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SCEPTRE winners

Highlights of
the 2018 awards



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Strategy is essential
to optimise mall space

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Cleanliness is a key
driver of shopper retention

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Editor's letter

Editor

Graham Parker
07956 231 078
graham.parker@jld-media.co.uk

Editorial Assistant

Iain Hoey
07757 946 414
iainhoey94@hotmail.co.uk

Sales Manager

Trudy Whiston
01293 416 090
trudy.whiston@jld-media.co.uk

Database Manager

Dywayne Ramsundar
01737 852 342
dywayne.ramsundar@jld-media.co.uk

Design & Production

Stuart West
01737 852 343
stuart.west@jld-media.co.uk

Publishing Director

Helen Richmond
01737 852 344
helen.richmond@jld-media.co.uk

Editorial Board

Carl Foreman, Moorgarth; Byron Lewis, Mall Solutions Europe; John Prestwich, Montagu Evans; James Taylor, Workman; Michelle Burton, Toolbox; Jordan Jeffery, JLL; Sean Kelly, PR4Property

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Dowlais
Merthyr Tydfil
CF48 3TD

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The SCEPTRE Awards at the Dorchester were a fantastic celebration of all that's good about shopping centre management and it was a pleasure to meet so many dedicated centre teams from across the country and to

hear their inspiring stories.

With bad news from retailers breaking on a daily basis, it's important to recognise that shopping centre teams are working harder than ever to serve their communities and keep driving footfall to the retailers. At times it can be a thankless task, but that's why nights like the SCEPTRE Awards are important in allowing teams to celebrate their successes.

This issue is crammed with profiles of the winners and it's right that they should have their moment in the sun, but I'd like

to thank everyone who entered. The competition was very strong and even just to make the shortlists was a major achievement.

We constantly strive to make the SCEPTRE Awards bigger and better, and we need your feedback to help achieve that. All attendees should by now have received a questionnaire and we'd appreciate if you could take a couple of minutes to respond.

Here's to next year!

Graham Parker
Editor
Shopping Centre

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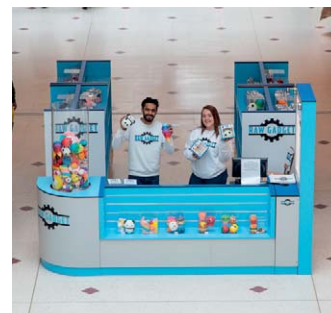
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Grantham Designer Outlet wins consent

Outlet specialist Rioja Developments and Buckminster have won full planning permission for the 270,000-sq ft Grantham Designer Outlet which aims to bring premium brands to an area of the east of England not currently served by any outlet retail. The outlet village is scheduled for launch in Spring 2021 and will be home to 130 luxury brand stores.

Grantham Designer Outlet will be located close to the A1 on the southern edge of Grantham in South Lincolnshire. Designed to complement the existing town centre retail offering with luxury brands the centre will also incorporate cafes, restaurants, public spaces with

play areas, 1,800 parking spaces and a visitor and tourism centre.

Rioja MD Giles Membrey said: "Grantham Designer Outlet presents a unique opportunity for premium brands to bring their outlet offerings to an affluent audience that currently lacks easy access to this kind of retail destination. It is one of the last gaps in the market for a premium outlet village of this size and may well be the last of this style to be developed in the UK. We are very excited to be underway, particularly given the positive response that we are already seeing from brands."

Leasing will begin in September 2018 and construction will begin on-site in spring 2019.



NewRiver buys Grays

NewRiver has bought the Grays shopping centre in south Essex from Ellandi for £20.2m. The community shopping centre provides 177,300 sq ft of retail space and a 32,000-sq ft office building with permitted development rights for residential conversion, on a 4.7-acre site. The acquisition price represents a net initial yield of 9.4 per cent on the shopping centre element, and a capital value across the whole site of just £40 per sq ft.

The convenience-led, community shopping centre is anchored by value and grocery retailers including Wilko,

Poundland, Iceland and Peacocks, and has a 700-space multi-storey car park. At acquisition, it has an affordable and therefore sustainable average rent of £9.62 per sq ft and a weighted average unexpired lease term of 4.6 years, which will facilitate asset management and development opportunities.

Chief executive Allan Lockhart said: "Grays shopping centre is a community asset with excellent asset management and development potential, acquired at a very attractive entry price, which is well below previously traded values and the residential residual value of the asset."

Council buys Crompton Place

Bolton Council has bought the Crompton Place shopping centre from Santander pension fund for £14.8m. JLL will continue to manage the centre, which contains 46 retail units, kiosks, office accommodation, and a 285-space car park covering more than 280,000 sq ft.

The purchase has been funded from the council's £100m town centre fund, financed through a low interest loan which is repaid using dividends from Manchester Airport and the Yorkshire Purchasing Company.

Leader of Bolton Council, Cllr Linda Thomas, said: "The purchase of

Crompton Place is fundamental to support the regeneration and transformation of our town centre. It is at the heart of our town's civic and retail core and this deal means we now have control of a major strategic site that is critical to delivering the Town Centre Masterplan.

"We have all seen the amazing transformation of the Market Place and the benefits that has brought in terms of visitor numbers. Crompton Place also requires that kind of vision and investment to deliver our regeneration plans, complement our existing retail offer, and bring new businesses into the town centre."



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CPO backing for Croydon project

Croydon Council has voted to invoke CPO powers to allow the Croydon Partnership, the JV between Unibail-Rodamco-Westfield and Ham-merson, to acquire the remaining land and interests needed to proceed with the delivery of the new £1.4bn redevelopment of the Croydon retail town centre.

Settlements have been reached with the vast majority of land owners and occupiers affected by the redevelopment, and agreements have already been reached for the relocation of nine occupiers from the Whitgift Centre to the Centrale shopping centre, which will continue to trade throughout the construction period.

This decision represents the latest major milestone for the scheme and closely follows the announcement that John Lewis and Waitrose have confirmed they will be opening a full-line department store and supermarket as part of the redevelopment. The earliest date for construction to commence will be during 2019, which would lead to an anticipated opening of the new centre in 2023.

Peter Miller, COO, UK/Italy/Benelux, Unibail-Rodamco-Westfield said: "We welcome the decision which represents another important milestone in delivering the scheme and 7,000 new jobs, helping ensure Croydon's future as the retail and leisure capital for South London."



Liverpool Council buys Central shopping centre

Liverpool City Council is to buy Liverpool Central Shopping Centre to help accelerate a series of multi-million pound regeneration schemes. The council will be purchasing the lease from Aviva Life & Pensions UK as part of a programme to stimulate the wider redevelopment of the nearby Knowledge Quarter Gateway zone which runs from Lime Street to Bold Street.

On acquisition of the centre's 114-year lease the council will simultaneously enter into a 20-year underlease with Liverpool CSC, an affiliate of the Augur Group, which has taken over the previously stalled redevelopment of the Lewis's building and surrounding plots.

Augur will also have an option to purchase the shopping centre from the council after five years.

With 21 retail units covering more than 50,000 sq ft, the shopping centre boasts huge footfall as it doubles as the main entrance to Liverpool Central Station – one of the busiest rail stations in the UK with passenger numbers reaching 16 million per year.

Mayor of Liverpool Joe Anderson said: "The purchase of Central shopping centre is too good an opportunity to pass up. It enables us to acquire a strategic site in a prime city centre location which we have plans to regenerate and the investment makes a profit for the council to reinvest in our services."



BL sinks £96m into Tunbridge Wells

British Land has bought the 280,000-sq ft Royal Victoria Place in Tunbridge Wells from Hermes for £96m. The deal crystallises a substantial fall in value for the scheme: as recently as 2012, Hermes bought out its JV partner Westfield in a deal that valued the property at £159m.

Royal Victoria Place is anchored by a 90,000-sq ft Fenwick store and includes other high quality brands such as Hobbs, Hotel Chocolat, L'Occitane, M&S and Oliver Bonas. Tunbridge Wells council retains the freehold.

Matthew Reed, British Land's head of retail asset management, said: "Royal Victoria Place is a fantastic retail destination, with a great mix of retailers. We're delighted to be investing in Royal Tunbridge Wells and look forward to working closely with the council."

Eastleigh Borough Council



MUNICIPAL MONEY BACKS REGENERATION

Across the UK local authorities are buying up ailing shopping centres. But do they fully appreciate the risks and do have the skills to manage these assets?

The flow of transfers of shopping centres into public ownership continues unabated — this month alone Central shopping centre in Liverpool and Crompton Place in Bolton have been bought by their local authorities — and it's no exaggeration to say that in many places without councils there would be no investment market for shopping centres.

But the process, which has seen £4bn of state money ploughed into property, is not without its critics. The Bank of England has questioned whether councils are equipped to manage the assets they're buying. And at a time when values for tertiary malls are plummeting councils are at risk of over-paying today for schemes they could buy cheaper tomorrow.

Community shopping centre investment manager Ellandi hosted a panel of experts at its annual Retail Rocks conference to address the issue. And the potential pitfalls facing councils were thrown into sharp relief on the day of the conference when House of Fraser pulled out of its 115,000-sq ft store at The Square in Camberley, owned by Surrey Heath council.

Cllr Keith House, leader of Eastleigh Borough Council in Hampshire, mounted a spirited defence of local authorities that put their money where their mouth is and invest in their own town centres. "People talk about the risk of investing, but at this point I think the bigger risk is not investing in our town centres," he said. "The risk is that we worry about whether we are paying a bit too much at the top of the market, we defer investing and the decline in town centres continues."

House said that Eastleigh has been unashamedly interventionist in its town centre with the Swan shopping centre and the adjoining leisure scheme. "We take the view that the risk of doing nothing is greater than the risk of intervening," he concluded.

And Charlie Barke, investment partner at Knight Frank, pointed out that the financial case for local authorities is compelling. Through the Public Works Loan Board councils can borrow 100 per cent of the cost at rates as low as 1% over terms of up to 50 years. With some centres offering near-double-digit yields councils have a buffer to fall back on even if vacancies rise and rents fall. "I don't know many investors who wouldn't like borrowing terms like that," Barke said.

Surrey Heath's chief executive Karen Whelan was due to join the panel, but instead spent the day dealing with the media and concerned residents after House of Fraser announced that Camberley was to lose its anchor department store.

