVAMP

British Land has unveiled an £11m refurbishment of Royal Victoria Place, Tunbridge Wells. Plans include an upgrade to the flooring throughout the centre, new seating, bespoke roof lighting and a new feature artwork. Work is expected to be completed in 2020. British Land paid Hermes more than £90m for the centre last year, with the benefit of planning permission for a leisure-led extension, which has now reportedly been dropped. Centre manager Nicky Blanchard said: "We've been working hard to produce a design that will help modernise Royal Victoria Place, as well as create a relaxing, feel-good space for our visitors."

PORTFOLIO REPOSSESSED

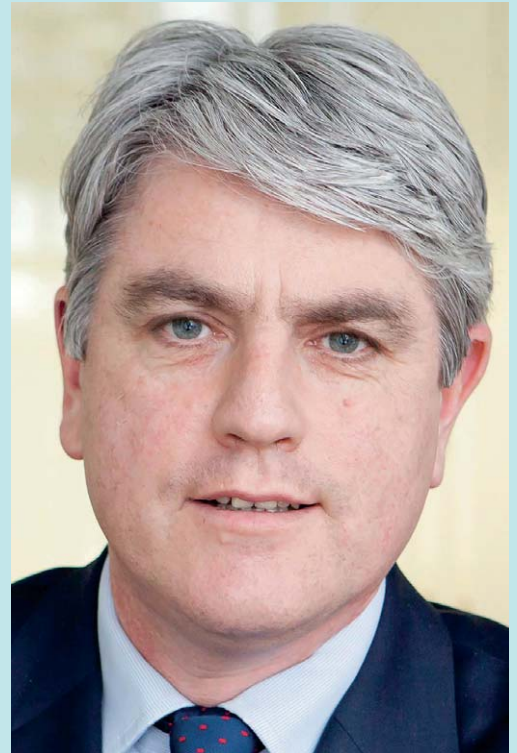
Mezzanine loan provider DRC is to take over the Harrogate portfolio of shopping centres, comprising the Kingsgate shopping centre in Dunfermline, the Vancouver centre in King's Lynn and the Rushes in Loughborough, after London & Associated Properties and Oaktree saw their equity wiped out by a fall in values. A revaluation by the senior lender identified a breach of the loan to value covenant and the joint owners declined to inject new equity to cure the breach.

NEWRIVER LAUNCHES OUT OF TOWN FUND

NewRiver has agreed a new 50:50 joint venture with a fund managed by Pacific Investment Management Company to buy and manage UK retail parks. To kickstart the venture, it has bought a portfolio of four retail parks from Zurich Assurance for £60.5m, reflecting a net initial yield of 9.8%.

The portfolio comprises four retail parks: Kittybrewster retail park, Aberdeen; Telford retail park, Inverness; units in Kingsway East retail park, Dundee and Wakes retail park on the Isle of Wight. The retail parks have an affordable average rent of £14.77 per sq ft, an affordable rent to sales ratio of 6.5% and a WAULT of 6.3 years, and are let to a high quality and well-diversified line-up of occupiers that complements NewRiver's existing portfolio.

Chief executive Allan Lockhart said: "We are delighted to be re-establishing a successful partnership that dates back to 2012, and has a track record of delivering growing returns to our shareholders. Recycling our capital from disposals into joint ventures enables us to secure a superior return on our capital and provides us with significant additional firepower to take advantage of the current dislocation in the retail real estate market."



DAVENTRY COUNCIL STARTS WORK ON MULBERRY PLACE

Daventry District Council has started work to transform the former library site off North Street, Daventry, into a new four-screen cinema, with restaurants, public square and splash fountains.

Work starts this week on demolishing the former library buildings to prepare the site, with archaeological digs due to start later this summer and work on the cinema foundations beginning in autumn.

It follows on from last month's relocation of Daventry Library to modern new premises in the nearby Abbey Centre, off St John's Square. The former North Street building, which dates back to the 1930s, had become outdated, impractical and costly to run for the library.

The council is on course to agree a lease to its preferred cinema operator for the Mulberry Place development within the next couple of months.





ONE GREAT DAY

FUN RAISING FOR CHILDREN



ONE GREAT DAY is a UK wide annual fundraising day raising money in shopping centres, retail parks and office buildings throughout the country for Great Ormond Street Hospital and local children's health charities.

Our aim is to inspire, engage and empower communities and tenants to make a difference by getting involved in a series of local fundraising events held within shopping centres and office buildings across the UK on One Great Day.

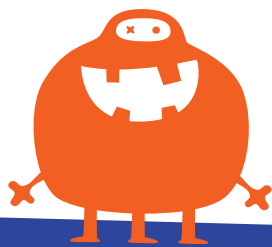
One Great Day began in 2014 and has so far raised over £500,000 for more than 113 different children's charities. The support of our generous corporate sponsors, (thank you Lockton, CBRE, Savills and Montagu Evans!) ensures that every single penny donated goes directly to charity.

A huge range of activities have been held: bucking broncos, superhero days, coffee mornings, treasure

hunts, zumbathons, One Great Shaves- the list is endless! Centre staff have been sponsored to do 20,000 press ups, walk 25,000 steps, abseil down buildings, climb Mount Snowden, cycle 500 miles to name a few!

Holding a One Great Day enables property assets to engage their local community and create a sense of community whilst engaging with occupiers and other local stakeholders and fostering a feeling of increased team spirit within the buildings. The event generates lots of positive PR and leaves a tangible feeling of good will amongst all connected to the centre and the event.

2019 will see over 200 shopping centres take part in ONE GREAT DAY.



To find out more: follow us on Instagram [@One_Great_Day_1](#) Facebook [@onegreatday1](#) and Twitter [@onegreatday1](#) or visit our website [www.theonegreatday.com](#)

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As Edinburgh St James, the UK's biggest retail-led construction project, reaches its mid-way point director of development Martin Perry gives an update on progress



Retail is going through a period of major introspection. It is hardly possible to open a newspaper these days without stumbling on stories filled with details of collapsing retailers, CVAs, or department stores falling into administration. However, to paraphrase Mark Twain, reports of retail's demise have been greatly exaggerated.

It's true that the UK retail market has been caught in a malaise for too long, relying on outdated theory and practice, while the way people shop has fundamentally changed. What makes Edinburgh St James special is that it is not just a shopping centre but a mixed-use environment that is socially, culturally and physically integrated into the city and where the retail element is only a part of the overall attraction.

However, the integration starts with the scheme itself, ensuring a unified experience and a brand in Edinburgh St James that pulls every element together. This means abandoning the traditional 'landlord/tenant' model in favour of brand partners, which complement one another and the scheme as a whole. It is about making an environment that is seamless, joining the dots between residential, hotels, leisure and, of course, retail to create an experience rather than a location.

In this pursuit of a unified experience, in conjunction with the City of Edinburgh Council and the Scottish Government, we have also launched FUSE, a hospitality and skills academy that will offer world-class training for the local community. This will not only create a talent pool for our partners to draw upon, but also guarantee that Edinburgh St James will offer consistently exceptional service across every element of the scheme, ensuring our partners, as well as the development as a whole, will become synonymous with a quality experience.

In addition to bricks and mortar retail, we are also looking at how to truly integrate online retail into the scheme, while

addressing the need for convenience among online shoppers. Taking inspiration from earlier innovations like click-and-collect, we have some exciting, industry-first plans to make Edinburgh and the project fully digitally integrated from the get-go.

But the focus, in today's retail climate, must also be on integration into the city itself. As such, we've drawn on the city for inspiration, inspired by Edinburgh's unparalleled calendar of festivals and events. This has led us to incorporate a number of public squares that will double as event spaces during the festival season and provide a platform for Edinburgh St James to launch its own events that will become a part of the city's cultural landscape.

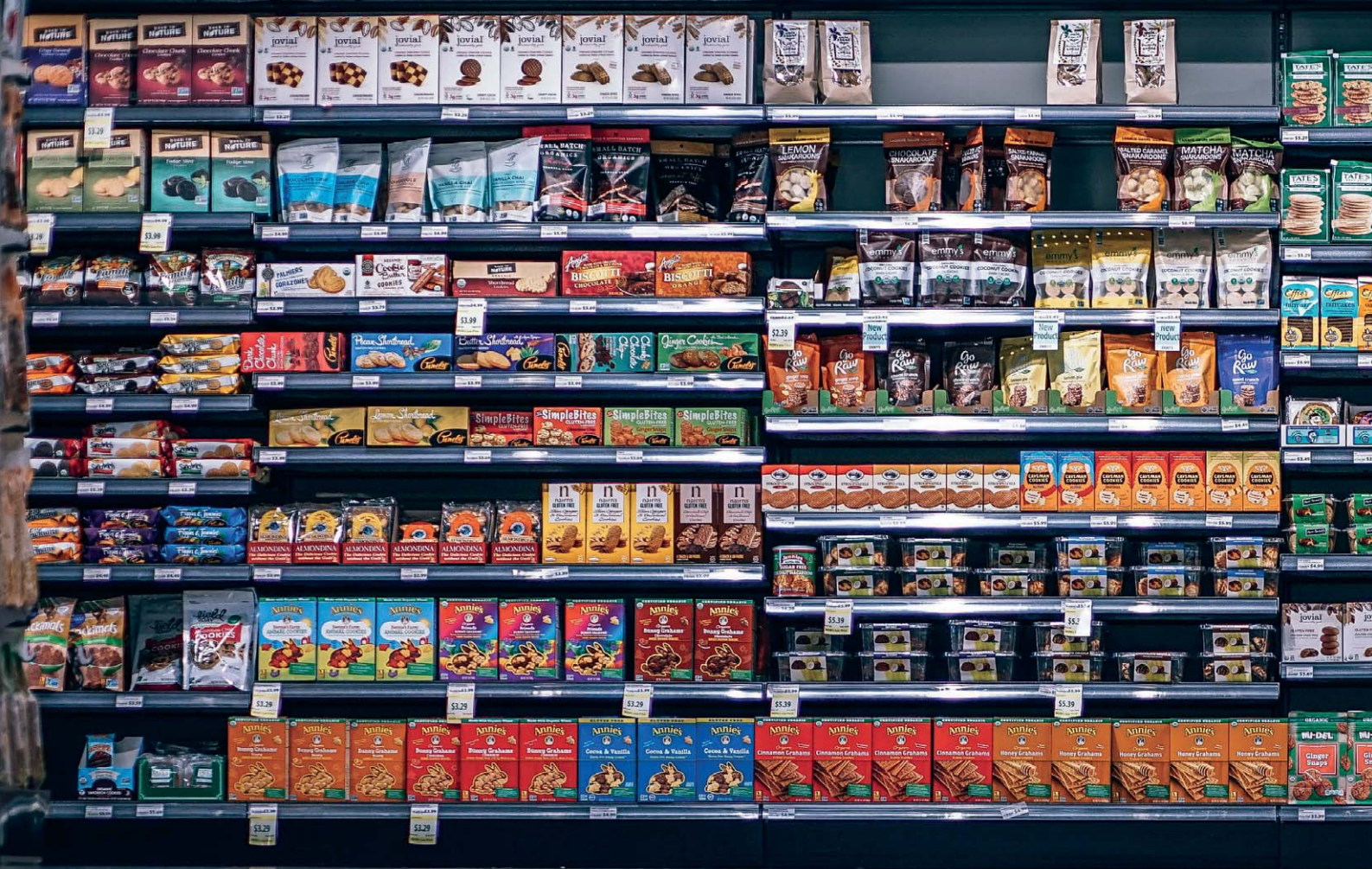
In addition to being at the centre of the city's festival spirit, we have also teamed up with the public sector to deliver once-in-a-generation improvements to roads, pavements and the public realm in the city's East End. Through pulling together the different strands and using Edinburgh St James as a focal point, our regeneration will ensure the central vein of the city's transport network is inextricably linked to the scheme.

