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March 2018 • £8.00 North Star Leisure scheme in for planning

10 SCMC Preview Looking ahead to the year's event 17 Parking
Improving the
parking experience

28 Security
Events add to mall
security challenges





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Jack Payne, Technical Services Manager, Highcross Leicester



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Shopping Centre is available on subscription. UK & Ireland £96; Overseas £150.

Shopping Centre is published monthly.

ISSN 0964-1793 | Printed by Stephens & George Ltd

Shopping Centre, Goat Mill Road

Dowlais Merthyr Tydfil CF48 3TD

www.shopping-centre.co.uk

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# Editor's letter



Both Hammerson and Intu Properties put in perfectly respectable sets of figures this month – the last time that they will report separately ahead of their expected merger later this year. Despite all the talk of retail closures both have occupancy at or near record highs. Both reported footfall ahead of the national benchmarks, and both are striking new lettings at rents above ERV.

So why does the stock market have such a downer on the businesses? Hammerson's share price has fallen 17 per cent over the past year and the company is in danger of falling out of the FTSE 100 index of the UK's biggest listed companies. Intu has fared even worse with a 25 per cent fall, and the bounce in the price after the

Hammerson bid was announced has all but evaporated.

Clearly the market believes the negative stories about the future of bricks and mortar retail more than it believes Hammerson's assertion that its superior asset management skills will allow it to buck these trends. All the more reason, then, to step up the diversification of both companies' sites into leisure and residential uses.

Graham Parker Editor Shopping Centre

# **CONTENTS**

## **NEWS & ANALYSIS**

- **04** Yorkshire's new mall unveiled
- **06** Green light for Boxpark Wembley
- **07** Swindon leisure in for planning
- 10 Shopping Centre Management Conference preview

## **FEATURES**

- **Shopping Centre parking** Listening to customer feedback is essential in shaping the parking experience.
- **Security** As the footfall goes up, so do the security risks. How can centres ensure events draw a crowd and still take place safely?

## **REGULARS**

- **30** Data Retail facts & figures
- **34 Soapbox** Space to trade's Paul Clifford believes local is best
- **35 People** Search begins for Angel Central artwork
- **35** Moves All the latest job moves





Page 26 ......



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# Yorkshire's new mall unveiled

Lateral Property and Highgrove have released details of Axiom, their 600,000-sq ft out-of-town mall on the former Five Towns Park site off Junction 32 of the M62. The 106-acre site will now house 75 retail, restaurant and leisure units and a new a 10,000-seat stadium for Castleford Tigers.

Developers Lateral Property Group and Highgrove Group have signed pre-lettings with Marks & Spencer, Primark, Next and Boots, while funding has been provided by Leeds City Region's Revolving Investment Fund. The site is immediately next to Land Securities' Junction 32 outlet mall and the



Xscape indoor ski slope.

Pre-construction site works, including relocating an overhead powerline, have been completed and construction proper will begin later this year with a 30-month build period.

Philip Lunn, co-founder of Lateral Property Group, said: "The world of retail is changing as technology and people's lifestyles are evolving. Since securing planning permission we have worked with leading architects and experts from the retail and leisure industry on advancing the Axiom concept, to ensure that it is relevant in the new 'omni-experience' retail and leisure world."

# Whitefriars sold to Canterbury Council

TH Real Estate has sold the remaining 50 per cent stake in the 474,000-sq ft open-air White-friars centre in Canterbury to the local council for £75m. In June 2016, the council bought an initial 50 per cent stake with the right of first refusal on the remainder.

Whitefriars houses Fenwicks, Marks & Spencer, Next, Boots, Tesco and Primark among tenants with 63 shops across four different areas – Whitefriars Street, Gravel Walk, Marlowe Arcade and Rose Lane. Ownership includes a 530-space car park as well as five office tenants and 38 residential tenancies.

The council's chief executive, Colin Carmichael, said: "'Our post-war predecessors made the far-sighted decision to buy land which allowed the council to develop what is now the retail heart of Canterbury, and we are happy to continue that ambition. Taking full control of Whitefriars and its future plans means we will not need to liaise with anyone else when taking key decisions about the heart of the city centre."