Once the dust had settled she was able to take stock. And despite the setback she remains convinced that Surrey Heath has done the right thing by buying up the Square and other town centre assets. "Our town centre is a community asset too," she said. "Our people want to see us investing."

But Whelan recognises that the private sector still has a role to play, particularly when it comes to management. "We recognise the skillsets needed aren't built into local authorities," she says. "We're making sure we access the right skills while retaining a small team within the council."

It was frustration with the private sector's investment horizons that first prompted Surrey Heath to become an activist investor, according to Whelan. She said that a JV with Capital & Regional had spent five years trying to move forward with the development of a 5.5-acre site on London Road, Camberley, but progress was painfully slow. "As a REIT Capital & Regional has to focus on returning income to its shareholders but as a local authority we don't have that worry — we can borrow to invest and as long as we cover that loan we're OK. Because we don't have to deliver a 12 per cent return to shareholders we can take a different view," she says.

"In 2016 we took the view that to get things moving we had to buy out the freehold. Now we're out in the market with major redevelopment proposals and we couldn't have moved that fast without having ownership."

And this different perspective is also reflected in the way councils as landlords can deal with tenants, Whelan believes. "Retailers are finding private landlords aren't as flexible as we can be," she says. "There are opportunities to look at different styles of deals."

With this in mind, Whelan says the council has not totally written off House of Fraser. "We've been working behind the scenes for a year now on a new approach and it's still actively under consideration by the House of Fraser board," she says. "But if it doesn't happen we have a plan B and a plan C. Being in the driving seat means you can react more quickly and flexibly," Whelan concludes.

BRACKNELL BUILDS ON LEXICON LAUNCH

Nine months from opening, the Lexicon Bracknell is nearly fully let and the developers are turning their attention to further phases of development.

The new centre is virtually fully let and according to Schroders' investment manager Harry Pickering the centre is performing well ahead of expectations. He says footfall is running at between 350,000 and 400,000 a week and the centre is on target to welcome 16 million shoppers in its first year, against a forecast of just 12 million. "That puts us up there with West Quay in Southampton which gets about 18 million," Pickering says.

He ascribes the scheme's success to its positioning with a mix of convenience and aspirational brands, and also to the fact that rents, pitched around £150 zone A, are more affordable than comparable centres like the Oracle in Reading which has hit £270 zone A. Reinforcing this retailer-friendly approach, 10-year leases are standard. "As managers we're being proactive," says Pickering. "We don't want retailers to die here."

TGI Fridays is the latest opening, completing the run of restaurants that sits beneath the Cineworld multiplex. The two main retail malls are The Avenue and Braccan Walk, and both have just one unit left. "We're holding out for the right occupiers," says Pickering. "It's got to be something individual to complement the likes of Joules and Coffee Barker."

The other driving force behind the Lexicon's success has been massive investment in marketing. The developers made a strong statement to the market when they brought in intu's Sue Boor, one of the industry's most senior marketers, as head of marketing. And they have backed her with a marketing budget three times the size of initial projections. "We have to keep telling the story," Boor says.

Events have been a key focus to drive footfall, hosting everything from the finish of the Bracknell half-marathon to screenings of big sporting events. And Boor works closely with individual retailers on experiential marketing. For instance, Australian homewares brand House chose Bracknell as one of its launch locations in the UK and it



has been running a series of cooking demonstrations that have drawn crowds.

"We can't just be a box with shops in anymore," she says. "We have to offer an experience." And the fact that she has an entire town centre at her disposal gives her more options in terms of scale and range of locations.

Now plans for the rest of the town centre are becoming clearer. A 30,000-sq ft MSU letting has been agreed that will cement the value retail offer at the top end of the high street, and at the other end the covered Princes Square centre is about to be transformed with a £50m refurb.

"Five years ago, I was concerned about what would happen to Princes Square after the Lexicon opened, but now I see it as a natural fit," says Pickering. "It's now clear we don't have to knock it down and rebuild."

To begin with, the former Bentalls department store is being broken up to form a new leisure district called the Deck, offering units from 3,000 to 19,000 sq ft. The catering element will have a strong focus on grab & go to serve both shoppers and Bracknell's large population of office workers, with the larger spaces beneath aimed at competitive socialising and gym operators.

Pickering says the rest of Princes Square will be brought up to the design standards set by the Lexicon, with new flooring and ceilings making use of the natural materials — wood and stone — that have become the hallmarks of the new scheme. And the existing escalators will be relocated to improve access to the upper floor.

A former snooker hall on the first floor has been re-let to a soft play operator while some of the smaller units on the ground floor are being combined to create better-configured spaces and a number are already under offer.

Work on the refurb proper will begin in six to nine months' time, and joint agents are CBRE and Lunson Mitchenall.



COMMERCIALISATION UP AND DOWN THE NATION

Having a clear strategy is fundamental when it comes to optimising available space on the mall.

Although it can be easy to rely solely on securing rental income by signing long-term agreements, commercialisation is an ever-evolving sector with new entrants coming into the market on a regular basis. The ability to absorb these new concepts and ideas is vital to ensuring that the current trends in commercialisation are available, if appropriate, at your shopping centre. Industry experts agree that curating the perfect commercialisation mix is the key to making a mall as profitable as possible.

"A commercialisation strategy must obviously be relevant to stakeholder objectives," says David Pain, business director of venues at SpaceandPeople. "But, if you are overloaded with long-term activity and not set up to adapt quickly, then staying relevant in the current market conditions is very difficult."

Pain says that a commercialisation strategy must be relevant and meet the objective of the client. While accurate, the strategy also needs to take into account the centre at hand. Caroline Al-Jumaili, account director at Forum CentreSpace, says that her focus is to develop a strategy specific to each centre and each landlord she manages.

"A one stop approach simply wouldn't work in the current market place," she explains. "The objectives might be purely financial, to drive footfall by providing points of difference on the mall, or to fill a gap in the existing tenant mix. After we have identified the needs and wishes of each scheme we then look to introduce long term kiosks which we nurture with advice on display, merchandising, branding and price point. Around this we use sites for weekly acquisition companies, brand development promotions and residual commercialisation such as children's rides, photo booths, candy carts, mobile phone charge points, Amazon lockers etc."

Kiddie rides, photo booths and other unmanned amenities have long been a staple of the commercialisation scene, staying consistently strong in a what is a growing market. Caroline Al-Jumaili of Forum CentreSpace says that these kinds of services are real footfall and dwell time drivers.

She says "The majority of our centres are community-based schemes where rides, low cost children's toys, sweets or a relaxing massage chair can help increase dwell time. The addition of Amazon lockers also drives footfall

onto the mall and, where shoppers pay for a minimum of an hour's parking, this can in turn lead to an increase in sales for the in-line units."

But Richard Hutchison, associate director of asset management at Ellandi, warns that managers have to be careful when it comes to placement. He says: "While it can be tempting to flood the mall with this type of offer, if you are going to install kiddie rides and photo booths it has to be thought through and has to take into account such things as its location, the type of machine (particularly its dimensions) and its impact on the environment around it. Will inline tenants get annoyed having a machine close by?" he asks.

Another long-standing commercialisation feature is the RMU, which has undergone a small renaissance in recent years. Managing director at Space to Trade, Paul Clifford, says that these units have progressed from being one-size fits-all to becoming more tailored to the retailer.

"The standards," Clifford says, "are now the equivalent to the highest standard in retail. Bespoke kiosks are tailored to the retailers offering and are of the highest finish with digital screens and order points. Where once Westfield would be the only place to see such quality, this is now common within community centres and is constantly improving."

The fundamental purpose of a kiosk is to sell its product, and one way to do this is through reinvention and having the ability to refresh itself to stand out in the mall. Ellandi's Hutchison says: "We have seen kiosks that have been designed in such a way that allows for easy refurbishment for instance by changing the covering or lighting, in order to suit either new branding or a campaign, which helps give the illusion that the brand has installed a new kiosk and reignites a customer's interest by catching their eye."

Often, while a pop-up retailer will know a lot about their product, they may be lacking some knowledge of good retail practice, and David Pain says that landlords and managers should take a hands-on approach to their kiosk tenants.

"Providing pop-up retailers with mall furniture and modular kiosk options enables retailers to create a platform to best showcase their products and services," he says. "Also providing advice on merchandising and provision of signage breaks down the barriers for entry and ensures retailers can focus on their primary objective of selling. Providing

pop-up retailers with marketing support in the venue and through social media channels can really help to maximise sales during their trading period.”

Paul Clifford echoes this sentiment of support, saying that it's a case of first understanding, then being understood: “To help retailers be profitable managers need to invest in the retailer, spending time in developing their retail competence. This will increase revenue and retention for all parties.”

Digital screens have played a key role in some of the larger shopping centres for a long time, and the drip down to smaller centres has become heavier, with Mall Solutions Europe reporting a rise in the demand for digital screens in local and community-based schemes and the company is now installing digital advertising media in a large number of shopping centres across the country.

“From a landlord point of view,” says Richard Hutchison, “these types of technologies work as they can complement your existing commercialisation offer, do not take much space on the mall, allowing you to create additional value from an area of the mall where a kiosk type offering might not fit and they are generally a lot more attractive than a static paper and backlit panel mounted on a wall.”