While we still have some way to go, brands have already been buying into this vision, most recently Zara and its Inditex stablemates. Zara will take 37,000 sq ft over three floors at Edinburgh St James; while Bershka, Stradivarius and Pull&Bear will take stores of 9,300 sq ft, 6,000 sq ft and 8,000 sq ft respectively. These new arrivals join an already exclusive line-up of retailers, F&B and leisure occupiers at Edinburgh St James, including John Lewis, Next, Everyman Cinema and the W Edinburgh.

Ultimately, with the retail storm still howling, rather than batten down the hatches, you've got to change course, get creative and work together to create somewhere in which people actually want to spend time. By fully integrating Edinburgh St James into Scotland's capital, we know we are going to arrive at the right destination.



Martin Perry, director of development, Edinburgh St James



FUNDAMENTAL FLOORCARE

A well-kept floor
can reverse the
signs of ageing



Retail cleaning presents a challenge when shops are busier and open for longer. Overnight might not be the most convenient or economical time to undertake cleaning operations because of additional staff, lighting, heating and security costs. Most retailers want to keep their premises clean when it matters most, during opening hours, and this means daytime cleaning.

As a country where wet weather is never far away, there is an omnipresent challenge in how to keep floors clean when shoppers are dragging in water and dirt from outside. The constant flow of people coming and going in large numbers can bring water, mud and other debris into the building, all of which can ruin the floor's appearance and cause gradual degradation. On top of this is the need to remove any materials that can increase the risk of a slip or trip accident.

Regular cleaning throughout the day using a scrubber drier, even when people are present, will help keep hard floors in tip-top condition and maintain their appearance. It is important to choose the right pads to use with the machine to achieve the optimum combination of results, efficiency and economy.

Innovations in flooring – for practical and cosmetic reasons – continue to widen the choice of materials and finishes available. This makes the correct specification and use of floorcare products and equipment more complex because there is more to consider. Mistakes can damage the floor and be difficult and costly to correct. In many cases the solution is to use a scrubber drier or rotary disc machine in conjunction with a particular pad or brush and, usually but not always, cleaning product.

In general, innovative synthetic flooring is now more widely used than wood and other traditional materials. This has led to a move from laborious stripping, polishing and buffing to more efficient machine cleaning and maintaining.

The Twister range by Diversey, for example, offers an innovative selection of colour-coded floorcare pads made from



100% recycled plastics. Each pad is loaded with billions of microscopic diamonds. Varying the size and combination of these diamonds during manufacture ensures there is a pad for almost every common type of hard flooring.

The unique properties of the pads mean they deliver exceptional results with water alone when used with Diversey's Taski swingo scrubber driers or rotary-disc machines. Working without chemicals simplifies cleaning processes, creates a healthier environment for cleaners and building occupants, and reduces





routine machine maintenance burdens.

The variety of floor type and the choice of equipment and products can present a bewildering set of choices. Nevertheless, by taking advice from suppliers, cleaning teams can introduce cleaning processes that improve results while being effective, productive and sustainable.

THE MERCURY MALL

“The floor is always a dominating feature,” says the Mercury shopping centre manager, Spencer Hawken. “So naturally it is an influential factor in how you feel when you are shopping; it is the one constant as you walk around between retail outlets and eateries. You can’t fail to notice it.”



The 441,000-sq ft Mercury shopping centre opened nearly 30 years ago with a traditional terrazzo floor, and as expected its age was beginning to show in areas where the high gloss finish had faded and persistent marks had appeared. However, a new approach to floor cleaning is reversing the damage.

“We were introduced to a new chemical-free approach to our floor cleaning last year by Axis which is actually making our floors more attractive,” Hawken says. “It is removing some of the ground-in marks which had appeared over time and bringing back the shine.”

Axis Cleaning and Support Services recommended Twister pads to be used on the scrubber drier for daily floor maintenance. These new polishing pads are encrusted with micro diamonds that eliminate the need for any chemicals in the polishing process and effectively restores the original high-gloss polish of the terrazzo

The elimination of chemicals is not only more environmentally friendly and more economical as the centre uses fewer consumables, but it also removes the risk of any residue ever being left on the floor from the cleaning process. “We have seen a significant improvement in the floor’s slip reading when it has been assessed,” says Hawken. “So we are not only rejuvenating the floor and improving the shopping centre’s appearance but we are also minimising the risk of potential accidents.”

Where an incident does arise which requires immediate attendance from a cleaning operative, such as clearing up a spillage, the way that the cleaning team is managed is leading to a significant reduction in response time. Since 2018 Axis Cleaning and Support Services has been working with its sister business, Axis Security, which has been providing the security officers to secure the estate.

The two teams operate under a dual contract, which includes cross-training members of the security team so that they can support the cleaning operatives by dealing with incidents as they occur.

“In effect this has doubled the number of people on site who are capable of responding immediately to a spillage,” Hawken explains. “Any one of our 26-strong team, who finds themselves closest to the spillage, can clear the area and promptly put out necessary signage to alert shoppers. This approach gives us ample cover and we have an extremely responsive team.”

The security and cleaning teams at the Mercury are now using Overtec incident reporting software, which has been specifically designed for the Axis Group. The ‘InForm’ solution tracks and reports on all cleaning activities on site, significantly improving cleaning efficiencies. It works by having NFC (Near Field Communication) tags strategically placed, which communicate with mobile devices carried by cleaners, recording activity, dates, times and identifying the employee. As well as recording routine activity, they also enable operatives to take ‘before and after’ pictures of an incident to prove the area has been left in a safe condition.

And as it the software is cloud-based, it ensures that the centre management has all the information immediately to show that the correct procedures have been followed, and they have access to it in the future if there is a complaint or claim made by a shopper.

THE RISE OF VR



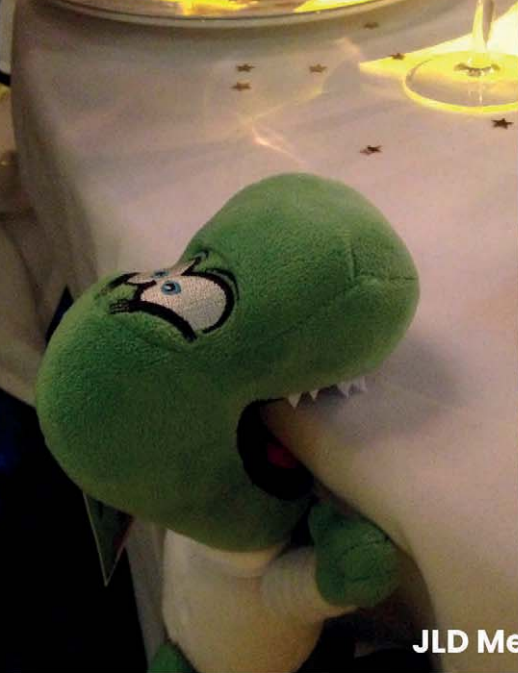
Virtual Reality attractions are popping up in malls across the country. But are they just another passing fad?

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FASHION FOR WOMEN, MEN & KIDS

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Retail Report

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Harvey Centre



Mander Centre



Experience is on the rise, but getting consumers to try out new leisure concepts and experiences is not yet a done deal. There is plenty of competition in the retail-meets-leisure market, and Virtual Reality has been one met with most excitement by landlords and consumers alike, but where and how does VR actually fit into retail destinations?

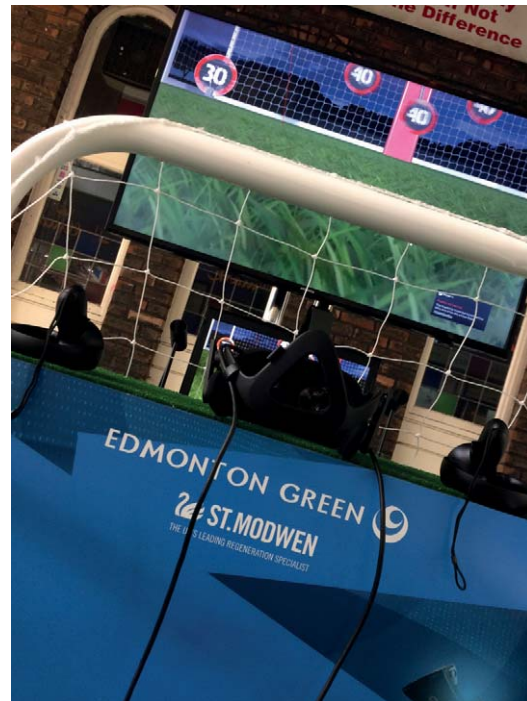
“VR has been steadily improving year-on-year, leading to the technology becoming more commonplace in our everyday lives and as a result, the price of fit-out and hardware is getting cheaper and cheaper,” explains Stephanie Potter, marketing director of Shoppertainment.

“This has led to VR becoming more prevalent in retail spaces, from one-offs to boost sales such as North Face using it in their stores to transport customers to Yosemite National Park back in 2017 to larger events, such as one we hosted for a shopping centre in London last summer. The event tied into the centre’s World Cup celebrations and transported shoppers onto a football pitch and asked them to score as many goals as possible by heading a virtual ball, in order to win prizes.”