Savills represented TH Real Estate and Knight Frank represented Canterbury City Council.



# Reading revamped

Hammerson has signed Next and River Island to debut at the Oracle, Reading, relocating from their historic positions in the town's Broad Street. As well as welcoming these new stores, Debenhams will undergo a full store refresh while new dining concepts Franco Manca and The Real Greek open on The Riverside.

Next has chosen to increase its footprint in Reading, upsizing from Broad Street into a new 29,500-sq ft store in The Oracle. Similarly, River Island is relocating into a new 11,500-sq ft unit on the Oracle's Upper Mall. The new anchor lettings coincide with the final phase of Hammerson's substantial investment programme to upgrade the centre. This has seen the creation of full height stores on Upper and Lower Malls and a full refurbishment of Holy Brook Mall and The Riverside.

lain Mitchell, Hammerson's UK commercial director, said: "The transformation we have been able to deliver at the Oracle is testament to our dedicated asset management and leasing strategy which continues to create the most compelling retail, leisure and dining mix for our shoppers."





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# Green light for Boxpark Wembley

The London Borough of Brent has granted Boxpark and Quintain permission for Boxpark Wembley, London's biggest pop-up retail and leisure venue. Boxpark has formed a 10-year joint venture with Wembley Park developer Quintain to open its third destination, located directly on Olympic Way, known to fans around the world as the iconic Wembley Way.

Set to open in late 2018, Boxpark Wembley will house 27 food and beverage operators, a 20,000-sq ft dedicated events space and 300-capacity venue. Boxpark Wembley has been designed to cater for the millions of visitors who come to the area every year for world class sport, music and shopping, as well as the growing community in Wembley Park, where over 7,000 new homes, 500,000 sq ft of retail and leisure and 630,000 sq ft of Grade A office space is being delivered.

James Saunders, chief operating officer of Quintain, said: "The opening will mark as huge step change in the transformation for the area, adding to the growing offer of shops, homes and activity already here."



# Food anchor signed for Dundrum extension

Hammerson has signed Dublin's fine food emporium, Fallon & Byrne, to open a new flagship food hall, delicatessen and restaurant in the new Pembroke Square development at Dundrum Town Centre. Split over two floors, the new 10,000-sq ft speciality food hall will significantly enhance the centre's food and beverage offer with a new outdoor terrace that will surround the front of the store.

Located in Ashgrove Terrace, Fallon & Byrne will anchor the Pembroke Square project which aims to reinvigorate a currently underutilised part of

the centre, creating a vibrant new hub for aspirational dining and leisure concepts with an additional 3,500 sq ft of restaurant space and a new 8,000-sq ft basement-level leisure space located directly under the square. Hammerson's vision for Pembroke Square will also include 6,000 sq ft of public realm.

Simon Betty, Hammerson director of retail Ireland, said: "Fallon & Byrne is a fantastic brand to welcome to Dundrum. Bringing the finest Irish and international artisan foods and a high quality dining experience, the brand will deliver a real step change in the food and beverage offer at the centre."





# River Island launches kidswear format

Shopping centre owner intu has worked with fashion retailer River Island to launch its first standalone kidswear store ahead of a national roll out. The new shop opened at intu Braehead in a 3,000-sq ft space close to one of River Island's strong performing regional stores. It will showcase River Island's Kids and Mini collections for children up to 12 years old.

Kate Grant, regional managing direc-

tor at intu, said: "River Island came to us last year on plans for the first River Island Kids in the UK and we've been working with them closely to launch this exciting new store at intu Braehead.

"intu Braehead is the perfect location to introduce this new concept to British shoppers for the first time thanks to its high annual footfall and expansive leisure offer which creates compelling experiences for thousands of families ever year."

# Swindon leisure in for planning

SevenCapital has submitted its detailed planning application for the North Star site in Swindon. This comes just over two months after the developer's outline planning for the £270m scheme was approved, and only seven months since it first took the reins in July 2017.