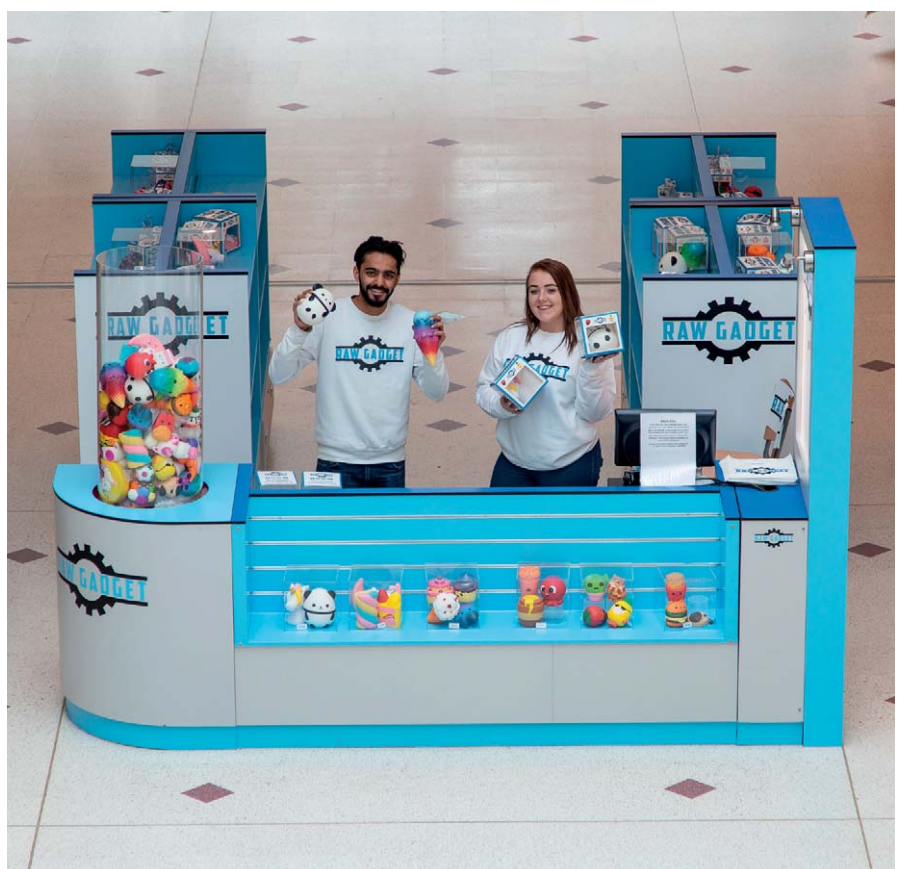
“From a digital advertiser point of view, it increases the marketability of the site and allows them to target not just blue-chip brands and national advertising agencies, but also local companies and businesses.”

On the whole over the last few years there has been an increase in quality, where kiosks are looking more attractive and, as a result, proving more permanent. The role and importance of commercialisation in the asset management of a centre has increased. For landlords, it can be used to complement and enhance the centre's existing offer by driving footfall and increasing dwell time. In today's retail market, where rental values are under pressure, there is an increasing emphasis on commercialisation's value which often makes up between 5 and 10 per cent of a centre's income, marking it one of the few areas where income growth can still be found.

So what's the next big thing in commercialisation? Space to Trade's Clifford is touting growth in food offerings, and Forum CentreSpace is predicting a rise retailers selling CBD oil following an increase of popularity for the product in the past year.

One thing that will see an increase, according to David Pain, will be paperwork and compliance thanks to GDPR. He says: “Although a lot of the paperwork is mandatory across both promoter and retailer activity, there are also requirements determined by the type of activity including children's rides and anti-money laundering checks. SpaceandPeople has a dedicated department focused on ensuring that the required checks are made for every booking and all relevant paperwork is stored as per GDPR regulations.

“A commercialisation strategy should be risk free. There are no short cuts with compliance checks and documentation. It is important to ensure you have access to the relevant expertise to ensure full compliance with all commercialisation activity,” he concludes.





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KEEPING IT CLEAN

Consumers rate the cleanliness of a centre as one of the most important factors when deciding where to shop. So what strategies make the biggest impact?

How a consumer-facing business, such as a shopping centre, presents itself in terms of physical upkeep and cleanliness is a fundamental factor in the perception a shopper will have of a centre. Maintaining a clean and well-presented centre should be a given, and in order to gain some best practice insights into keeping up appearances, Shopping Centre assembled a panel of experts in the industry: Julie Kitchener, marketing director at Industrial Cleaning Equipment (ICE); Axis Cleaning chief operating officer, Simon Giles and Deborah Bland, senior sector marketing leader BSC for Diversey UK & Ireland.

It should really go without saying, but why is keeping a centre clean important?

Kitchener: "People no longer enter a shopping centre just to shop. The consumer will often spend hours on the premises, breaking the day up with a coffee or a lunch break. Ultimately the longer a consumer spends on site the more money they'll part with, so it's critical their experience is a positive one."

Giles: "The success or failure of a shopping centre depends largely on the customer experience. A key factor in that experience, and the perception of the shopping centre as a whole, is its cleanliness. Shopping centres must feel clean and hygienic. Communal areas must be clear, bins tidy and regularly emptied, and the toilets cleaned and well stocked with hand soap and toilet paper. It may sound simple, but with thousands of customers coming through the every day, it takes a considerable amount of effort to keep them clean."

Bland: "Cleanliness makes a positive statement about the businesses present – the individual shops and the centre management company – that is good for their brand and reputation. Good floorcare will remove debris and liquids that can present a slip or trip hazard to customers. This is particularly important during winter when rain or snow is more likely because customers will bring dirt and water into the building on their shoes. Cleaning around entrances is essential in these circumstances."

Shopping centres have specific needs when it comes to cleaning, with large areas to keep clean, different floor types to consider and special considerations such as escalators. What cleaning equipment and machinery should centres invest in and why?

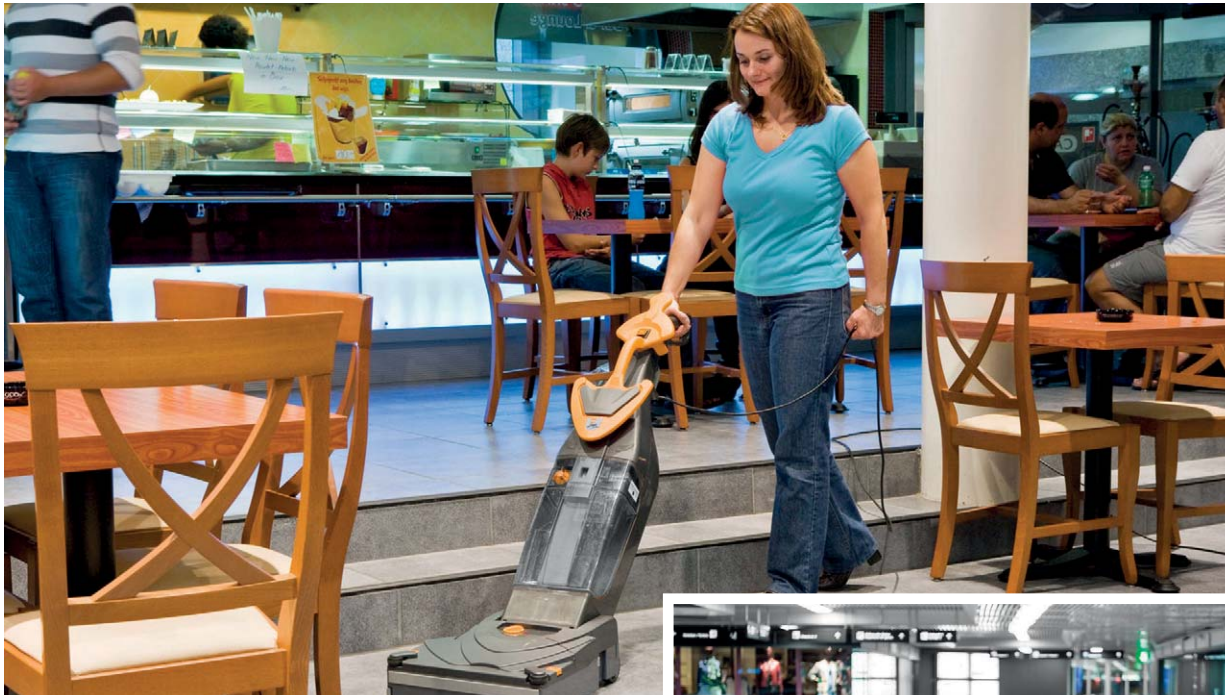
Kitchener: "Delivering tailor made solutions is something the cleaning contractors have been doing for years. Saying that, a large percentage of the equipment used at a shopping centre is still the conventional – vacuums, rotaries, scrubber dryers, sweepers and pressure washers. ICE would always recommend engaging with the customer at the earliest opportunity, preferably at bid stage or during the walkarounds. This enables us to not only get a better understanding of the site but the client's vision as well."

Giles: "One of the more important pieces of equipment used in shopping centres, especially where there are multiple floors, is a specific automated device used for cleaning escalators. By using clip-on brushes and vacuum cleaners that are attached to the stairs as they move, the escalator can be cleaned in only a fraction of the time it takes a person to manually clean them to the same high standard."

"Another simple, yet extremely useful piece of equipment is the 'tug'. The tug is an electric vehicle that enables cleaning operatives to relocate multiple large waste bins from one side of a shopping centre to another. From a waste management perspective it makes the lives of cleaning operatives more efficient, and gives them more time to spend on other important duties."

Bland: "Major suppliers such as Diversey will offer a complete range for all the applications likely to be found in shopping centres and will be able to advise on the right products and equipment. A well-stocked cleaning trolley is an ideal solution for everyday cleaning requirements. Filled with daily cleaning products and problem solvers it represents a simple, convenient and productive way to undertake general duties and respond to incidents without needing to visit the storeroom every time."

"In most shopping centres, floorcare will be a major component of the cleaning operation. Most settings will include



various flooring materials including stone, tile, ceramic, and wood. For these the most efficient cleaning method is a scrubber drier. As the name suggests, this machine cleans and dries hard floors in a single pass, leaving the area ready for use in the shortest possible time. Small machines can be overworked if used in large areas whereas large machines will be impractical and uneconomical if used in small spaces. It is also important to use the correct cleaning products and accessories (such as the scrubbing pads) to get the best results.”



Are there any new cleaning products or machinery, that are specifically geared to buildings like shopping centres, that you think managers should take a note of?

Kitchener: “Our latest robotic machine, the ICE Robo 3, is the most advanced fully automated scrubber dryer on the market. It offers unlimited cleaning patterns and super-fast mapping, as well as consistent cleaning right up to the edge. Robo 3 offers continuous cleaning for up to six hours, plus it completely avoids static, temporary or moving obstacles. It will return to clean any areas that have been missed due to temporary obstacles being placed within the cleaning area. Using robotics as part of the daily cleaning regime not only enhances standards as it gives guaranteed consistent floor cleaning, but it also means that the cleaning resource can focus on other more detailed cleaning tasks.”

Giles: “One of the most important tools in the cleaning company’s armoury at present is actually not hardware but rather the Overtec incident reporting software. It has been specifically designed for Axis Cleaning and Support Service’s customers to address slip & trip incidents and claims in retail environments, tracking and reporting all cleaning activities on site.

“The incident reporting system uses Near Field Commu-

nication tags placed along specified cleaning routes, which communicate with mobile devices carried by cleaning operatives. It enables them to record their activity, report slips and trips, take ‘before and after’ pictures to prove the area has been left in a safe condition, and ensure management has all necessary information immediately at the touch of a button.