Another market leader in brand experience placements, SpaceandPeople, has also seen how VR incorporated into brand experience activations has been well received and allows a brand to transport members of the public to a completely different surrounding.

“Whether that be to take consumers to the country a specific product was originated to display its credentials to a tour of student accommodation, offering a VR experience gives consumers an immersive and, if done correctly, memorable encounter with a brand,” says Nancy Cullen, COO of SpaceandPeople.

“Highland Spring, for example, recently carried out a 360-degree VR experience which transported participants to the Scottish Highlands, where the water is sourced from. We have also seen a number of car brands offer participants an ex-



perience to drive their cars using VR technology. And charities have used VR technology to provide potential donors with an experiential element to their encounter whilst further raising awareness of their cause.”

There are endless examples of how VR is being used, from Topshop’s virtual-racing experience at its Oxford Circus flagship store, to intu’s immersive Mazda experience but it’s still only just getting started, and the possibility of where it can go and what it can do is becoming more and more exciting.

“At the moment we tend to think of VR in mall space in terms of pop-ups and short-term bookings however there’s no reason to believe that VR can’t exist in a more permanent capacity in the right scheme,” says Shoppertainment’s Potter.

“For example, we’ve worked with a VR pod company for the last 18 months that originally came into a scheme in Liverpool as an ad hoc during the school holidays. They were so successful they chose to stay and have been there ever since. VR alongside augmented reality is likely to grow further as technology improves and as it does we can expect retailers to begin incorporating it into their long-term marketing and commercialisation strategies.

“And with the recent news that many companies are currently developing wireless VR headsets we can expect to see VR events in shopping centres really take off as even the smallest spaces will be able to effortlessly transport their customers to a new reality,” she adds.

Virtual reality in retail has its obvious upsides, such as removing the limitations of space and time, but the downside still remains that it requires hardware and special headsets, which most people do not have and are unlikely to buy because of their high price points. The fact remains, however, that the industry is optimistic, the consumers are interested, and the possibilities are quite literally endless.



COMMUNITY INITIATIVE

Capital & Regional uses community initiatives to trigger commercialisation opportunities

As one of the leading managers of community shopping centres in the UK, Capital & Regional has a strong track record as a specialist incubator for small retailers and community initiatives.

This approach is being applied right across its portfolio of eight UK centres. By taking this approach to commercialisation, which focuses on creating a hyper-localised offerings, C&R has helped hundreds of small and local businesses get started and succeed at its shopping centres.

The property investor's portfolio largely exists in town centre locations, and the aim is to combine excellent standards of operation with a locally tailored social and shopping experience, which it says points back to its commitment to community.

For example, at The Mall Luton, 42 out of a total 139 occupiers, including permanent and RMU retailers, are classified

as independents. This equates to 30 per cent of the total tenant line-up, each offering specialist products and services that meet the needs of the local community.

The landlord implements an RMU strategy which plays a significant role in its support of smaller retailers. Kiosk operators are offered a set of more flexible terms to make operating at its centres a more viable opportunity. These terms eventually graduate them to higher quality RMU's to support business growth as well as improve customer experience.

This integrated approach to commercialisation also sees the company adopting alternative solutions to filling vacant space and creating community experiences at its shopping centres by working with local community and business groups as well as charities committed to improving life in the local area.

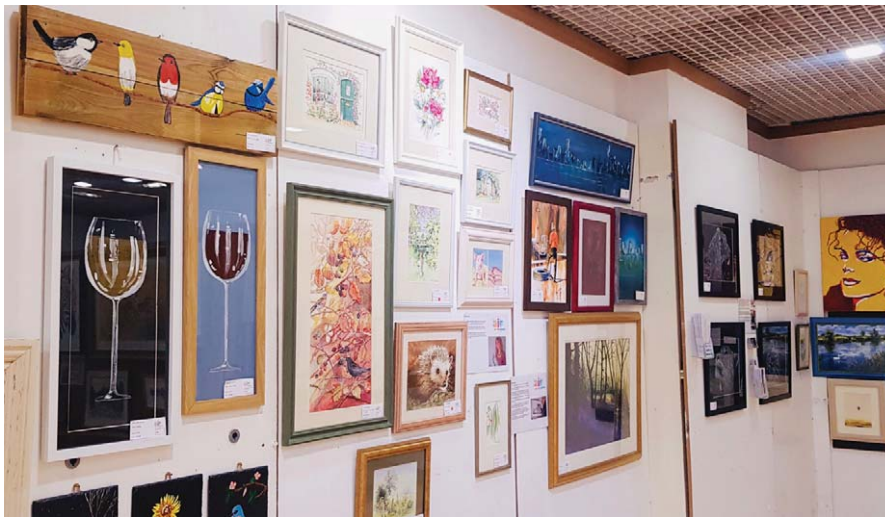
At the Kingfisher shopping centre in Redditch, C&R has worked closely with 'Arts in Redditch', an umbrella body for arts and Cultural organisations and creative individuals in Redditch and the surrounding area, to transform a unit within the mall into a pop-up art gallery. The Arts in Redditch pop-up gallery, which opened at the centre in May this year, now features over 50 local artists displaying over 400 pieces of art, all for sale.

Also at the Kingfisher, C&R has supported local craft market operators with the opening of a 'Share a Shop' concept called 'Little Gerties'. Within the unit, local traders and crafters are allocated space for a small fee to sell their craft products at least once a week. Following the success of this concept, Capital & Regional has worked with one of the traders to open a similar concept called 'Lovely Things' in a vacant unit within the centre.

Similarly, at Capital & Regional's Mall Luton, the landlord has worked with the charity Level Trust to provide a unit in the centre's gallery for a uniform exchange store. The store, which opened in August 2017, accepts school uniform donations amongst a number of initiatives to help Luton families save money on school-wear essentials.

CEO Lawrence Hutchings says: "Our community strategy is pervasive across our entire business plan, meaning we strive to play a central role in our communities in absolutely everything we do. We see growth in pursuing this as a strategy. Our commercialisation strategy plays a big supporting role in this, supporting smaller independent or fledgling retailers.

"We proactively lease space within our malls to local charities – which is as much about helping them to grow as it is about providing our visitors with a more tailored community experience. Retail has moved beyond simply filling space – it's about understanding your customers and working closely with the right retailers to ensure you continually exceed their expectations."



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VERSATILE SPACES

Making the most of empty spaces.

Pop-up retail is a proven fixture in malls, offering short term spaces for retailers and brands of all sizes to showcase their products in prime retail locations, but brands are realising the need to get creative in order to make the most of the passing footfall, and many are stepping up their game to rise to this challenge

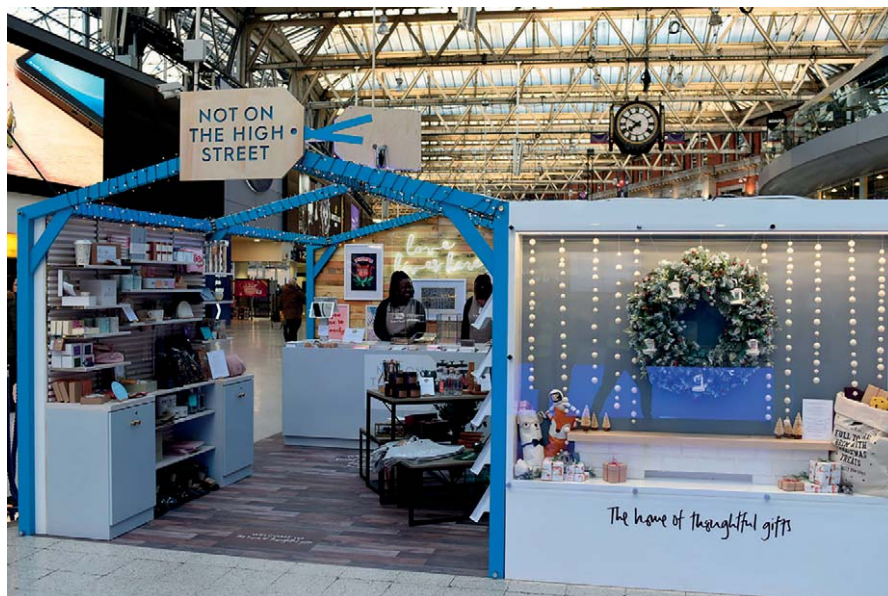
“Retailers are becoming more innovative and not just opening up a smaller version of their inline store as a pop-up,” explains Nancy Cullen, COO at commercialisation specialist SpaceandPeople. “Rather, many have started to create a pop-up experiences which is helping to differentiate them and to stay front of mind even if their physical retail footprint has diminished.”

James Bradstreet, senior surveyor at Harper Dennis Hobbs

echoes this sentiment, saying that retailers are needing to think outside the box while existing inside the box: “Pop-up retail is a proven fixture in malls, offering short-term, flexible spaces for all manner of retailers and brands to showcase their products in prime locations. However, working in the confines of what is often small space can prove tricky. Retailers are having to work harder to come up with creative solutions that grab the attention of passing shoppers and draw in their existing customer base.”

One brand that is making a success of these locations, according to Bradstreet, is Converse. At its Great Marlborough Street pop-up in London, the fashion brand included a programme of exclusive events including DJ sets and discussions





with designers. This appealed to Converse's young and dynamic target audience, offering them access to limited experiences that other 'fixed' retailers couldn't match.

Similarly, in 2018, SpaceandPeople placed over 260 different pop-up retailers and brands into 100+ different UK venues. These bookings included seasonal retail such as POP Retail personalised tree decorations to Christmas pop-up shops for both high street retailers including Next and online brands such as Not On The High Street.

And it's not just the big brand names that are proving successful, proven by the likes of The Craft Fair Company at St Cuthbert's Walk, Chester Le Street, and Found in Yorkshire at the Ridings, Wakefield.

"Both recognised high-quality window dressing to be of primary importance to entice shoppers into their units," says Caroline Al-Jumaili, account director at Forum Centrespace, the commercialisation agent that managed the retailers.

Pop up locations are not limited to internal mall spaces and can also work effectively in car parks and retail parks, both to set up a permanent base for a food & beverage operators and also make outdoor areas more of a destination, according to Jill Southern, senior account manager at Forum Centrespace.

"Vines Catering Services has converted a double-decker bus into a restaurant on wheels with a fully functioning pizza oven on board," Southern says. "As well as attending festivals and events they regularly use the car park in the Deeping shopping centre to cater for the commuter town of Market Deeping on a Thursday evening. The owner of the business, Joe Vine, said that "having a location in the heart of a community with ease of parking and a good constant passing trade has been instrumental in our success.