Plans for North Star Village include: two indoor ski slopes and a family snow play area all with real snow, a 12-screen cinema including the UK's largest IMAX screen, 19 lane bowling alley, 27,000 sq ft indoor trampolining centre, food & beverage units sized between 900 – 6,200 sq ft and up to 46,000 sq ft of complementary retail units. The plans also include a 130-bed hotel, up to 16,000 sq ft of space allocated for a new fitness gym and a 900-space car park.

CBRE has forecast the North Star Village will attract a 3.3 million annual footfall. John Watkins, director at SevenCapital, said: "Since we took on the project in July we have worked tirelessly to ensure that we deliver a comprehensive scheme that will be of significant

benefit to Swindon and put the town on the map."



# Cheshire Oaks extension begins

McArthurGlen has begun work on the much anticipated 40,000-sq ft extension to its Cheshire Oaks designer outlet, marking a new chapter for the UK's largest designer outlet which is owned by TH Real Estate. The new phase will introduce an additional 25 new premium fashion and food and beverage brands, bringing the total number of stores at the centre to over 170.

The new phase will be the centre's sixth expansion since it opened in 1995, underlining the strong and continued growth of one of Europe's leading retail and leisure destinations, which now welcomes over eight million visitors a year.

Completing in Autumn this year, the extension will deliver an extra 300 parking spaces for visitors, taking the total number to 3,200. A year-round community space will be expanded and enhanced, while a new guest welcome centre, premium lounge, exciting chil-



dren's play area, additional guest toilets and a 'Changing Places' facility will also be delivered. The introduction of a new footbridge will improve access for both guests and the 2,600 staff who work at Cheshire Oaks.

# BL pays £103m for Woolwich Estate

British Land has bought the Woolwich Estate, covering 4.9 acres in south east London, for £103m representing a net initial yield of 4.1 per cent.

This acquisition is in line with BL's strategy of focusing on well-connected, mixed use locations and builds on its portfolio of places benefitting from London's new Crossrail line, including Broadgate, Paddington Central and Ealing Broadway.

The Woolwich estate covers 360,000 sq ft of space in central Woolwich. Predominantly retail, it includes over 50,000 sq ft of residential and 3,000 sq ft of office space. The area is already benefiting from significant regeneration ahead of the opening of Crossrail in December 2018 which will reduce journey times to Canary Wharf and Bond Street to 8 and 22 minutes respectively. Already 6,000 new homes have been built or are in the pipeline.

The estate is currently 95 per cent occupied, with an average lease length of under four years, and average rent of £17 psf, providing British Land with an attractive opportunity to strengthen the offer and mix in line with the improving catchment.

Charles Maudsley, head of retail, leisure and residential at British Land, said: "This acquisition provides a unique opportunity to create a thriving retail-anchored centre, benefitting from a mix of uses in an exciting, increasingly well connected and rapidly regenerating part of London."



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# SCMC **PREVIEW**

The Shopping Centre Management Conference 2018 takes place at the Hilton Brighton Metropole on Tuesday 20 and Wednesday 21 March. There's lots to look forward to.

hopping Centre and Revo are once again presenting their annual UK and Ireland management conference. This is a must attend for anyone involved in the management and operation of retail property and wider retail places.

Whether you represent a shopping centre, retail park, outlet centre, transport hub or leisure destination or BID, the high calibre educational programme, ample networking opportunities and extensive showcase of leading industry service providers and consultants is designed to support you in delivering optimum asset management and performance for maximum return.

This year's conference facilitator is television and radio journalist Tanya Beckett Setting the scene for the daylong conference, she will discuss the outlook for the UK economy and politics. With an increasingly fragile minority government, a challenging market and the terms of EU exit still unresolved making sense of the world is more important than ever. Beckett will ask: What are the opportunities? What are the risks? What will the political agenda mean for retail property and placemaking?

Placemaking is an increasingly important as shopping centres become far more than just retail destinations. Modern successful placemaking requires collaboration between a multitude of stakeholders. From developers to local authorities, to BIDs and LEPs, creating sustainable places requires building relationships from planning and regeneration to destination marketing, safety and security.