“In addition to helping to ensure the correct procedures are always undertaken, in the event of an accident where a customer may have been hurt and/or choose to make a claim, it enables the shopping centre to track that due diligence has been undertaken by its cleaning teams.”

Bland: “Diversey’s Taski Swingobot 2000 hands-free robotic scrubber drier is at least 40 per cent more productive than the previous Swingobot 1650 model. This means facilities can clean their floors effectively and consistently in even less time than before. It is ideal for shopping centres with large open areas including public spaces and malls where it can work autonomously.

“Also, the new Taski Aero tub vacuum cleaner is believed to be the quietest and most energy-efficient machine currently available on the professional cleaning market. In ‘eco’ mode it produces just 63dB(A) and consumes a mere 300W. On energy savings alone, it can pay for itself in under three years.”



On the other hand, is there is cleaning equipment and machinery centres should avoid?

Kitchener: "Shopping centres should avoid any equipment that leaves the floor wet. There has been a huge surge in the number of H&S claims, so it's critical the cleaning contractors adapt to this and equip their team accordingly. Lots of shopping centres now have cinemas and restaurants onsite, so the need for discrete cleaning throughout the day is critical, everything needs to be controlled and geared towards the customer experience."

Bland: "Even the best equipment can be the wrong choice if it is poorly specified. For example, cleaning machines will be unproductive, unreliable or uneconomical if they are too small or too large for the specific requirement. Similarly, choosing inappropriate products for a particular type of floor (or any material being cleaned) will at best deliver poor results and at worst cause damage that will be difficult, time-consuming and costly to put right."

What kind of training should centres give their cleaning staff and should it be regularly updated?

Kitchener: "Product training sessions are typically delivered upon the arrival of new equipment and then updated ad-hoc. The churn of staff in the industry tends to be quite high and given the value of the equipment being used we strongly suggest six-monthly refresher sessions. ICE offers free product training sessions for the contract duration as standard."

Giles: "At the start of each contract we would make an assessment of the training that has already been undertaken and what new training is required. New machinery and equipment will always require new training, but it is also vital that customer service is a prominent part of any training programme. Cleaners are regularly in contact with the public and it is a key part of their role to provide a good impression and to be helpful and informative. Other important training can include first aid, fire safety, health & safety, working at height and ladder training."

Bland: "It is always advisable for people using specific cleaning and hygiene products to receive appropriate training

so that they understand how to use them appropriately and efficiently to achieve the best possible results. Products change from time to time, as do the regulations covering their use, so shopping centre operators will need to ensure their staff receive any additional training to remain compliant.

"Although essential, training can sometimes be difficult to co-ordinate when the workforce is dispersed and subject to frequent change. Online training can be a useful supplement – or even a replacement – for traditional methods for new staff and for updating existing employees. In addition to presentations, access to user guides and videos, online training can incorporate interactive question & answer sessions to provide instant feedback for the employee (and supervisors) on how well information has been understood."

Finally, how can centres optimise their system to ensure that any hazard is taken care of quickly without having a negative impact on shoppers?

Kitchener: "In recent years, we've seen a huge drive towards cordless/'on demand' cleaning. This solution is quite often added to the standard janitorial trolley offering the teams on the ground a quick and professional way of dealing with spillages etc."

Bland: "Many shopping centres routinely clean during opening hours to supplement, or even replace, their overnight operations. This "daytime cleaning" not only ensures cleaning is seen to be done – and hence promotes positive perceptions among customers – but also ensures more cleaning is undertaken sooner after any soiling occurs which can help reduce long-term deterioration of the building. Some shopping centres have rapid-response teams that deal with spillages and unexpected soiling immediately.

"As with daytime cleaning, this demonstrates that cleanliness and hygiene is important while also removing potential sources of contamination as quickly as possible. Such teams tend to use small scrubber driers to clean floors and trolleys equipped with a selection of everyday and problem-solving products designed to deal with the most likely issues."

SCEPTRE CELEBRATIONS

A night of celebration at the Dorchester on London's Park Lane saw the 2018 SCEPTRE winners revealed.





SECURITY TEAM OF THE YEAR



WINNER

FRIARS SQUARE SHOPPING CENTRE AYLESBURY

The Friars Square team introduced a new self-motivating motto in 2017, reflecting its commitment to the centre: "Every opportunity needs to be met with enthusiasm and commitment in our aims to improve services."

This creates challenges with opportunities - looking, listening and acting on instinct. The team are ready to take discussions and be motivated to deal with all the different types of issues and demands they face.

The Friars Square team recognise their responsibilities in dealing with modern demands. With this commitment, it was decided to rename the security officers as Customer Liaison Officers; immediately demonstrating their versatility and the direction in which they wanted to move forward. However this did not take anything away their aims in delivering the very best service.

Team motivation and communication is the key, with the delivery of regular presentations and toolbox talks to the officers helping in the quest for quick results. Information collating on 'dos and don'ts' and safety information on how to handle emergencies was introduced, as well as sharing practices with other departments within the centre.

The team also work closely with the local police and authorities within the town centre. They introduced new daily tenant care visits to offer advice to tenants, collecting information and creating a good atmosphere. This has become a great success, as well as helping collate data for future improvements.

Officers still need to stay focused on their key aims of being a deterrent, a pre-emptor of trouble and a first response in the event of emergency.

RUNNERS UP
BLUEWATER, KENT
CRYSTAL PEAKS, SHEFFIELD

SPONSORED BY



COMMERCIALISATION INNOVATION OF THE YEAR



WINNER

HELEN VINER TOUCHWOOD, SOLIHULL

In 2017, Touchwood embarked on an innovative partnership with 50 BA Creative Arts degree students from Solihull College & University Centre, to host a fully immersive and interactive experience that drove centre sales, generated revenue and provided a valuable experience for the students.

The successful partnership generated £1,500 in revenue while saving £8,736 in rates and contributing to a +3.1% in centre sales.

Work varied extensively in its artistic approach and method, providing guests with intriguing reasons to visit and re-visit, whilst supporting the centre's ethos of 'there's always something happening at Touchwood.'

The exhibition was open during trading hours with the occasional late night opening. It was staffed by the students themselves who were able to offer guests in depth and often very personal insights into their work.

The exhibition welcomed over 2,800 visitors during the course of the exhibition, with an additional 98 guests attending a private VIP opening night viewing.

Industry experts and art enthusiasts were also in attendance, making it the college's most successful exhibition to date.

RUNNERS UP
NITA CHAMBERS, BULLRING, BIRMINGHAM
DEBORAH HASTINGS, THE ORACLE, READING

SPONSORED BY



RETAIL LIAISON MANAGEMENT AWARD



WINNER

RETAIL LIAISON TEAM WESTFIELD STRATFORD CITY, LONDON

The Retail Relations team at Westfield Stratford City have delivered a number of innovative, engaging, time-saving and business-leading initiatives to Westfield's operations. Adding value, not only for those visiting the centre, but also for the retailers and teams that work alongside them. Through keeping operational excellence and a 'love what you do' mentality at the heart of everything they do, the Retail Relations Team are pushing the boundaries of 'the norm' to best showcase the flagship brands Westfield Stratford City houses.

Experience is key, as are exceptional store standards, operationally equipped retailers and brands that encourage visitors to engage with their products and services. To consistently achieve this vision the Retail Relations Team are driven to ensure retailers get maximum exposure within the asset, from brainstorming ideas to creating interesting opportunities to drive footfall into their units.

To further build upon the strong retail community at Westfield Stratford City, the Retail Relations team introduced the Westfield retailer app to improve retailer to retailer and centre management communication, via one central hub. The team transformed and re-designed the software provided by MallComm to include managing store standards and all key holder contacts are available on the go via the Westfield retailer app. Since the introduction of the Westfield retailer app the retail relations team have also seen an increase in information provided during turnover collections.

RUNNERS UP

KELLY TOWNEND, MILL GATE, BURY
JOHN GREEN, THE BRIDGES, SUNDERLAND

SPONSORED BY



OPERATIONS MANAGER OF THE YEAR



WINNER

STEVE SALISBURY CRYSTAL PEAKS, SHEFFIELD

Equipment and processes are only as effective as the operators behind them. To ensure the best possible results from all of Crystal Peak's initiatives, charity work and marketing promotions, the team that must be motivated, capable and enthusiastic. The team are always the starting point.

To achieve this Steve Salisbury provides coaching and mentoring in the workplace and support outside. He ensures that tailored training is delivered by internal and external providers and has developed a robust succession plan to increase resiliency across all departments.

Customer service is not just a department – it drives everything the Crystal Peaks team does. Steve understands that to be successful a shopping centre must not limit its customer service provision to the scheme – it must extend out to the local community via charity and local project involvement. He has guided the charity fundraising team and participated in events raising over £11,000 for good causes.

Operationally he manages a wide range of maintenance projects around the constraints and restrictions that being based in a residential area poses with regards to noise and working time. Over £2,000 of savings were made by introducing a sustainable solution to road sign replacement and over £4,000 was saved through the procurement of new working equipment.

Suppliers are managed fairly and expectations are managed and reviewed via a KPI scoring system and regular meetings. Security has been further strengthened through a new CCTV suite.

RUNNERS UP

TIERNAN BARRETT, TRINITY WALK, WAKEFIELD
STEVEN LYNSEY, GOLDEN SQUARE, WARRINGTON

SPONSORED BY



YOUNG ACHIEVER OF THE YEAR



WINNER

GEORGIA HILLYARD
THE GLADES, BROMLEY

Georgia started her career aged 16 working in retail. With French Connection she was quickly promoted to supervisor and while dealing with security issues and working alongside the police Georgia realised she was especially interested in security operations. She passed her security CCTV and Door licences and aged 21 was successful in her appointment to CCTV controller at The Glades.

During 18 months as a controller, Georgia demonstrated her ability to lead large teams with her outstanding communication skills. This earned her a promotion to security supervisor by the age of 22.

Aged 23 following a brief time as cleaning manager learning a new side of the business, Georgia then took on all mall security, managing a team of 25 guards. Her success in this role meant that Georgia's remit also encompassed the CCTV control room and car parks.

By the age of 27 Georgia had been promoted to the role of guest services manager with overall responsibility for all soft services – a combined workforce of 50+ with budgets of over £2m.