"By promoting their locally produced handicrafts they have massive community appeal and they are finding their physical presence to be profitable and also beneficial to their online channels. While in the past these would have been seasonal, short term deliveries allowing smaller retailers to test demand at low cost & low risk, they are now mainstay."

With consumer choice being so high in today's market,

brands must bring innovative offerings to the malls to give shoppers a reason to stop and engage. Incorporating freebies, for example, is always met with positive results, proven by Virgin Media, which recently increased engagement during its mall activations by incorporating jellybean stations.

"We encourage brands to consider a multichannel approach with promotional stands, floor and door vinyls and bunting along with sampling, competitions and trials for product launches," says Annabel Ling, senior account manager at Forum Centrespace.

"An online beauty brand Etmore Beauty used pop up space in its local shopping centre; St Anns in Harrow, offering free makeovers and tutorials for customers, giving out free makeup samples and adding a real flower wall to their display to activate the space and deliver an Instagrammable photo opportunity."

Bradstreet agrees that online retailers are using pop-up space as an effective way to reach discerning customers: "A store gives them the ability to interact and provide a physical experience that is missed online. The first Casper pop-up in the UK opened in Covent Garden, London. Full product ranges were displayed and customers were encouraged to power nap on the revolutionary mattresses."

GIVING SUPPORT

In order for landlords to support these pop-up shops, many are having to reconsider rental structures. Turnover-only rents reduce the risk for the retailers and allow landlords to share the success. This model enables retailers to trial a location, and at the end of the term a more informed discussion can be had on taking a longer lease.

By contrast, if a landlord has vacant units then beneficial terms can help ensure they are occupied in the short term, while marketing the units on a longer-term basis. Of course, this also means rates are covered and a rate-free period of three months is granted if the unit remains empty on expiry.

"Landlords can also assist retailers by providing clean, white-box units, as reducing capital expenditure not only reduces risk but increases profitability by decreasing the payback period," says Bradstreet, explaining that this also allows retailers to spend more on their fit out, ensuring the temporary space impresses as much as a fully fitted, permanent store would.

Retail merchandise units (RMUs) in shopping malls, are another avenue retailers can take to trial a location. These usually involve a longer-term commitment but the small foot print make them a cost-effective way of trialling a prime mall location.

"Given the nature of the RMUs, many will be reusable and can be transferred between centres," says Bradstreet. "Successful examples of RMUs include Peloton and Vashi at Westfield and Moleskine in Birmingham's Grand Central.

"There is no doubt that pop-up shops can be a very effective tool, whether they are an existing brand or have an online-only presence," he adds. "It is important that retailers and landlords work together to make the best use of versatile space. It will be fascinating to see how the pop-up trend develops, particularly with larger spaces."

Left. Boohoo pop-up, London
Top. Not On The High Street,
Waterloo Station, London

The ideal security solution for all retailers

All retailers, large and small, understand the importance of having a good security system in place. eCLIQ® from leading security provider Mul-T-Lock is the perfect solution for all types of retail applications, from shopping centres and supermarkets to jewellers and duty-free outlets at airports.

Grant and remove access remotely

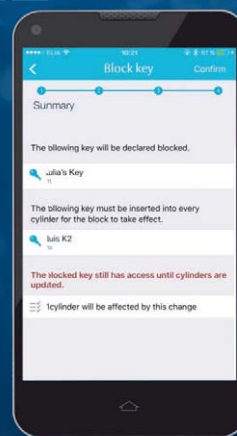
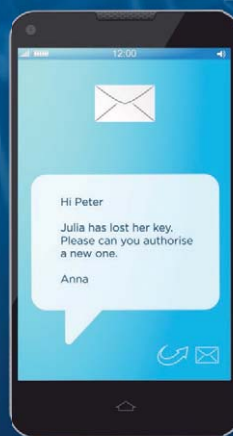
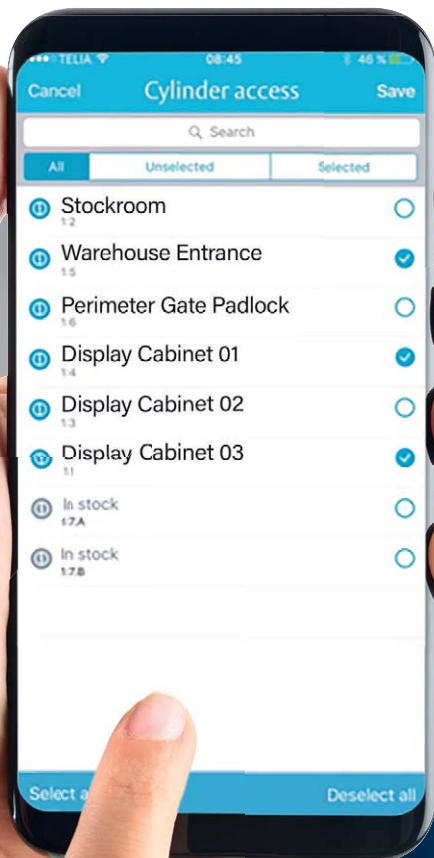
The new and advanced eCLIQ® technology allows retailers to both grant and remove access remotely. This includes the ability to schedule individual access permissions for each key, as well as to provide time-limited access. For retailers with complex access and security requirements this is ideal, as it allows tailored access for not only staff, but also delivery drivers and contractors. Plus, keys can be validated daily, weekly or monthly keeping them continuously secure.

Varied applications

The available cylinders are also suitable for a number of different applications, from cabinets housing high value items to cold storage areas. In fact, just one key can access doors, cabinets, cupboards, elevators, machines, gates and many other locking devices. There is also a varied range of compatible padlocks available, some of which are designed for all weather conditions, making them ideal for applications such as perimeter gates.



If a key is lost or a member of staff leaves, access can also be revoked at the click of a button, which is particularly useful for retailers that suffer from a high staff turnover or employ seasonal staff for busier times of the year. This not only offers enhanced security but also significantly reduces whole life costing, as it removes the need to replace physical locks.



Typical applications include:

- A** - Perimeter fencing
- B** - Exterior and interior doors
- C** - Display cabinets
- D** - Food access points
- E** - Securing access to data storage areas

eCLIQ®



Working on a modular system, eCLIQ® locks are quick and easy to install with no cabling required, offering an easy-to-install and low maintenance solution for retailers. Not only is maintenance not required for up to 200,000 cycles, but key batteries are also fast and easy to replace once every 30,000 operations, at a nominal cost to the business, with no need for specialist tools.



Audit trail capability

eCLIQ's audit trail capabilities also mean that business owners are provided with comprehensive data illustrating who accesses which lock and when; ideal for those who are concerned about staff shrinkage or those who want to determine who should have access to certain assets. The system can also be managed from anywhere in the world – at any time.

Better for business

The safety and security of visitors and staff is paramount for any retailer, and in such a competitive industry the smooth running and ongoing service can be vital to its success and profitability. Mul-T-Lock's eCLIQ® not only enhances security and mitigates risk, but also helps with business continuity.

To learn more about eCLIQ® technology and Mul-T-Lock's expertise working alongside retailers, please call 01902 364200, email internalsales@mul-t-lock.co.uk or visit www.mul-t-lock.co.uk.



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SCEPTRE AWARDS™

BEST PRACTICE
BEST PEOPLE





SECURITY TEAM OF THE YEAR



WINNER

MERCURY MALL

The Mercury security team is a welcoming presence in Romford, where London knife and poverty-related crime is moving east into a once-quiet suburb. This however does not affect the morale of the Mercury's security team who are dedicated to creating a safe and pleasant environment for both its elderly demographic, and vulnerable teens who congregate at the weekend. To date, knife and gun related crime onsite have been avoided despite this happening in neighbouring centres.

SIA and conflict management training supports a zero-tolerance approach to antisocial behaviour but is also coupled with a scheme of gaming events for teenagers, and a qualified youth 'mental health' first-aid team. The vision is to retain and nurture youth presence in the centre, but on 'our community's' grounds.

Regular tenant checks are implemented to enhance communication with shops more vulnerable to theft, as well as implementation of plain clothed officers at Christmas. Their vision extends to the wider community, with managers sitting on town crime reduction consortiums. The team work closely with the borough's Safe and Sound initiative to improve town security links and have voluntarily taken the lead in town terrorism simulations.

HIGHLY COMMENDED
GROSVENOR SHOPPING CENTRE
ST ANNS SHOPPING CENTRE

SPONSORED BY



COMMERCIALISATION INNOVATION OF THE YEAR



WINNER

THE HEART, WALTON-ON-THAMES – VEGAN MARKET

The Heart is a mixed-use retail development with a large external plaza. It attracts a high percentage of ABC1 female shoppers. Research identified a demand for new and innovative retail and Asset Space was tasked with developing an appropriate commercial event that would enhance the existing offer for customers.

Despite the rise in ethical consumerism, the demand for easy access to vegan and cruelty-free products is not yet being met. As such, Surrey Vegan Market was identified by Asset Space as a partner to provide the perfect solution. A range of interesting and creative stallholders were invited including deli foods for consumption at home, ethical clothing, jewellery, gifts, zero waste and household goods, candles, aromatherapy and cruelty-free skincare and beauty products.

Seven months on, the Vegan Market has continued to surpass all expectations. The event not only brings additional income to the landlord but also footfall increases of between 21.3% and 62.6% year on year.

As further evidence of success, the number of stallholders increased from 15 to 35, with a waiting list. Instagram followers and Facebook likes are both up by 50%.

Feedback from stakeholders and customers has been 100% positive and a number of stallholders have expanded due to success at the market, supplying restaurants and shops or opening their own premises.

HIGHLY COMMENDED
BLUEWATER – SELFIE FACTORY
CENTRE:MK,
MALL SOLUTIONS – ZOMBIE

SPONSORED BY

**Mall Solutions
Europe.**

RETAIL LIAISON AWARD OF THE YEAR



WINNER

**RACHEL MOSS,
FESTIVAL PLACE**

Rachel Moss implemented a new retail strategy at Festival Place, which includes providing information packs and data reports to all retailers, highlighting opportunities to increase turnover.

Sales data is collected from retailers and by assisting stores in marketing support and business performance, as well as offering "health checks", participation has increased by +28%

Festival Place significantly outperformed the 2018 UK benchmark for footfall and revenue by +3%, with trading compliance rising +32% resulting in late night trade for 2018 seeing an uplift by +2%. Attendance at retailer meetings has risen by over +170% with key retailers now attending.