This conference session will discuss how the public and private sectors can better interact to create places where people want to work, live and play, asking what are the challenges and what do the ingredients for success look like?

This will be followed by a session entitled Welcoming all Customers - the shopping place of the future creating space for everyone. The session will examine ways centres can rise to the challenge of an aging population.

The final session before the lunchtime networking break will feature a keynote presentation by Mary Wallace, global retail expert and senior managing consultant at IBM, one of the leading experts on the way new technology is transforming the customer experience in physical retail

Following lunch delegates will receive an update on the latest protective security advances from a UK Government security advisor. Faced with a wide-ranging threat, the past 18 months have, and continue to be, a difficult and challenging time for the UK police and security services. This session will examine the latest protective security measures for crowded places covering a wide range of physical security issues including design, integration and operation of Hostile Vehicle Mitigation; and considerations to give to your online presence using security minded comms.

The second afternoon session puts the customer firmly in the spotlight, examining customer engagement, shopper

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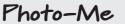
















































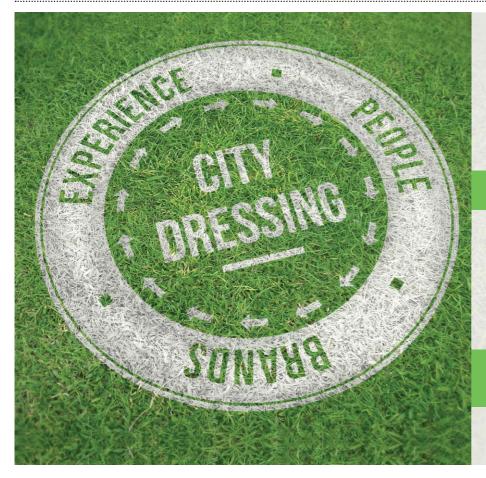
behaviours and patterns and tech trends. Fundamental shifts in retail behaviour continue to change the role of bricks and mortar assets in omnichannel sales strategies. A panel of experts will present their forecasts for the next big consumer and retailer disruption trends set to redefine retail, customer experience, purchasing behaviours and channels.

This session will give practical examples of how the people and businesses in our industry can stand out in a fast-paced and competitive market, positively influence



brand credibility and protect the bottom line.

After the team break a session led by BIRA, the British Independent Retailers Association, will look at the rise of the independent. Curating a unique environment for today's highly informed, constantly searching customer is vital and increasingly independent and local retailers hold the key to this. The panel will be examining the growth and future of this trend, and how operators think when launching their businesses. On the other hand we'll be hearing the landlord's perspective and how their own business models support independent retailers to thrive and prosper.



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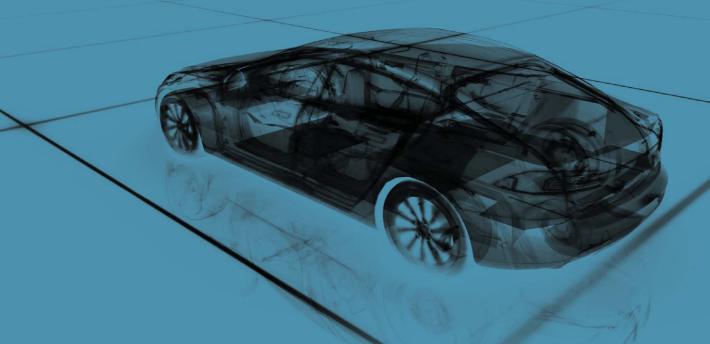
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# ACE AWARDS – THE JUDGE' VIEW

The ACE awards recognise the best in customer service by centre staff. ACE judge Sean Kelly explains the judging process. or those of you who don't know me – I'm the guy on your mall who, on this occasion, is dressed in non-designer jeans, probably sporting a trusty backpack and most likely 'wearing' a look of confusion on my face. And I may be asking mall staff for a store that doesn't exist in your retail place. And, moreover, I already know that it doesn't exist.

That's because I'm trying to be just like...well, mostly like, your other shoppers. And I'm testing you and your centre team.