Most recently Georgia was successfully promoted to facilities manager leading all hard and soft services, taking her team size to 60+ and budgets of over £3m making her the most senior manager in the Interserve centre team. Georgia has applied herself to learn a whole new skill set, and proven in recent technical audits with dramatically improved results in 2018 vs 2017. Her infectious energy, hard work and natural ability with people has marked out Georgia as a future centre manager.

RUNNERS UP
LISA JACKSON, INTU
JADE WILKIE, THE FORGE

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SHORT-TERM RETAILER OF THE YEAR



WINNER

SHEPHERD NEAME
BLUEWATER, KENT

The Shepherd Neame Bluewater pop-up store was conceived as part of Bluewater's Calendar Moment programme to activate a shop unit with a great local brand and offer a unique experience for fathers in the run-up to Father's Day. Shepherd Neame, Britain's oldest brewer, was keen to use the pop-up as a launchpad for two new products and to create a brand experience reflective of its roots and brewing process.

In conjunction with the centre's environmental policies, raw materials such as hops, malt and apples were introduced along with existing fixtures and props such as barrels, a cider press and traditional wooden crates filled with hops suspended from the ceiling, creating an immersive experience, bringing the sites smells and tastes of the brewery to Bluewater.

To further immerse customers in the world of brewing a pioneering 'hops 360' virtual reality tool was created allowing guests to take a virtual tour of a hop garden. Each guest was also invited to enter a prize draw for the chance to win beer for a year and Shepherd Neame collaborated with the Bluewater marketing team to offering prize giveaway for fathers day.

The final result was a shop used for educational experiences, tastings and food matching events and as a venue for drinks writers and trade press to sample new products. The store exceeded its sales targets by 204% and it also far exceeded other objectives. The fact that the pop-up shop was featured in Retail Week as Shop of the Week is demonstrative of its huge success.

RUNNERS UP
CHAPEL DOWN, BLUEWATER, KENT
THE CBD SHOP, CASTLECOURT, BELFAST

SPONSORED BY

MOBILISE
GROUP

ENERGY MANAGEMENT AWARD



WINNER

STEVEN FOSTER
WHITE ROSE, LEEDS

2017 was a game-changing year for White Rose shopping centre in Leeds with a focus on energy management and sustainability. In August 2017 the centre unveiled the installation of the biggest photovoltaic system on a retail site in the UK. The roof installation will generate 68,000 kWh of power a year, enough electricity to power over 200 UK homes for 12 months. The PV will supply 39% of the daytime electricity used in the mall areas of the centre. In its first year, the system will reduce carbon emissions at White Rose by 250 tonnes; equivalent of over half a million miles of passenger car emissions. It consists of 2,902 individual panels, each of which measures 1.6 sq m. The PV will maximise on-site renewable energy generation, reduce electricity consumption from the grid and deliver significant financial benefits to retailers based at White Rose.

It forms a key part of the ongoing sustainability strategy at the centre, which includes a comprehensive bio-diversity programme alongside energy efficiency measures and a focus on reducing food waste – an anaerobic food digester has been in operation for over two years and has reduced over 100 tons to water during 2017.

White Rose is committed to sustainability and continually aims to reduce the carbon footprint and to enhance a positive impact on the environment and local community. Other 2017 initiatives have included the roll out of LED lighting throughout the centre and car park.

RUNNERS UP

MARTYN HAFTOWSKI, CWMBRAN CENTRE
VALERIE JOHNSON, ST MARKS, LINCOLN

SPONSORED BY



WASTE MANAGEMENT AWARD



WINNER

THE BRUNEL
SWINDON

The Brunel has embraced the need for recycling waste and has been working towards improving segregation of rubbish in order to recycle more. In June 2017 diversion from landfill stood at 85% of waste. By January 2018 this had risen to 95%, and by April 2018 reached 97%.

The centre now has 16 single-source recycling streams which are either baled on site or collected by a dedicated vehicle. Despite the launch of a food hall last year, the centre has increased on-site segregation by 24% year-on-year.

Working with the marketing team, the Brunel created its own branding for waste management which has been used to train to all store managers in what can be recycled and way to dispose of it. This included the introduction of a regular waste and recycling newsletter which updates tenants on recycling figures. Any tenants not following the recycling policies and procedures are fined.

The Brunel has invested in additional recycling cages and purchased two extra balers. An innovative bespoke bench segregates steel and aluminium cans and the centre is now purchasing a piercing machine to enable pressurised cans to be recycled.

The centre engaged local primary schools, offering education in recycling and upcycling. Visits are well attended and include litter picking with the local council's cleaning teams. Schools have run competitions to make Christmas decorations from upcycled items.

RUNNERS UP

CABOT CIRCUS, BRISTOL
GUNWHARF QUAYS, PORTSMOUTH

SPONSORED BY

SHOPPINGCENTRE

MARKETING MANAGER OF THE YEAR



WINNER

LAUREN CAMPBELL
VICTORIA SQUARE, BELFAST

Lauren Campbell is a passionate marketing professional with over a decade's experience in the marketing sector and six years spent as marketing manager at Victoria Square. Highlights of 2017 include bringing full marketing function in-house as well being the most successful year since opening for marketing events in terms of footfall, sales, retailer participation and customer engagement.

It is Lauren's mission to foster a customer-oriented culture which is committed to enhancing the visitor experience. She is passionate about giving customers a reason to choose Victoria Square and delivers this vision by constantly reinventing the offer through mall dressing, innovative campaigns and engaging events. These have included a four week Discover our Museum installation to give back to the local community with a strong regional press engagement as well as the largest ever student event in 2017 and the largest-ever Christmas light switch-on in 2017.

Strategic community partnerships including Belfast Photo Festival and the Belfast Festival of Fools. The 10th anniversary campaign majored on how proud of the centre its customers are and how Victoria Square has become an iconic symbol of the new Belfast. This campaign provoked emotion and embodied the customers' perception of the centre.

RUNNERS UP

LUCY BURNETT, TOUCHWOOD, SOLIHULL
SAMANTHA CZWORDON, THE BRIDGES, SUNDERLAND

SPONSORED BY



CUSTOMER SERVICE TEAM OF THE YEAR



WINNER

THE GLADES
BROMLEY

The Glades guest services team always provided a good, professional service to customers...but for several years it was largely unchanged. Processes, accessibility and services needed to be updated to fit with the ever-increasing demands of customers and a better understanding of the Purple Pound.

The Glades' general manager asked the guest services team to embrace huge changes to tackle this, including relocating Shopmobility and removing the traditional Guest Services desk.

Shopmobility was successfully moved from a dark car park office to the top floor with plenty of natural light, twice as many lifts, two disabled toilets, baby change facilities and numerous disabled parking spaces. Removing the desk was a bigger challenge for the team. It was identified as forming a barrier between the team and customers, something they had become accustomed to. The old desk was removed in November 2017 and replaced with a much smaller, more open trial desk at peak trade.

RUNNERS UP

CRYSTAL PEAKS, SHEFFIELD
BLUEWATER, KENT

SPONSORED BY



MALL TECHNOLOGY INNOVATION OF THE YEAR



WINNER

HAMMERSON ENGAGE

Consumer engagement has never been easier and more integrated, but this ease of use has not been widely applied to B2B tools in the workplace.

Following a series of research and focus groups, Hammerson recognised the need for agencies, brands and retail start-ups to have a better client experience when booking mall space. The result was the launch of www.hammersonengage.com.

The portal provides a front end to the industry-leading platform Hammerson has developed over the past five years. Within seconds B2B customers can now access information 24/7 on all Hammerson's centres including demographics, site plans, photography, contact details and pricing – a level of transparency unprecedented in the industry. With the majority of brands cutting staff resources, this has proved crucial in making booking decisions fall in favour of Hammerson.

Consumers have benefited from a much wider range of in-mall activity, and in a competitive market this gives a clear reason for customers to choose Hammerson's centres. For the first time ever, Hammerson's 2017 customer exit surveys recorded customers noticing commercialisation activities and commenting on their quality.

Bookings from the system in year one totalled £190,720, paying back the investment in five months. For the first time brand enquiries have been received from Italy, Denmark and the USA.

RUNNERS UP

ITVET (RETAIL REPORT)
THE PARTNER TUFF SYSTEM, ORCHARD, TAUNTON

SPONSORED BY



ALL IRELAND CENTRE MANAGER OF THE YEAR



WINNER

MICHELLE GREEVES
VICTORIA SQUARE, BELFAST

A retailer of 28 years' experience, Michelle recognises that delivering world-class customer service to Victoria Square's brands and customers is at the heart of the centre team does. She makes sure that the entire team is recognised for excellence, supported with training to support to their needs.

Victoria Square's success is built on great people coming together, creating memorable experiences. Measurement of engagement is essential to grow through: visiting the brands in their stores weekly, by monthly meetings with 85% attendance, and better collaboration and engagement in events.

Customer engagement is key because Victoria Square is a destination. Michelle is passionate about giving loyal customers a reason to choose Victoria Square. The robust retail events calendar generates an ROI of 340%, catering for families schools and additional-needs customers.

For example the four-week Discover our Museum installation, offering workshops in partnership with a local museum, increased dwelltime by 6.3% and generated an ROI of 1,791%. The Christmas light switch-on attracting 48,000 visitors against 4,500 at the city centre event.

A key strategy has been to maximise the growing tourism spend which has grown from 7 to 10%, offsetting the declining Northern Irish spend.

To celebrate the centre's 10th birthday, a month-long calendar of events showed how Michelle brought the team, customers, stakeholders, charities and community together.

RUNNERS UP

IAN HUNTER, PAVILIONS, SWORDS
PETER DOLAN, SCOTCH HALL, DROGHEDA

SPONSORED BY



CENTRE MANAGER OF THE YEAR AT A SMALL CENTRE



WINNER

CYRUS ANNAN
WEST ONE, LONDON

Cyrus Annan was thrown in at the deep end at West One shopping centre, located on Oxford street with an annual average footfall of about 22 million. His first day on the job as centre manager on May 15 2017 was also Day 1 of a major £4m refurbishment at the centre.

Cyrus had to ensure the centre opened its doors complying with health & safety legislation while also increasing revenue profit and performance of the centre during the seven-month refurbishment. With only one assistant, Cyrus outperformed by ensuring zero health and safety violations and incidents while building relationships and attending late night forums with key stakeholders like residents, TfL and Crossrail.