Rachel introduced the retailer mystery shop programme, which was launched in order to deliver the best shopping experience possible, as well as focusing on visual merchandising, store layout and standards. This information is then fed back to the retailer to promote improvements.

Retailer awards were implemented to motivate retailers, as well as encouraging the stores to focus on excellent customer service with over 7,000 customer votes received.

Free retailer training has been launched, linking up with the local training college and the town's BID to offer retailers a whole host of training to benefit the store including customer service, first aid, fire safety and counter terrorism.

HIGHLY COMMENDED
AMIE KEWLEY,
THE MALL AT CRIBBS CAUSEWAY
TINA PLANT,
BULLRING & GRAND CENTRAL

SPONSORED BY



OPERATIONS MANAGER OF THE YEAR



WINNER

**MARTYN HAFTOWSKI,
CWMBRAN CENTRE**

In 2018 Martyn Haftowski reduced service charge costs by 1.6% and raised service levels without incurring additional costs to the service charge.

He achieved this by retendering hard and soft services, reducing the service charge by £60,000 per annum and retendering the lift maintenance contract further reducing costs. At the same time he retendered the centre's waste contract, achieving a 100% recyclable rate resulting in reduced waste costs to the service charge.

Sustainability is a key priority and energy consumption has been reduced with water use down by 4%, gas down by 10% and electricity down by 11.2% consistently over three years

To achieve this he led the upgrade of the building management system to incorporate heating controls, and he completed a two-year project replacing car park lighting with LEDs, saving 48% of energy costs to the service charge. He also introduced an energy management plan, engaging stakeholders from across the centre.

Collaboratively with the centre manager, Martyn operationally managed the centre's rebrand, delivering the project which was costed at £360,000 within budget and on time. He also secured annual funding of £100,000 for three years to upgrade the CCTV system.

HIGHLY COMMENDED
GARY BLACKLEDGE, INTU LAKESIDE
LEON MORSE,
THE MALL AT CRIBBS CAUSEWAY

SPONSORED BY



YOUNG ACHIEVER OF THE YEAR



WINNER

**JENNY CRAIG,
VICTORIA SQUARE**

Jenny was approached to take on the position of marketing manager, heading a team of four, at Victoria Square in August 2018 after impressing the centre owners during her two years working on the Victoria Square account while on placement at their creative agency.

2018 was a difficult year for retail in Belfast with uncertainty surrounding House of Fraser and the Primark fire resulting in restrictions in Belfast city centre. Yet despite this Victoria Square's footfall remained level in 2018 against 2017. In 2018 Victoria Square attracted an average spend of £88 against £60 across Belfast city centre. Average dwell time in 2018 was 66 minutes.

A number of marketing initiatives contributed to these achievements. The Wizard of Oz campaign achieved a 255% higher return on investment than the equivalent campaign in 2017 that won a Purple Apple award. The Beauty and Wellbeing weekend in September 2018 drove a +1.2% increase in footfall and a 109% return on investment. And despite the Belfast city centre restrictions following the Primark fire footfall for the 2018 Student Night was only down by 1% against 2017.

Overall Victoria Square's marketing achieved an ROI of 230% in 2018 with £3.30 generated for every £1 of marketing spend.

HIGHLY COMMENDED
ELLIE PIMBLEY, TOOLBOX GROUP
PAUL SAWYER, FESTIVAL PLACE

SPONSORED BY



CAR PARK SUPPLIER OF THE YEAR



WINNER

PREMIER PARK

Premier Park is proud of its history with over 18 years of professional parking experience and its passion about making car parks work for the retail environment is epitomised by its recent revamp of the 370-space multi-storey car park at St George's shopping centre in Gravesend, Kent.

The existing pay-on-foot barrier system was not fluid in terms of access/egress to the shopping centre resulting in traffic congestion and frustration for customers. The system did not have the flexibility to cope with the changing needs of tenants who were increasingly demanding the exemption of specific customer groups such as gym members.

After meetings with the management team it was clear to Premier Park that the existing system needed a refresh and more importantly needed to put the customer at the heart of the St George's experience.

The recommendation was an Automatic Number Plate Recognition (ANPR) system with easy payment options. The new system removed the need for barriers, tackled the access/egress issues to create a seamless customer journey and reduced customer irritation. An extension of the parking system was the addition of Premier Park's RegPro tablets – the easy to use, fast, touch-screen tablets allow authorised tenants to exempt vehicles from the parking system without any hassle.

Premier Park has successfully overcome over the parking challenges faced by the shopping centre and aligned parking with retailing.

SPONSORED BY



PARKING INNOVATION OF THE YEAR



WINNER

SKIDATA IRELAND

Since the installation of the Skidata car park management system at Swords Pavilions shopping centre in Dublin in November 2018, centre management has been able to enhance the customer experience and to exploit new commercialisation opportunities offered by Skidata. Swords Pavilions has a great reputation in Ireland for introducing new retail innovation.

The Skidata system offers centre management a unique channel to engage with customers who use the 2,000-space parking facility and with tenants who wish to promote special offers or to announce the arrival of new stores or events.

All views of advertising are measurable with reports of transactions throughout all car park system touchpoints. Since going live, advertising on the Skidata parking system has been seen by 3.8 million drivers, calculated by the number of entry, payment and exit advertising views that customers have made when interacting with the Skidata parking system.

The client can easily store videos and images in the Skidata system's graphic library and choose which lanes or pay stations to display videos or static adverts.

Swords Pavilions uses the Skidata system to promote gift card sales, on-site events and new store openings as well as engage more with tenants and to extend their partnerships.

SPONSORED BY

RETAIL DESTINATION
RETAIL DESTINATION

SHORT TERM RETAILER OF THE YEAR



WINNER

BLUEWATER ANNO GIN DISTILLERY POP-UP

The Anno Gin Distillery Pop-up was conceived as part of Bluewater's calendar moment programme to activate a shop unit working alongside a growing local brand, with an on-trend product to offer a unique experience during the festive period.

The objective was to use the space to introduce Anno to new audiences and reinforce the science behind the products. Recycled and reusable science laboratory equipment and distillery props, such as copper piping and miniature distillers from the distillery, were used throughout the shop fit and window display, creating a great platform for retail display.

To further immerse customers into the world of gin and create guest experience, the rear of the store was converted into Anno's first gin blending masterclass. This gave guests the opportunity to book a 90-minute in-store gin experience for up to 14 people at £75 a head, providing an interesting insight to the background of gin, before allowing guests to experiment and create their very own concoctions. The gin was then bottled up and finished with a personalised label which branded the maker's gin bottle with their chosen name.

The promotion exceeded all commercial objectives, delivering £121,385 of sales which was 21% over target and 257 newsletter signups which was 71% over target.

HIGHLY COMMENDED
INTU TRAFFORD CENTRE,
MAISON CHRISTIAN DIOR
BUCHANAN GALLERIES,
REVIVE LAB KIOSK

SPONSORED BY


radiocom

WASTE MANAGEMENT AWARD



WINNER

ROPEWALK SHOPPING CENTRE

2018 was the year Ropewalk shopping centre took its recycling activities to a new level. The centre now segregates waste into more than 20 individual waste streams all of which are fully recycled. The centre already achieved 100% diversion from landfill but now it has increased recycling from 79% to 100%. The centre now achieves zero cost to tenants with no cost for managing waste being applied to the service charge.

The removal of compactors in 2018 challenged all waste to be recycled through the centre's own on-site waste sorting centre. The on-site teams collect waste from the tenants and sort each product into individual streams. Food waste is now recycled and provides mulch for garden centres.

Collaborating with both marketing teams and the owners, Ropewalk has created a unique environmental brand which also applies training to all store managers and staff in how to segregate all waste at source. Ropewalk also provides clear bags which are all recycled free of charge. Income from the recycling of waste offsets the expenditure and achieves zero annual cost.

In addition, Ropewalk collects and recycles segregated waste from the town's high street businesses. The income generated from the waste is paid back into the community for items such as town events and Christmas decorations.

HIGHLY COMMENDED
GUNWHARF QUAYS
CENTRE:MK

SPONSORED BY



ENERGY MANAGEMENT AWARD



WINNER

GALLERIES SHOPPING CENTRE

In 2018 the Galleries achieved its ambition to be one of the UK's most energy efficient shopping centres. Efforts to reduce energy usage have been driven by a three-pronged approach: investment in renewables, continuous improvement in technology alongside staff and tenant communication promoting best practice.

For the last 12 months, 1,317 solar photovoltaic panels covering 41,000 sq ft have provided a renewable, clean energy source to support common parts of the centre, reducing carbon emissions and costs. During 2018 the installation generated 243,606Kwh of electricity – enough to power 65 homes for a year or boil 121,800 kettles – and reduced demand from the grid supply by providing 25% of total consumption.

This established the Galleries as a leader in energy reduction initiatives and this has been built upon with a continuous programme of upgrading light fittings to LED on component failure, the largest example being the replacement of all high-level mast lighting in the car parks. In the first four months of 2019, electricity consumption was down overall by 14% year-on-year.

Examples of other efficiencies include switching off the centre management suite at weekends saving 14,976Kwh pa, reducing non-essential evening energy usage and participating in calendar events like Earth Hour saving 108Kwh and raising awareness among staff, tenants and the public.

HIGHLY COMMENDED
CWMBRAN CENTRE
THE MALL AT CRIBBS CAUSEWAY

SPONSORED BY

RETAIL DESTINATION
RETAIL DESTINATION

MALL TECHNOLOGY INNOVATION OF THE YEAR



WINNER

TOOLBOX GROUP – MALLCOMM

Mallcomm by Toolbox Group is one of the original proptech trailblazers, created to streamline and elevate efficiency in the day-to-day running of shopping centres and create stronger relationships with tenants and their staff.

Mallcomm enables everyone involved in the running of the community to effectively manage what they do through the power of instant, two-way communication. Built as a modular platform it is fully customisable, users can choose from a comprehensive range of designs and functionality to suit the specific needs of the location, creating a solution that meets their core strategy and objectives including:

- Integration with sales and footfall data providers
- Critical situation management, including a panic button function
- Maintenance and cleaning ticketing system
- Sharing marketing activity
- Surveys and polls
- Integration with parking and ANPR systems
- Sharing job vacancies and staff discounts

Mallcomm essentially brings together the whole real estate community, making everyone more efficient. On average £12,000 is saved per property per year on communication with a 500% improvement in tenant feedback and 62% increase in occupier satisfaction. Thousands of tenants share their sales on a weekly basis with 420 hours a year saved in data input and a 50% increase in tenant participation in marketing.