Along with other industry judges, I've been out and about making inspection visits to the destinations that have been shortlisted for this year's Achieving Customer Experience (ACE) awards backed by industry body Revo. It's something we've been doing for the last 12 years, seeking outstanding, industry-leading customer experiences across the six awards categories: Community, Destination, Primary, Outlet/Factory Outlet, Retail or Leisure Place and Transport Hub.

When it comes to customer service this judging process is the retail place equivalent of Top Gun. We are looking for the best of the best. The shortlisted destinations that have entered the awards have already had two undercover visits by a professional mystery shopping company to see if they have what it takes. If they are good enough to have made it this far, then they get two committee members coming along to make a further, final judgment.

In past years the ACE awards judges would have also gone completely undercover on the malls. We would have posed as 'real customers' and asked both the usual, the mundane and the downright seemingly silly questions that customers do ask. These days, however, we go in and interview the centre manager/asset manager before going out and engaging employees.

The hard-edged anonymous undercover shopper customer assessment may no longer happen at our final judging stage because it has already happened in the initial rounds, but the upside is that we get to drill far further down into the operational ethos of the destination and the management. What's more, we can immediately 'litmus test' what we are told with what we encounter as we then engage with staff.

But the real trick for the entrants is not just to get that feedback but to do something with it, namely – evolve. It really doesn't cost much to 'invest' in staff with some simple customer relations skills and to encourage them to be not just employees but ambassadors. The upsides are considerable. In the battle for customers, and footfall, customer service is now a key weapon.

We're out there not just to judge the customer service levels of retail places but also to identify best practice thinking and thereby raise the bar for the industry when it comes to that most important of functions - making the customer journey as easy and pleasant as possible.

These days that journey has more components to it but the founding principles of good customer service remain strong: Were staff visible and could you find them quickly? Were you warmly greeted when you did? Did you get the information you needed...or alternative solutions? Did staff follow up with you? And, ultimately, were you treated like the proverbial king or queen of the mall?

The ACE Awards has been expanded in recent years to include the ACE Stars, which recognise individual staff for their customer service abilities. And this year as judges we are able to confer a Judges' Choice award for a place which went above and beyond the expected. As judges we live for those occasions.

The fact is that everyone in the industry has a customer service story – both a good — and, still too often – a bad one. We want to accentuate the former and eliminate the latter. Ultimately, we want to make sure retail places are shining examples of the great and the possible.



# THE SCEPTRE AWARDS 2018

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- Centre Manager of the Year at a Large Centre (450,001 sq ft and over)
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- Centre Manager of the Year at a Small Centre (up to 200,000 sq ft)
- All Ireland Centre Manager of the Year
- · Marketing Manager of the Year
- Operations Manager of the Year
- · Young Achiever of the Year
- Short-term Retailer of the Year
   (nominations from Centre Managers only)

- Retail Liaison Management Award
- Commercialisation Innovation of the Year
- Energy Management Award
- Waste Management Award
- Security Team of the Year
- Customer Service Team of the Year
- Mall Technology Innovation of the Year
- The SCEPTRE Grand Prix

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John Prestwich | Consultant | Montagu Evans
Carl Foreman | Director | Moorgarth
Michelle Buxton | Group Managing Director | Toolbox Group
Sean Kelly | Managing Director | PR4Property



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# Parking Solutions ANPR V's Warden Patrols?

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More importantly when the motorist receives a PCN (parking charge notice) they won't be made

aware of the parking charge until at least 3 days later but in many cases it can be up to 2 weeks!

Motorists often feel victimised by the ANPR camera approach as they won't receive any notice the day the charge was issued. Simply a letter in the post many days after the offence has occurred, in some cases this can mean the motorist may have unknowingly accumulated further parking charge notices.



At PTL we prefer to use our popular Warden Patrol service whereby the wardens are dressed in highly visible uniforms, not only to patrol your car parks but be on hand to help motorists with questions & offer advice where applicable. The visible presence of both a warden & a PCN being attached to vehicles at the time of offence, will not only deter breaches of parking regulations but also be seen to be a more fair & balanced approach as the motorist can rectify their parking after the first offence.