Tina Hartland Swann, a local representative of the residents commented: "Never on any day did we feel we lived next to a development site. Our expectations were managed in a special way."

Cyrus appraised the 17/18 budget and negotiated reductions on security budget by 10.3% while securing an extra 24 hours of manning levels and paying London Living wage rates. Additionally, he negotiated a 1.3% reduction on the cleaning budget. Cyrus led a rigorous tender process for the centre, singularly writing the specifications for all services (M&E, security, cleaning, office reception and waste). New appointments have been made and best value for money have been achieved.

Cyrus worked very closely with the client's leasing agents, gathering and analysing trade intelligence and data from retailers each week and communicating market trends.

RUNNERS UP

DEAN CROSS, WATERSIDE, LINCOLN
STEVE ANDREWS, THE HILDREDS, SKRGNES

SPONSORED BY



CENTRE MANAGER OF THE YEAR AT A MEDIUM CENTRE



WINNER

LYNETTE HOWGATE
MIDDLETON, MANCHESTER

Lynette is an energetic centre manager with an absolute passion and dedication to her role at Middleton shopping centre. Having only taken up the post in 2106, Lynette's spirited and hands-on approach has led to some outstanding results in a short space of time.

Most notably, footfall is up 6.5%, car park usage up 9% and the purchase rate is up from 90 to 92% Equally, 11 lettings have been achieved in the past 12 months including a 33,000-sq ft gym.

Lynette has transformed tenant relations at the centre starting from a 10% turnout at tenant meetings, at best, at least 85% of tenants now attend. Lynette has been proactive and flexible in her approach to achieve this, allowing retailers the opportunity to attend at different times.

A retailer intranet system has been created enabling much more effective communication while also being paper-free. Lynette visits units on a daily basis to speak to tenants face-to-face.

100% of centre waste has now been diverted from landfill, saving 142,470 kg of carbon.

Lynette's fun-loving yet professional approach means she has an excellent rapport with all tenants, staff and customers. She regularly gets involved in centre events, dressing up as a zombie for Halloween and handing out sweets to kids in the mall.

Community relations have also been improved. Lynette is in an active supporter of the Lighthouse Project charity, persuading the landlord to provide them with the unit, and raising almost £4,500 through centre events and activities.

RUNNERS UP

ROWLAND PARRY, STRAND, BOOTLE
LEE APPLETON, THE RIDINGS, WAKEFIELD

SPONSORED BY



CENTRE MANAGER OF THE YEAR AT A LARGE CENTRE



WINNER

MARK HAYNES
COUNTY MALL, CRAWLEY

County Mall extends to 480,000 sq ft and is home to 84 stores anchored by Debenhams, Primark, Next and Boots. 2017 was an exciting year for Mark and the team, celebrating the centre's 25th anniversary with pride. Mark has focussed on enhancing customer experience and customer service, attracting 8 million visitors and maintaining YOY footfall levels +0.1% outperforming the the national average, driving car park income up by +2.77% YOY and increasing dwell time by +21% YOY.

Mark has worked closely with the marketing team to reposition the centre's perception in key targeted locations since the opening of new stores including Hotel Chocolat, Paperchase, DFS and Italian Kitchen, driving +2.3% YOY additional footfall from targeted affluent areas, increasing average spend by +29% and increasing circulation to combat void space with strategic marketing campaigns.

Mark prides himself on building relationships and making daily store visits to meet and talk with retailers and anchor tenants to understand their business needs and performance. With 71% of the retailers open to feeding back monthly sales data it's evident Mark is a centre manager they can relate to and trust.

Working alongside the asset manager and leasing team, Mark has helped to deliver three store refits, two store upscales this year with most seeing double digit growth. The void rate remains low at 3.5%.

Mark is an integral member of the town and community, chairing the Town Centre Partnership and initiating the feasibility of a BID.

RUNNERS UP

KATE MILLER, THE GLADES, BROMLEY
LIAM SMITH, FORT KINNAIRD, EDINBURGH

SPONSORED BY

RetailReport

THE SCEPTRE GRAND PRIX



WINNER

WORKMAN

The SCEPTRE Grand Prix is awarded to the managing agent or owner that has achieved the highest aggregate score from the judges across all the winning and highly commended entries.

RUNNERS UP

JLL
LANDSEC

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PLANNING MAKES PERFECT

Meticulous planning is the key to a successful event, so what should management teams look out for?

From handing out flowers on Mother's Day to big summer blowouts, events are one of the biggest footfall drivers for shopping centres, proven to bring in the numbers and increase dwell time. There are a lot of considerations that go into holding an event, and Shopping Centre spoke to some of the safest hands in the industry to tell us what it takes to plan, promote an execute events both big and small, as well as what they've got in the pipeline.

Big events such as food festivals and Christmas light switch-ons require the largest budget allocations, but smaller events are just as important and creating inexpensive excitement can leave a lasting impression on the shopper and reinforce a feeling of loyalty and community.

"Budget is how we would distinguish between a big event and a small event, rather than the number of attendees," says Emma Thompson, marketing expert at OnBrand, who runs and manages events for a number of shopping centres. "We ran, for example, a Mother's Day event at the Baytree shopping centre which involved giving out free flowers as a thank you to shoppers for spending part of their Mother's Day at the centre. It was a small event in terms of complexity, and the only objective was to delight the customer which we succeeded in doing."

Thompson says that the activity took little planning, but it had a notable impact on the centre's footfall and dwell time, with people seemingly more likely to stick around for a little while longer after being given a little something to brighten up their day. "Feedback from retailers and shoppers was overwhelmingly positive," she adds. "It shows that a little activity can have a big impact."

Jo Prosser, lead creative at events specialist MayNineteen, who runs events for many landlords including the entire Hammerson portfolio, agrees that a small budget does not necessarily mean a small impact, recalling a recent PR stunt for intu's new kids club mascot, a giant orange mammoth called Marmalade. "A few days before Marmalade's debut appearance, we installed a crushed car on the mall," she tells. "It was covered in giant orange foot prints, surrounded by security and crash barriers with a notice appealing for witnesses. It made a huge impact and

generated lots of interest on social media."

Marketing an event is a vital aspect to planning as without awareness there will be no footfall. In the modern era, it is far easier to market on a budget thanks to the likes of social media and email marketing, where competitions and promotions can be run at a low cost, allowing for a little activity to go a long way.

Prosser says that she plans and prepares in the same way for all her events, whatever the size or budget, and tries to be as creative as possible with what the centre has available. Thompson echoes this, saying that the amount of marketing that is done is again dependent on budget, but tends to cover all the same touchpoints: social media, radio, local press, and email databases.

Commercialisation, marketing and events specialists Shoppertainment says that the size of a marketing budget can have the biggest impact on the success of an event, especially when it comes to destination centres, as promotion beyond the local population is necessary to see substantial increases in footfall.

Katie Leach, Shoppertainment assistant director, claims that no matter the size of the centre, her team always aims to create events that will drive footfall, engage as much of the community as possible and bring new experiences to the target audiences. She says: "The type of marketing used for an event depends on where the shopping centre is located and of course the marketing budget. The smaller centres such as the Meads and Marketgate use a range of posters, pre- and post-event PR coverage and social media to promote events."

She also says that community involvement is a good way to both reduce the cost of an event, as well as driving local engagement and excitement: "We try to get as much out of each event as possible by supplementing paid-for entertainment with free stakeholder activities such as local sports clubs, theatres and charities – as long as that doesn't dilute the message."

For bigger events, like Christmas launches, there is likely to be a lot more going on throughout the centre, with the potential for big-name guests, and more excite-

ment and activity spread across the entire mall, which requires extra wayfinding and additional preparation.

"Every event is different, and each has its own set of special considerations," says Prosser. "Christmas lights switch-on shows are big and the budgets usually reflect that. Audiences are in the thousands and there is a lot of planning involved. Alongside all the entertainment and staffing, we have the production and logistics of stage, lighting, pyro, fireworks, crowd safety management, and security."

Shoppertainment's Leach adds to this, saying: "When a shopping centre holds a larger-scale event, it may require more security throughout the day. At centres where there is a higher footfall, additional rope barriers may be used if an area is off-limits to shoppers or if they need to queue up for an event. Also, health & safety risks will be taken into special consideration to ensure all shoppers are safe in the busy centre on the day of a larger event."

SUMMER OF FUN

Summer holidays are a time for family fun and shopping malls should be keen to capitalise on this by drawing in the crowds, whether it be on a local or regional level. The immediate demographic for a centre is the local catchment as they should be the easiest group to entice into a centre, and so working with groups within the local community can create a local buzz.

The Baytree shopping centre in Brentwood recently hosted a charity fundraising event in support of Great Ormond Street Hospital, run by OnBrand, which involved lots of businesses in the local community. Emma Thompson says: "We made use of the retail space and the piazza, working with local florists, hairdressers, breweries and more, engaging with the wider community by bringing them into the shopping centre for the event."

Charity was the focal point of the activity, and the event involved a 48-mile 'sponsored cycle' which is the distance a roundtrip from the centre to Great Ormond Street would cover. "A local gym lent us stationary bikes for the occasion and the idea was that people would take turns cycling a little here and there and making a donation and we'd reach the 48 miles over the course of the day," Thompson explains.

At high footfall centres, it is important to engage with the families who regularly visit, and one way to do this is to have free events that can be enjoyed by the whole family during the school holidays.

Throughout August at Stratford shopping centre, Shoppertainment has created a series of superhero-themed events to be held every Saturday. Characters such as Batman, Spiderman, Iron Man and the Hulk will visit the centre to give children the opportunity to meet and dress up as their favourite superheroes. The Batmobile will even be making an appearance so shoppers young and old can live out their Batman fantasy through a once-in-a-lifetime photo opportunity.

In addition, a bespoke, jungle-themed soft play area has recently been created at the centre to utilise a vacant space



on the mall's Central Square. Since opening on Saturday May 26, the soft play has proved to be a huge hit, with surrounding tenants such as Costa and recently opened Creams Desserts seeing an increase in sales and dwell time.

And finally, MayNineteen is running two cross-portfolio events for Hammerson this summer. The first is the return of the food festival which was a huge success last year, with hopes to build on that second time around.

"There will be live acoustic sets from troubadour-style musicians, a professional presenter delivering bite-size banter about the food samples on offer, and lots of comfy picnic benches encouraging visitors to stick around and enjoy the festival vibe," Prosser tells. "Artificial grass flooring, festival flags, rustic signage and fun photo opportunities will all add to the ambience."