HIGHLY COMMENDED
NOTTINGHAM ONE, INTU VICTORIA
CENTRE – OCEAN OUTDOOR
MERCURY MALL,
ROMFORD – KINETIC FLOORING

SPONSORED BY



MARKETING MANAGER OF THE YEAR



WINNER

LIZZIE TAYLOR THE MALL AT CRIBBS CAUSEWAY

Lizzie Taylor joined The Mall as head of marketing in March 2018, bringing with her a wealth of retail marketing experience and customer insight from her former role as head of communications at Zara UK.

Working with a budget of £2.4m, the ensuing 12 months have seen a transformation of the centre's marketing output, resulting in a 2.3% increase in footfall year-on-year with dwell time up 19% and spend per customer up 21% to £133.

The centre's Christmas campaign was revamped to focus on increasing centre footfall and dwell time to allow retailers the opportunity to drive sales and conversion.

And Lizzie worked with Bristol-based Aardman Animations on the Gromit Unleashed campaign. The strategy was to boost sales conversion by encouraging centre visitors to the exhibition in to the individual stores themselves. This was supported by a digital campaign focusing on data acquisition which saw the database grow from 731 to 1697 exceeding the 100% target set for this campaign.

Lizzie also revamped the long-established Bristol Fashion Week event to create the Bristol Fashion Week Festival, an event that encompasses all areas of style, with equal weighting to beauty, fashion and wellness.

HIGHLY COMMENDED
LAURA TAYLOR, MANDER CENTRE
ANNAROSE HEARSUM,
WHITELEY SHOPPING CENTRE

SPONSORED BY



CUSTOMER SERVICES TEAM OF THE YEAR



WINNER

FESTIVAL PLACE

Previously Festival Place had an Information desk located on the mall, but it was identified that the service offered was limited, and as a result a bespoke customer service lounge was introduced into a void unit within the centre, generating £45,490 through lettings and rates/service charge savings.

Festival Place has always championed excellence in customer service, and to ensure that standards are maintained external mystery shoppers visit on a monthly basis to benchmark customer service. The year end results for 2018 were 98% Weekends, 97% Mid-week.

To support the introduction of the lounge management worked collaboratively with an external training partner to introduce a bespoke customer service training programme for all of the team of 117 and the modular programme ran over four months.

Moving into the shop unit allowed the range of services to increase and it now includes dry cleaning, Collect +, kiddy car hire, photocopying, mobile phone charging, changing room/breast feeding room, iPad area and a seating/rest area.

The Lounge boasts some impressive stats. Despite the fact that 2018 was a tough year for retail the centre recorded record levels of gift card purchase with sales 36% up for the year, 3,000 garments went through the dry cleaning, 53,000 phones were charged and, Kiddy-cars were hired for 5,000 hours.

HIGHLY COMMENDED
GUNWHARF QUAYS
BLUEWATER

SPONSORED BY



DESIGNA

CHRISTMAS CAMPAIGN OF THE YEAR



WINNER

THE MALL AT CRIBBS CAUSEWAY

The Mall's innovative, creative Christmas campaign for 2018, "The Mall's Christmas Kingdom," strategically aligned with blockbuster Disney Christmas release, The Nutcracker and the Four Realms.

The campaign increased customer dwell time, increased footfall by 1.67% year on year and drove retailer sales conversion up by 9% year on year.

A full day of free-to-attend experiential activity took place both inside and outside the centre on the launch date, 17th November. The campaign message continued through the Christmas period as the 'Follow the Magic' campaign encouraged 10% more shoppers to make return 'big day out' visits and implementation of a micro campaign entitled 'Guardians of the Realms' encouraged retailer participation and drove conversion.

This activation involved four Nutcracker statues, painted by local Bristol artists, being hidden in various stores around the centre in the run-up to Christmas. Shoppers were encouraged to track them down and scan a QR code to view an online gift guide, full of products that were available to purchase in stores. This campaign boosted the Mall's social media following by 45% year on year.

The ensuing campaign promoted the Winter Wonderland featuring an ice rink and Santa's Castle and ticket sales increased by 1.2% year on year. The campaign delivered an impressive return on investment up 53% year on year.

HIGHLY COMMENDED
HILDREDS SHOPPING CENTRE
QUEENSGATE SHOPPING CENTRE

SPONSORED BY



ALL IRELAND MANAGER OF THE YEAR



WINNER

**AVRIL SMITH
EYRE SQUARE SHOPPING CENTRE**

Avril's passion and dedication as centre manager has delivered numerous award wins and placed Eyre square shopping centre firmly as one of the top shopping centres in the country. In 2018, Eyre Square Centre was the first ever recipient in the shopping centre field of a Business All Star award and it was appointed Brand Ambassador for Ireland.

Since Avril's appointment, Eyre Square centre has benefitted from significant development including a new main entrance costing €5m, extensive upgrading of BMS systems to include fire systems, full replacement of two passenger lifts and most recently a full upgrade of all public toilet facilities within a tightly managed eight-week timeframe.

Avril has a strong focus on continually marketing and promoting the centre to ensure that occupancy levels remain high (currently 99%) and customers have a high quality and enjoyable shopping experience. She has forged strong working relationships with the tenants within the centre and the annual footfall figures have grown to 14.18m per annum, from 10.5m in 2016.

All events and marketing for Eyre Square centre is managed internally by Avril and her team. Within the local business district, Avril is well known and highly regarded for her work in the city and apart from holding the role of treasurer for the Galway City Business Association, she is the driving force behind many city events to include "Light up Galway" at Christmas time attended by 50,000 people.

HIGHLY COMMENDED
IAN HUNTER,
PAVILIONS SHOPPING CENTRE
PETER DOLAN,
SCOTCH HALL SHOPPING CENTRE

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CENTRE MANAGER OF THE YEAR AT A SMALL CENTRE



WINNER

**LARA FARAMUS
THE FURLONG SHOPPING CENTRE**

Since joining 17 years ago Lara has provided outstanding service to the client, tenants and customers, consistently going above and beyond expectations. She has dedicated herself to the Furlong shopping centre as a one-person operation, and living on-site means she is available 24/7 too.

This year footfall is running 5.69% up on 2018 and the centre has zero voids. The service charge is just £2.60 per sq ft.

Lara visits all stores daily and works extremely closely with the leasing agents gathering trade intelligence, data and local intelligence. This year she negotiated with the local authority for directional signage on the outskirts of the town centre.

She even finds time to run the centre's strong charity programme. This year she worked alongside the Churchill Foundation to host an outdoor fashion event, coordinating the event with fashion retailers, and even preparing and cooking the nibbles ready for the reception.

Every year she runs the "Summer of Live Music" showcasing the finest young local talent while the annual pumpkin carving competition with tenants proves very popular and competitive and is a great way of improving relationships.

An active supporter of GOSH, she leads fundraising each year with bake sales and donated raffle prizes. And now she is embarking on Samaritans course and a Mental Health First Aid course.

HIGHLY COMMENDED
CHARLOTTE JARRETT,
CLIFTON DOWN
RICHARD HURST,
WHITE RIVER CENTRE

SPONSORED BY



CENTRE MANAGER OF THE YEAR AT A MEDIUM CENTRE



WINNER

NEIL ASHCROFT,
ST JOHN'S CENTRE

Currently celebrating its 50th year, St Johns shopping centre is a retail destination in the heart of Liverpool, showcasing over 100 brands and featuring a unique mix of national retailers and local independent stores. Over the last 18 months Neil has used his retail experience and local knowledge to implement a clear and focussed commercial strategy.

A priority has been improving the full customer experience and this has had a positive impact on all service, sales and financial metrics for the centre.

Sales have grown by over 6% year on year, and annual footfall has reached 13 million visitors for the first time in three years, growing 2.5% year on year and beating all regional and national trends. The average dwell time in the centre is now 43 minutes, an 11% increase from the previous survey. Shoppers visit 75 times per year on average, up 16% on the previous survey.

Each morning a manager completes a customer walk of the centre to ensure everything from temperature to lighting is shopper-appropriate. Indeed, all customer sense points have been evaluated with everything from the scent of the lifts to the tone of the telephone hold message being considered. The attention to detail has been reflected in the mystery shop performance: the average score of the last 12 months has been 99%, ranking first in the portfolio.

HIGHLY COMMENDED
TONY WILKES,
ROPEWALK SHOPPING CENTRE
REBECCA BIRD, THE MALL

SPONSORED BY

Photo-Me

CENTRE MANAGER OF THE YEAR AT A LARGE CENTRE



WINNER

IAN WARD
THE BROADWAY

Ian Ward has been general manager of The Broadway, Bradford since March 2016. In addition he is the chairman of Bradford BID having led the city from BID conception to a 'yes' vote.

Ian's hard work has led to an increase in footfall, which is up 1.8% against 2017. Additionally, Ian led the centre's energy saving initiatives in 2018 which resulted in a £95,000 saving on energy costs.

The centre has three void units out of 90, down from seven in April 2018, and no logged tenant complaints. Ian introduced the 'Retailer Dashboard' in 2018 and all tenants are visited regularly with a specific focus each quarter.

Ian, his team and city partners successfully launched the 'Sparkling Bradford' festival in 2018 which drove over 52,500 people to the centre, marking the highest footfall since its opening weekend. Importantly, multiple retailers reported a 30%-plus increase in sales.

2019 will mark the first Bradford Retail, Leisure and Hospitality Awards solely spearheaded by Ian and his dedication to the city is apparent through the support the centre gives to the Bradford community.

HIGHLY COMMENDED
DEBORAH JONES,
THE MALL AT CRIBBS CAUSEWAY
DARREN PEARCE, MEADOWHALL

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OUTSTANDING
CONTRIBUTION



WINNER

ZVI NOE
PARTNER, CAPREON

Zvi Noe, partner at shopping centre investor Capreon, founded One Great Day, an industry-wide fundraising drive for Great Ormond Street Hospital and other charities. One Great Day was established in 2014 and has so far raised over £500,000 for more than 110 different children's health charities across the country.

One Great Day was founded five years ago after Zvi Noe saw the excellent care his third child received at GOSH. He organised a fun day at Capreon's 11 shopping centres and raised £50,000. The following year, as other owners came on board, 25 centres took part and raised £80,000. And now that the Ellandi and NewRiver Retail portfolios have embraced the event more than 70 centres across the UK take part. Funds raised are split 50:50 between GOSH and the centres' own local charities.

"Shopping centres are right at the heart of their communities and One Great Day is a catalyst for engagement," Zvi Noe says. "It also unifies the centre team and helps with retailer engagement. Our aim and dream is for every shopping centre to take part."

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SCEPTRE
GRAND PRIX



WINNER

CBRE

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UK PARKING CONTROL LTD

PARKING FUTURES

Technology is raising new challenges for the parking industry



Kelvin Reynolds, director of corporate and public affairs, British Parking Association

Of all sectors of the economy, parking is probably at greatest risk of disruption by new technology. Electric vehicles are already changing the way we drive. And autonomous vehicles may not be far behind. Owners and operators of car parks need to be factoring these developments into their plans now, preparing for a future where the car park as we know it may no longer even exist.

With this in mind the British Parking Association took a study tour to Milton Keynes, the first UK city designed specifically for the motor car. This included a visit to the new car park at Centre:mk, where Hermes Investment Management and AustralianSuper have invested £30m in a state-of-the-art parking facility that incorporates the latest innovations.

Kelvin Reynolds, director of corporate and public affairs

at the British Parking Association and a former transport & infrastructure manager at Bluewater, sets out the challenges the industry faces: “In a world where everybody had mobility as a service, you might never need to own a car,” he says. “If cars simply dropped you off at your destination and moved on to collect their next passenger would they ever need to park except when charging?”

And even that’s not certain, according to Reynolds, pointing out that at Bluewater the bus company is looking at an experimental electric bus that charges while waiting at the bus stop. In the time it takes to load up passengers it will gain enough charge to get it to the next stop.

No parking means no revenue for parking owners and operators. And Reynolds points out enforcement revenue might be disrupted too: “If all vehicles knew where and when they could



park would they ever park where they shouldn't?" he asks.

But rather than seeing this as a threat Reynolds prefers to highlight the opportunities: "You can't deny that we are using acres of land for parking, typically for 22 hours a day," he says. "That's incredibly wasteful. Technology is going to open up all sorts of possibilities."

He sums up the future of parking as: "Fewer vehicles in use all the time, that never park where they shouldn't and always pay when they should."

But he points out: "nobody knows when that will arrive – it could be 100 years away." Now that mainstream manufacturers are offering smart cruise control and lane control on standard vehicles, autonomous driving could arrive relatively soon on free-flowing motorways. But it will happen much later in urban environments. "That could be many decades off," Reynolds predicts, "and in the meantime we will have a mix of autonomous vehicles, semi-autonomous vehicles and manual vehicles so we're facing 30 years of more of the same."

But what are the short-term impacts to look out for? "Car parks may need to ramp up the number of EV chargers," he says, "and we may need to adjust bay sizes." Already, parking aids may mean that bays don't have to get bigger even though people are preferring to drive larger cars. And self-parking cars might be able to use much smaller bays if drivers were able to get out in the lane and let the car drive itself into the bay.



Top. Designed by Leslie Jones Architecture, the new 1,400-space car park at centre:mk features a Sotech facade

Centre:mk in Milton Keynes is just one example of a retail and leisure venue that has fully embraced parking technology. The brand-new multi-storey 'smart tech' car park, situated behind the shopping centre's flagship store, John Lewis & Partners, includes an ANPR system taking automatic payment by recognising guest's registration plate.

Other technologies such as the smart parking bay sensors and 'find my car' technology (which will be implemented after the smart-systems learning period), will help in guiding guests as to where available bays are to begin with and then remind them where they've parked afterwards.

Centre:mk is also home to Europe's first Electric Vehicle Experience Centre (EVEC), which is run by Chargemaster on behalf of Milton Keynes Council. It acts as a modern and technologically advanced showroom where visitors can test-drive a range of vehicles and hire EVs for up to one week. There are currently 68 electric charge points at the shopping centre or in close proximity, with a further 12 added following the completion of the new £30m car park.

Placing the retail destination at the forefront of the retail parking industry is just one example of owners AustralianSuper and Hermes Investment Management's determination to future-proof Centre:mk. The centre has undergone extensive investment with £60m of enhancements over the last two years, including the £10m refurbishment of Sunset Walk, and the award-winning Deer Walk customer experience services that were unveiled to the public last summer.

Ed Sellick, on behalf of the joint owners, says: "Hosting the British Parking Association's latest retail and leisure event is a great opportunity for centre:mk to lead the discussion around the future of retail car parks. We fully support the BPA's work and have recently invested £30m to ensure that our new multi-storey car park is both technologically advanced and completely accessible to all. Our investment reflects our dedication to enhancing the experience for existing customers and our commitment to attracting high levels of footfall, while future proofing the shopping destination."

RETAILERS AT RISK

According to a group of distinguished retail specialists Topshop, Debenhams, Marks & Spencer and New Look could be the next UK High Street retailers to enter the ‘retail graveyard’, unless they adapt faster to their customers’ needs, wants and desires. Conversely, Zara topped the list of physical retailers, followed by Selfridges and Aldi.

The panel, led by senior retail advisor Andrew Jennings, judged major retailers on the basis of the quality of their customer service, effective inventory management, use of technology and more. These criteria are the framework for Andrew Jennings’ book, *Almost Is Not Good Enough*, which sets out his foundations for successful retailing, and lessons learnt from the top names in the sector around the world. The criteria have been used to form a balanced scorecard, providing a qualitative measure to rate how leading retailers on UK High Streets measure up in the face of the most challenging trading conditions the retail industry has ever faced.

The ‘Survival of the Fittest’ judging panel comprised senior retail advisor Andrew Jennings; retail analyst Richard Hyman; Retail Economics CEO Richard Lim; Coverdale Barclay director Ros Barclay and retail journalist John Ryan.

Jennings commented: “Retailers nowadays are under serious pressure, particularly those that are not focused enough on staying relevant. It is important to understand why these businesses have underperformed, to assist other retailers facing similar issues and ensure they do not take the same disastrous route. Those that understand their customers and are constantly innovating and adapting to change will do well.”

With the exception of Zara, the retailers that scored well were those that offer either value or premium luxury products. Current shopping habits mean the brands in the ‘squeezed middle’ of the high street have to work much harder to define their ‘point of difference’ and attract customers.

The result of the judging was largely in line with the retailers’ commercial performance. For example, JD Sports and Zara reported the highest revenue growth over the previous year in the list of fashion and lifestyle retailers (32.9% and 16.95% growth respectively, according to company reports). Of the fashion and lifestyle retailers scored, Topshop and New Look had the lowest revenue growth in the previous year, which was matched by the lowest score from the judges. Selfridges, the judges’ highest scoring department store, reported a 14.56% revenue growth in the previous year compared with John Lewis, 1.77% revenue growth, and Debenhams -2.48% revenue growth.

Value supermarkets Aldi and Lidl reported the highest revenue growth amongst the supermarkets (16.43% and 13.36% respectively) and received the highest scores of the supermarkets.

Jennings continued: “I believe the findings of this exercise are a good predictor of things to come. The likes of Aldi and Lidl will take further market share from Tesco and Sainsbury’s



over the coming year, particularly in more affluent areas. Aldi scored highly across every category – it has adapted quickly to changing consumer attitudes to value shopping amongst the middle classes, converting more regular shoppers by introducing certain products at an Aldi price-point.

“It goes to show that these foundations – the categories by which we scored the retailers – are still a fundamental lesson in remaining relevant. The principles may sound simple, but I’m always surprised at how many retailers fail to get them right, and this detailed review is proof of that.”

Four pure-play e-tailers were also assessed in the exercise, Amazon, Asos, Net-A-Porter and Boohoo.com, all of which scored highly.

Jennings added: “It’s not a case of ‘online vs. offline’. The retailers that are thriving are those that offer an effective and engaging omni-channel experience. In many ways, e-tailers have an advantage. By their nature, it is easier to understand their customers’ needs, wants and desires as they have a breadth of digital data at their fingertips. Physical retailers need to consider what they can learn from this, to deliver an effective in-store experience.

“It is also interesting that many of the higher scoring stores are those with a fewer number of locations in their portfolios. They can tailor their offer better to the local markets. We are seeing the likes of Debenhams and Marks & Spencer cutting back on their store portfolios because customers are no longer interested in a ‘generic’ in-store experience. Shops and department stores must embrace these changing customer preferences.”

Andrew Jennings,
global retail advisor



RESILIENT RETAIL

Cambridge has again been named the most resilient retail location outside London in Cushman & Wakefield's report on the performance of the UK's town centres.

The report, which analyses the performance of 250 town centres since the start of the financial crisis, is based on 24 economic, demographic and retail property metrics, and highlights the evolving role of the UK's town centres.

As consumers become more mobile and less reliant on physical stores, expectations are changing, with retail driven increasingly by 'shopper mission'. These missions generally fall into one of three categories: large destination, or experience-orientated visits; purpose shopping that is focused on specific purchases, and community-based convenience trips. The report reveals that retail locations that do not align with at least one of these key missions will need to repurpose to remain relevant.

Amy Gibson, senior research analyst and report author, said: "Our rankings look at a number of different measures and metrics which contribute to the vitality of a town centre. The retail mix is clearly important within that but it is not the only factor. In our view, the first step to understanding whether the UK's town centres are fit for purpose is to understand what the new purpose is for each location.

"The retail and leisure landscape in the UK's towns has become increasingly homogenous and in many cases has not really kept pace with the changing demands of consumers. As we see a growing proportion of retail shifting online, there is a need to introduce alternative uses in town centres to help differentiate locations and ensure they remain aligned to the local catchment. Shops must adapt to this as well and provide what people want and not just an identical template of other locations.

"The towns within our top 10 are navigating the fast pace of change best and offering visitors a variety of reasons to keep coming back."

The report also examines some of the common factors impacting underperforming UK town centres. For example, nearly a quarter (24%) of the towns in the bottom 50 of the index are classified as Seaside Towns, for example Torquay and Scarborough. While tourism was once the main driver of the economy in these locations, low cost international travel has eroded their popularity. This is reflected in the relative tourist spend figures of the bottom 50 locations, which is on average 85% lower than in the top 50 performing town centres. The exception is Brighton which is thriving and which features in the top 10 for the second year running.

Within the report, Cushman & Wakefield has also graded locations in the index from 'Very High' to 'Very Low' according to expected growth in consumer demand. The grading considers population growth, age structure, growth in disposable income and planned housing delivery.

The majority of expected growth is concentrated in London and the South East. Benefiting from overspill from the capital, these locations are expected to see working age population increase by an average of 2.5% over the five-year forecast period. Locations such as Ilford and Romford are projected to see working age population increase by 5.6% and 5.2% respectively.