The second is Make and Believe, an immersive educational experience designed for children. There are two event options themed around science (Little Labs) and the emergency services (999 Emergency). Both allow children to become fully immersed in their roles by kitting them out in lab coats and safety goggles, or hats and high-vis jackets before they get hands-on in the activities.

"Budding scientists can enjoy making volcanoes and tornadoes, fake snow and sherbet, while our emergency services get stuck into scenario-based role play drama workshops. All the while kids are learning fun facts through creative play. It's a big hit with the parents and a great way to keep them occupied for free during school holidays," Prosser concludes.



60 SECONDS WITH JAMES BROUGHTON, MARKETING & PR FOR TOWN CENTRE SECURITIES AT THE MERRION CENTRE IN LEEDS

Why is it important to host events?

We aim for our events to enhance and grow that all-important footfall figure, but also ensure consumer experience is optimised and exceeded.

What has been your most successful event to date?

One of our most successful events to date was last year's Christmas countdown, which resulted in a record 14,000 people visiting throughout the duration of the event alone to take part in the festive family extravaganza.

What is the most crucial part of planning an event?

The three things to focus on when it comes to events are: planning, communication and execution. When it comes to shopping centre venues you can never be 100 per cent sure on how many people will attend your event, so whether you have ten attendees or 10,000, visitor expectation must be set and adhered to as a minimum.

How long does it take to plan an event and when do you begin planning?

We make sure we plan our larger events in advance, but we have a highly skilled team who are flexible and can turn events around at very short notice.

How important is it to brand your event?

Subject to the audience, on event day we check that we have plenty of relevant branding in place, sometimes creating specific branding for an event and maximise any further opportunities to generate awareness including branded balloons, flyers and associated marketing material.

In today's world of social media, we need everyone to be able to identify that this is a Merrion Centre event, especially if they're sharing content online. So, ensuring our branding is consistent and visible offline and online is essential.

INTU BACKS SECOND START-UP CAMPAIGN

intu to trial seven new technologies for its second start-up accelerator

New technologies that will reduce carbon emissions and deliver shoppers' bags straight to their cars will be piloted by intu across its 14 UK shopping centres from this month as part of start-up incubation programme intu Accelerate.

intu has signed up seven start-up companies, selected from 97 applicants, who will test their innovative ideas to shape the future of retail and leisure at its shopping centres and online at intu.co.uk.

The new businesses have been invited to work with the owner of intu Trafford Centre, intu Lakeside and intu Metrocentre to develop their products and services over a ten-week period.

intu Accelerate is now in its second year following the success of last year's initiative which trialled retail robots, queue jumping apps, and online personal shoppers. It is once again being run in partnership with innovation specialists L Marks.

The companies taking part this year are:

- CarTap – provides secure access to vehicles to deliver shoppers' bags straight to their cars
- Grid Edge – saves money and reduces carbon emissions by using artificial intelligence to control energy usage
- Rhythm – creates multiplayer games for big screens that connect companies with crowds of people
- WeFiFo – an online marketplace that connects amateur and professional chefs with paying guests
- Greendeck – uses AI to help fashion brands and retailers automatically classify products into categories and attributes
- Yosh.Ai – a virtual assistant that provides a personal shopping service
- Roialty – hi-tech marketing platform that turns anonymous social media data into valuable customer insight

intu chief executive David Fischel said: "Retail is one of the UK's most exciting and dynamic industries and it's transforming at pace. Together with these creative and innovative businesses, we're developing answers to many of the questions facing our customers and retailers today.

"intu Accelerate is giving these seven new businesses the opportunity to show how we can do things differently through live trials that will also demonstrate the potential of their idea to shape the future of retail and create the perfect shopping experience."



A HISTORY OF INNOVATION



Real estate companies need to do more to embrace opportunities presented by new technology

The property sector is still missing out on opportunities presented by new technology, according to new research released at the MIPIM PropTech Europe event in Paris.

The research was produced for MIPIM PropTech Europe by proptech influencers James Dearsley and Eddie Holmes of PropTech Consult. The survey was completed by over 100 European industry professionals that attend MIPIM real estate events and presented a range of questions on the subject of digital transformation.

The results show that while new technologies are having a significant effect in terms of transforming many aspects of the property industry, there is still much progress to be made in embracing the digital evolution of the sector.

Dearsley noted: "The property market appears to be one of the last industries to go through a digital transformation, and it appears from this research that we still have some way to go. With 82 per cent of respondents believing digital technologies will have a major impact on their business, it is perhaps a concern that over a third are then questioning the existing management expertise at delivering a business that will be able to adapt to the changes."

"When asked what the top barriers to change were, personnel issues again topped the rankings. A lack of technical skill and a general resistance to change cited as two of the three top barriers suggest there is a lot of work to do in this area," Dearsley added.

Over 85 per cent of respondents stated that digital technologies are relevant to their business, and yet a

quarter of companies still have no official digital strategy in place. Looking to the future, 82 per cent of respondents said that digital technologies will have a moderate to major impact on their businesses within the next five years, with 50 per cent of executives believing that their current business models will be rendered irrelevant by technology within the same timeframe. This rapid evolution is seen by many as an opportunity for innovation, with 72 per cent of respondents agreeing that digital disruption in the industry will bring the possibility of new product lines and services, while over 65 per cent believe it will help them to stand out among competitors. Other results include:

- Nearly 70 per cent believe it will improve customer interaction and lower operating costs
- Nearly one third of those surveyed questioned their existing management's capacity to handle the transition in business models. This is despite 2/3's stating that they believed their management teams are open to changing the business models and operations
- Two thirds of businesses are teaming up with third parties to help them with the digitalisation of their business models

Filippo Rean, director of the real estate division at Reed MIDEM, said: "The results of this survey give a fascinating insight into the ways in which technology is disrupting the property industry. The figures show that tech is a driving force in the evolution of the sector, and MIPIM PropTech Europe sits at the centre of it, facilitating discussion and promoting the future of property."

UK retail landscape evolves

Birmingham will see the largest increase in retail spend to 2025 on the back of ambitious development, while the likes of Bromley and Ilford face stiff competition from neighbouring schemes. These are amongst the findings of the UK Retail 2025 report from Harper Dennis Hobbs which unearths the winners and losers of changing retail demand.

The HDH report uses gravity modelling to define retail catchments and spend. By comparing weighted spend in 2018 with forecasts for 2025, it maps the changing fortunes of the UK's retail centres.

HDH's report takes into account all major retail and residential developments across the country and explores their impact, highlighting those centres which will benefit most and those that are likely to suffer the effects of nearby competition. It ranks the top 50 UK retail centres by weighted spend and the impact planned new retail and residential developments will have. HDH's consumer spend growth forecasts at a local level have also been incorporated.

New developments such as the million-sq ft Martineau Galleries are set to provide a major boost to Birmingham's retail market and HDH predicts the city will see the largest increase in spend, with a

projected 2.54% increase between 2018 and 2025.

However, the addition of significant new floorspace across Birmingham will draw shopper spend from neighbouring cities. Wolverhampton for instance will see spend drop by 0.9 per cent, not only because of what is happening in Birmingham but also due to the completion of the Mill Green Designer Outlet in nearby Cannock.

In London, the West End's shopping spend is due to increase significantly, not only on the back of new retail development but the completion of Crossrail which will significantly reduce journey times to the capital's main shopping destinations. Meanwhile, the £1.4bn development at Brent Cross will see the centre's potential retail spend increase by 41.8 per cent, while developments in Stratford and Croydon will see potential spends boosted by 5.8 per cent and 8.8 per cent respectively.

However, centres such as Bromley will be less fortunate as these developments make their mark. The town is set to be overtaken by Croydon within the retail rankings having also been impacted by the development of Greenwich Peninsula.

Other centres which will have to adapt to the challenges ahead include Ilford. Developments in

Stratford will increase its shopper spend from Ilford by 4.9 per cent, while the Greenwich Peninsula redevelopment will increase its weighted spend potential in Ilford's catchment by 8.5 per cent.

HDH's research also offers valuable insight into the changing face of Yorkshire's retail market. Its offer will be enhanced by a plethora of new retail developments. The redevelopment of Heart of the City II will increase Sheffield's weighted spend by 8.9 per cent, while having a negative impact on centres like nearby Doncaster, which is also due to lose shoppers to Barnsley's Glassworks scheme.

The final large development highlighted by HDH's gravity model results is Cribbs Causeway, with the centre forecast to climb 15 places in the rankings. The development also coincides with plans to build 6,000 new homes in the area, which will further boost its potential spend.

HDH director Jonathan De Mello said: "While new retail development will benefit many UK centres, surrounding secondary locations will be negatively impacted and need to be proactive in becoming more competitive. Retailers and investors need to use this type of detailed research for effective future planning."

RETAIL CENTRE	DEVELOPMENT	TOTAL ADDITIONAL FLOORSPACE (SQ FT)	CONFIRMED/POTENTIAL
Croydon	Croydon regeneration	1.5+ million	Confirmed
Birmingham	Martineau Galleries - Curzon masterplan	1-1.5 million	Potential
Battersea Park	Battersea Power Station redevelopment	500,000 - 1 million	Confirmed
Telford	Food court & redevelopment	500,000 - 1 million	Confirmed
Wirral Waters	East Float development	500,000 - 1 million	Potential
Castleford - J32 Outlet Shopping Village	Axiom retail park development	500,000 - 1 million	Potential
Coventry	Coventry city centre	500,000 - 1 million	Confirmed
Basingstoke - West Ham Leisure Park	Leisure and outlet centre	500,000 - 1 million	Potential
Rochdale	Rochdale town centre	500,000 - 1 million	Confirmed
Chester	Northgate development	500,000 - 1 million	Confirmed
Stratford	Westfield car park conversion & snowdome	500,000 - 1 million	Confirmed
Kings Cross (London)	Argent development	500,000 - 1 million	Confirmed
Lincoln	St Marks redevelopment	250,000 - 500,000	Confirmed
Gravesend	St Georges shopping centre redevelopment	250,000 - 500,000	Confirmed
Stoke-on-Trent (Hanley)	Unity Walk development	250,000 - 500,000	Confirmed
Barnsley	The Glass Works	250,000 - 500,000	Confirmed
Edinburgh	St James Quarter	250,000 - 500,000	Confirmed
Sheffield	Heart of the City II	250,000 - 500,000	Confirmed
Cribbs Causeway	Extension, new anchor and event space	250,000 - 500,000	Potential

Colliers calls for leasing revamp

A radical approach to property leasing is being proposed to help shopping environments throughout the UK according to Colliers International. The property advisor has put forward a five-point plan aimed at helping retailers access viable trading space while enabling retailers, landlords and investors to find occupiers for the rising amount of empty shops across the UK.