Manchester and Exeter are the only two locations outside the South East falling into the 'Very High' growth category. Both cities, which benefit from a large student population, are expected to continue to attract a larger proportion of capital going forward, both financial and human.

On a regional basis, growth in northern England, Wales and Scotland is forecast to be lower than southern England, albeit with pockets of growth in and around Edinburgh and Glasgow.

From a pure property perspective, the report also examines changes in retail rents across the 250 locations. Prime rents have fallen by 58% in real terms over the past 11 years, with no evidence of real rental growth in any of the towns.

Compared with last year, rent as a proportion of retailers' spend has fallen from 12.8% to 10.2%. This suggests rents are beginning to adjust to more sustainable levels. Given that rent should typically account for between 10-12% of turnover, there are



some 69 locations in Cushman & Wakefield's index that still appear 'overrented'. In general, these locations are situated in Greater London and the South East, where prime rents are higher, although many of these areas have categorised as either 'Very High' or 'High' according to the Growth Potential Indicator, which may go some way towards sustaining these high rents.

TOP 10 (2019)	TOP 10 (2018)
Cambridge	Cambridge
Bristol	Guildford
Guilford	Bath
Exeter	Chichester
Oxford	Oxford
Bath	Kingston-upon-Thames
Edinburgh	Exeter
Brighton	Brighton
Leeds	Bristol
Kingston-upon-Thames	Winchester

SOURCE: CUSHMAN & WAKEFIELD

ALL CHANGE FOR DEPARTMENT STORES

Global brands aren't letting Brexit uncertainty delay their plans to invest in the UK, *James Ebel* reports from ICSC's RECon show in Las Vegas

Change is afoot on our high streets. There is no denying that retailers are struggling to make a success of their bricks and mortar business models, with The Centre for Retail Research indicating that in 2018, over 40 retailers went into administration.

The widening property gap left in the wake of these high-profile administrations and CVAs is opening opportunities for new entrants to step into, with new brands finding innovative solutions for the vacant space left behind.

On a recent trip to the annual International Council of Shopping Centres' RECon conference in Las Vegas, it was encouraging to hear of the optimism shared by many international retail investors of the UK market first hand. While Brexit naturally formed part of the agenda, it was clear that it is not proving a roadblock to brands poised to launch in the British market.

As the pound remains low against the dollar, for many in North America, the other side of the pond is looking like an attractive place to do business at the moment, which is good news for our retail centres.

In addition to favourable economic conditions, international investors are set to benefit from the fallout of the current spate of CVAs which is leading to increasing amounts of space available at a lower rate than we have seen in recent years. For example, the shopping centre operator intu predicts that its rental income will be between 4% and 6% lower than last year - a trend that is currently felt across the board for many landlords.

This availability of cheaper, prime high street property appears as an attractive proposition and is leading to a rise in more innovative uses of space by brands that we haven't previously seen taking up physical stores.

We have already seen examples of this crop up. For example, the former BHS department store on Oxford Street now plays host to a Swingers adventure golf course, and a few hundred metres further up the street, House of Fraser has turned its fifth level over to online furniture retailer sofa.com, which has transformed the floor into a showroom for its online business.

These companies are finding innovative uses for this space, capitalising on proximity to high footfall areas that wouldn't have been available to them previously. It is benefitting bigger retailers lumbered with the rents on these large buildings too, offering new solutions to make the square footage work harder for them.

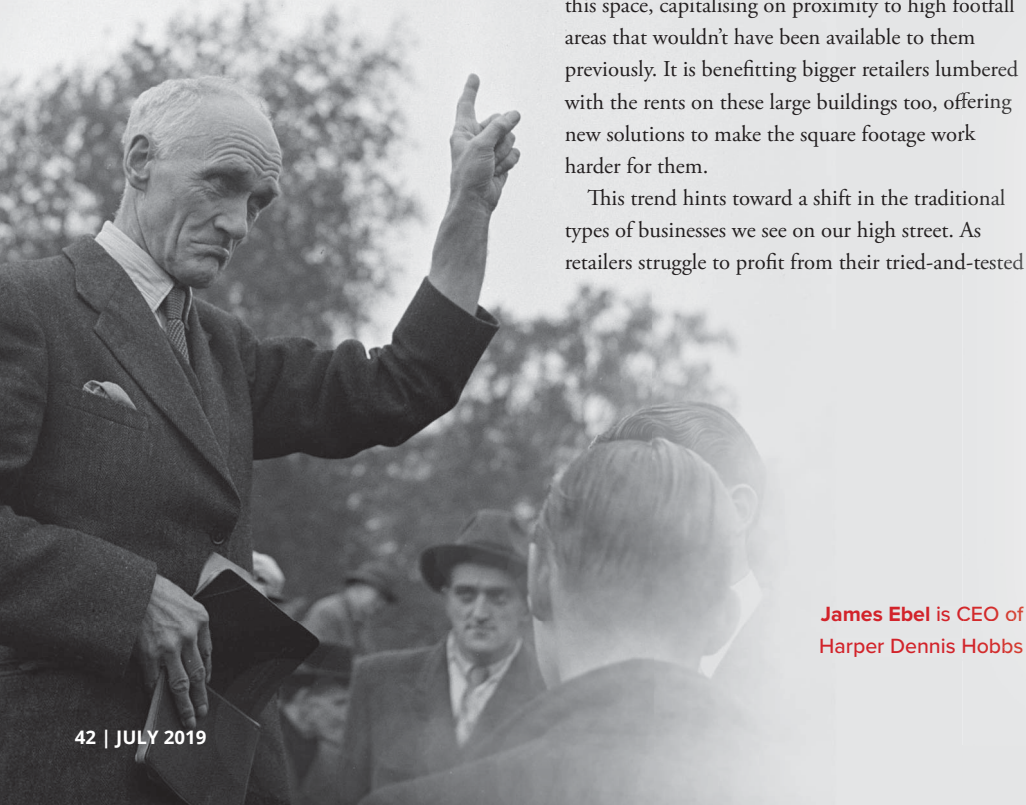
This trend hints toward a shift in the traditional types of businesses we see on our high street. As retailers struggle to profit from their tried-and-tested

business models, leisure and pure play brands are stepping in to try and make a success of available space in our towns and city centres.

For larger department store properties to be successful, there needs to be a re-think in planning restrictions, and relaxation of the rules that prevent more leisure brands taking up prime space. Why, for example, can't we see more gyms, co-working spaces and hotels cropping up in these buildings?

So, to consider the question of the future of department stores. It is fair to say that the traditional vision of the format is undergoing a significant shakeup. Look out for more pure-play digital brands opening showrooms, competitive socialising experiences spreading to more town centres, and leisure brands taking more prominent frontages.

With interest from outside investment, UK high streets and its department stores are far from dead. However, they will continue to experience some significant growing pains over the coming years. Provided the optimism shared amongst the delegates at this year's ICSC comes to fruition, the current turmoil across the British retail industry could be laying the foundations of a retail renaissance.



James Ebel is CEO of Harper Dennis Hobbs



THE MAZE BRINGS IN THOUSANDS TO WESTQUAY

Hammerson has announced that over 18,000 people flocked to The Maze at Westquay, Southampton during its 10-day run in May, demonstrating the continued appeal of experiential events. The 400m Maze with 2.5m-high hedges was held in Westquay's unique event space, and for the first time ever it had an Urban Treehouse at its centre.

The event boosted footfall by 2.7% year-on-year, with footfall rising by 12% over the Easter Bank Holiday Weekend, and by 7% on the closing Saturday and Sunday of Half-Term. The Maze also attracted consumers to the destination who had not been before, providing a new audience for Westquay's brands – 14% of visitors to the Maze were new.

Brands used the event to build awareness and excitement locally, by organising their own activities in

partnership with Westquay. These included a teddy bears picnic with John Lewis & Partners, a diamond treasure hunt with Laings, and tastings and giveaways from Bill's. In addition to the successful retailer engagement the treehouse roof delivered an exceptional space for yoga sessions, which were oversubscribed and generated great instagram content.

Kathryn Malloch, head of customer experience, said: "More and more of our customers are looking for a real experience when they visit our destinations, whether that's great food or an engaging event, and the Maze is just one example of how we are delivering that. Not only do events like the Maze drive footfall, they also boost sales and generate excitement for our brands. We've got a lot more events and surprises planned for 2019, including a Summer Sensory Garden at Westquay in July".



JULY MOVES



CUSHMAN & WAKEFIELD has appointed retail strategist **PAUL DURKIN** as head of UK retail. He joins from Asda, where he was senior director of strategy. Prior to that, he held senior strategy positions at SABMiller, Morrisons and McKinsey.

THE MAILBOX has announced its new senior management team. **ANDY JACKSON** joins as estates director, having previously held positions in centre:mk in Milton Keynes and the Gracechurch centre in Sutton Coldfield. **JASON WANDLESS** joins as facilities manager, with considerable facilities management and security experience in the healthcare sector. **MIKE ATHERTON** has been hired as operations manager, having recently worked at Touchwood Solihull.

INTU has appointed **ROBERT ALLEN** as chief financial officer. He served as group chief financial officer of Crest Nicholson for two years until 2018 after a number of senior finance roles at British American Tobacco.



MARSH, the insurance broker and risk adviser, has appointed of **TIM SCOBLE** as CEO and **MARK LUMLEY** as client director of its UK real estate practice.

NEWRIVER BACKS THE TRUSSELL TRUST

NewRiver has formed a corporate charity partnership with the Trussell Trust, an organisation that aims to end hunger and poverty in the UK. The Trussell Trust supports more than 1,200 food banks across the UK to provide a minimum of three days' nutritionally-balanced emergency food to people in need, as well as providing support to help people resolve the challenges they face. In 2018-19, food banks in the Trussell Trust's network provided 1.6 million emergency food parcels to people in crisis. More than 550,000 of these went to children.

Through the partnership, NewRiver will provide financial support at a corporate level and

from fundraising at its community shopping centres and community pubs, as well as identifying local opportunities to use assets for storage, donation drop-off points, awareness campaigns and volunteer recruitment.

Emma Mackenzie, head of ESG at NewRiver, said: "Given our national reach, we are uniquely placed to help the Trussell Trust to raise awareness and support those in need across the UK. Our fundraising is off to an excellent start, with £20,000 raised through our annual 'Way of the Roses' charity cycle ride, which will see members of the NewRiver and Hawthorn Leisure teams cycle 170 miles between our shopping centres in Morecambe and Bridlington."




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