The proposals are a response to the havoc that has been wrought on the sector by major increases in business rates last year, further growth of internet sales and the growing number of retailers shedding stores through Company Voluntary Agreements (CVAs) this year.

Colliers' co-head of retail agency, Dan Simms, said: "We understand the inordinate pressures that retailers are currently facing as long-term structural changes to the retail market play out. But retailers, landlords and investors face equal challenges, and the way forward has to be an equitable approach which respects the situations of both.

"The property industry now needs to think about a radical reshaping of the lease model for much of our retail property."

The proposals call for a five-point plan, which

would better balance the interests of retailers, landlords and investors. They call for:

- Standard five-year leases granted outside of the 1954 Landlord & Tenant Act
- Rents based purely on the turnover achieved by the retailer in a particular shop
- Mutual options to break the lease dependent on agreed turnover thresholds
- A 'white box' approach to shop specification where a basic fitted unit is made available to the retailer to minimize their fit-out
- Limited incentives/ rent free

Simms observed: "These types of lease features are relatively common in the retail factory outlet environment but have not been brought in a structured way into the mainstream market. They create genuine alignment between landlord and occupier and offer both the opportunity to flex rents and occupation of space.

"This isn't just blue sky thinking. This model won't be relevant to some circumstances, particularly in fragmented ownership high streets and for flagship stores but there are an increasing number of similar leases being agreed across the UK and we are close to launching a leasing campaign for a new mall rede-

velopment within a well-established shopping centre where all leases will be offered on this basis."

In its annual Midsummer Retail Report Colliers also calls for reform of the CVA process and suggests a series of areas where the process can be changed to make it more equitable.



Retail park voids remain at record low

Vacancy rates in the UK's out of town retail sector remain low despite challenging operational conditions, according to Savills, with just 5.96 per cent of units currently unoccupied. This is significantly lower than the sector's 10.86 per cent vacancy rate by unit in 2015 and 12.17 per cent in 2012.

Despite the recent administrations of Maplin and Toys R Us, both of which have a large out-of-town presence, Savills says the outlook remains positive. In the worst-case scenario that only 20 per cent of these retailers' out-of-town space was re-let by the end of 2018, the sector's overall vacancy rate by unit would rise to just 6.67 per cent.

On a sq ft basis, the picture is even stronger, with 3.62 per cent of out-of-town retail space across the UK currently vacant. This compares to 5.36 per cent in 2015 and 6.76 per cent in 2012. If just 20 per cent of Maplin and Toys R Us units were re-let this year, the sector's overall vacancy rate by sq ft would grow marginally to 4.31 per cent.

Sam Arrowsmith, associate director in the

research team at Savills, said: "Low vacancy rates show that clearly the picture for OOT retail is more robust than recent headlines might imply. Even with additional closures linked to the CVAs announced

recently, vacancy rates will not change dramatically. Numerous retailers also remain acquisitive, including Lidl, Aldi, B&M, The Range and Home Bargains, which all plan to open further out-of-town stores in 2018."



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TWO EXCITING OPPORTUNITIES TO WORK FOR NOTTINGHAM BID

There are over 300 Business Improvement Districts (BIDs) in the UK, and the majority work very closely with businesses trading in our shopping centres. The growth of high quality visitor experiences and a deeper understanding of people's need to visit our towns and cities for far more than just shopping is allowing town centres and their high streets to change and thrive. BIDs continue to be a key part of this response. If you have a strong interest in the improvement of town or city centres and enjoy finding innovative solutions for businesses, a career in the BID industry might be an exciting new challenge for you. Find out more about the current vacancies available in Nottingham below.

BID MANAGER

To provide leadership and management for the Nottingham Business Improvement District (BID). The main purpose of this role is to lead the organisation, internally and externally.

Salary: £40,000 - £50,000 (depending on experience)

- Lead the organisation.
- Proactively seek opportunities to extend the scope of delivery.
- Manage the operational team.
- Work alongside and in cooperation with the Company's management consultants.
- Ensure that the Chair and Directors are briefed on operational activities.
- Provide updates on all matters of consequence to the Chair.
- Monitor and manage performance of the Company against overall Business Plan.
- Manage and/or oversee all projects delivered by the Company ensuring time and budget targets are met.
- Promote the Company to stakeholders.
- Safeguard the financial position of the BID to ensure that performance is in-line with approved budgets and cash flow forecasts.
- Take a lead on the generation of non-core income.
- Identify and pursue new opportunities for extending the range, benefits and income of the Company.

Find out more about the role and how to apply:
[britishbids.info/job-bank/
bid-manager-nottingham-bid](http://britishbids.info/job-bank/bid-manager-nottingham-bid)

BID OPERATIONS MANAGER

To provide operational management for the Nottingham Business Improvement District (BID).

Salary: £30,000 - £35,000 (depending on experience)

- Project management including planning, budgeting, delivery, and assessment.
- Management of the operational team and the office environment.
- The recruitment and management of all staff to include induction of new recruits.
- Monitor, assess and manage all staff performance/ training requirements.
- Initiate Disciplinary Procedure where applicable
- Monitor compliance with Staff Hand book etc
- Oversee and ensure the safety and welfare of the team.
- Oversee the organisation of rotas/ shift patterns to meet reasonable operational needs.
- Assist in the identification of areas of improvement in delivery.
- Help ensure BID action plan are achieved
- To be able to evidence achievements against targets as required.
- Maintain the highest performance possible from all employed staff and third-parties by clearly agreeing targets and objectives.
- Report on all activities, needs and challenges.
- Ensure that written reports as required are prepared.

Find out more about the role and how to apply:
[britishbids.info/job-bank/
bid-operations-manager-nottingham](http://britishbids.info/job-bank/bid-operations-manager-nottingham)

The Nottingham BID was renewed for a second term in 2016 for a further 5 years. It delivers approximately £1.2 million a year of additional services to the City Centre and works in partnership with other organisations, including the City Council and Marketing NG. More details can be found at nottinghambid.com

Application Deadline for both these roles: Monday 16th July 12pm

NOTTINGHAM BID

Wembley hosts cycling tour

London's Wembley Park has hosted a key round of the OVO Energy Tour Series for second time. A team from Quintain, which is delivering the £3bn regeneration of Wembley Park, raced against cycling enthusiasts from the property and retail industries. Each corporate team, wearing company branded jerseys, was joined by an elite rider.

Together, they competed in a relay race along a 1.3km course, adjacent to the iconic Arena Square against the imposing backdrop of the world-famous Wembley Stadium. The team

from Quintain battled through the rain to claim first place, followed by the team from Cushman & Wakefield.

Wembley Park has a huge cycling heritage, with the annual London 6-day event hosted at the Empire Pool from 1936 to 1980.

Matt Slade, retail director of Wembley Park for Quintain, said: "Wembley has a rich and varied sporting heritage, and we're very pleased to showcase some of the country's best racing to our industry and local community. We're excited to have hosted fans from across London and the South East."



FIFA mascot scores in Poole

The official FIFA mascot, Zabivaka, visited the Dolphin shopping centre in Poole, owned by Legal & General Investment Management Real Assets, and took on local children and adults took in a penalty shoot-out.

The event was organised by Poole-based Sunseeker International, the British luxury motor yacht manufacturer. Sunseeker has the exclusive use of Zabivaka as part of its Tier One sponsorship of the FIFA World Cup global sporting event. Zabivaka, a grey Russian wolf, translates in Russian as 'the one who scores.'

Centre manager John Grinnell, said: "As you can imagine, Zabivaka has a very busy schedule while he is here in Dorset, so we're very pleased Sunseeker chose to bring him to the Dolphin."

There's no word yet on whether Russian oligarchs bought any yachts in the Dolphin or scored any goals.



This month's moves . . .



MONTAGU EVANS has appointed ANDREW HAUGHEY as a partner in its retail asset management team. He joins Montagu Evans following 24 years at Capital & Regional, latterly as retail development director.

SAVILLS has appointed JOHN MENZIES as a director in its retail and leisure agency team, based in the firm's Glasgow office. John has spent 21 years working in the commercial property sector most recently at Cushman & Wakefield.

M J MAPP has recently made several hires into its growing retail management team. MATTHEW GIOIA joins from Savills Retail as an associate director based in Manchester. CAROLINE CUBBIN joins from Cushman & Wakefield as an associate director based in Bristol. And CHARLIE DENNIS joins the Bristol retail team as a graduate.



GVA has further strengthened its strategic advisory offer with the appointment of PETER WOODLEY as a director to co-lead GVA's strategic advisory platform. Peter is a chartered surveyor with over 30 years' experience most recently as a lead officer for Plymouth City Council.

Ellandi awards Black Cat

Ben Golby, director and co-founder of Black Cat Building Consultancy was announced as Ellandi's partner of the year for 2017 at the annual Ellandi centre managers' conference that took place in May.

Black Cat provides building consultancy and project management services across 12 of Ellandi's nationwide

portfolio of centres.

Alex Brooker, Ellandi's director of asset management, said: "While Black Cat is a relatively new business, over the course of 2017, they demonstrated a wealth of experience covering all aspects of building and project management with relation to the portfolio."



CONGRATULATIONS...

to all of the 2018 Sceptre Award winners!

"The evening was a fantastic success and all of us at UK Parking Control would like to say a big Thank you, to everyone who donated so generously to our great cause".



The Thomas Ball Children's Cancer Fund



TOWER 2 TOWER



The UKPC team have been training hard and are raring to go on the 30th July.

In three days our team will cycle from the Tower of London, down the Southern coast, then paddle across the English Channel finishing with another cycle to the Eiffel Tower. That's approximately a 23 mile paddle and a 240 mile cycle.



moneygiving

<https://uk.virginmoneygiving.com/UKPCTOWER2TOWER>

There's still time to donate!

Any amount you could donate, however big or small, would be of assistance to this amazing and worthwhile cause... Thank You!

To find out more about The Thomas Ball Children's Cancer charity and their story, visit www.thomasball.org.uk

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