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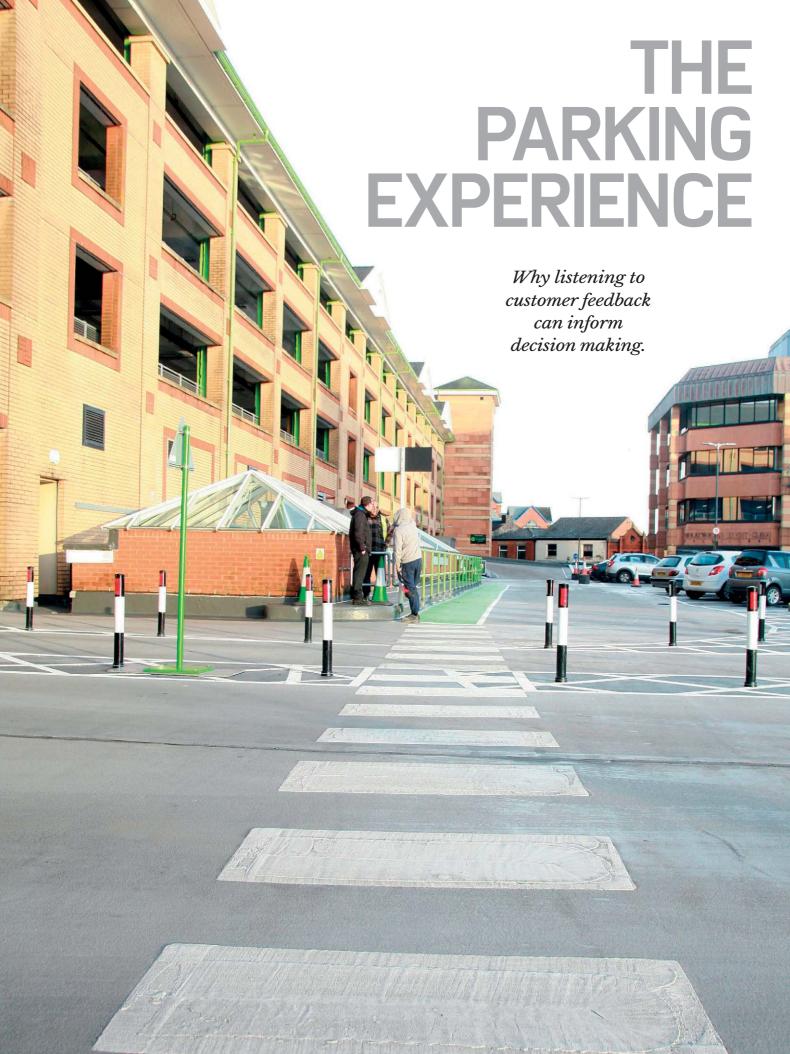














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he progressive shift from 'shopping trip' to 'shopping experience' has defined the current era of bricks and mortar retail. The goal is for the entirety of a customer's visit to a mall to be smooth, seamless and uninterrupted, and for those driving to a centre, the car park is the first and last touchpoint of the trip, giving it the scope to set the tone for the day and leave the lasting impression on the shopper as they exit.

Whether or not you believe that the customer is always right, it is undeniably the customer whose opinions should be the most impactful. Listening to any feedback they might have in a bid to keep them happy and turning them into return customers is of great importance when it comes to maintaining a positive image of your business in the age of social media. A few bad reviews can tarnish a reputation and leave consumers looking elsewhere, and car parks are at risk of being the big offender when it comes to the shopping trip.

"Shoppers are easily turned off when things aren't to their liking," says Kaye Walker, director of retail marketing agency Bewonder. "We've found that poorly managed or out-of-date car parks can trigger many of the pain points for customers." Among the biggest offenders at the many car parks Bewonder works with, Walker highlights poor communication, space restrictions, and new technology.

"We've found that the two key issues are signage and wayfinding," Walker tells. "Clear directions to different levels on entry and exits routes after shopping are vital to a good experience. This includes signage to disabled and parent and child parking spaces in particular, so that all customers feel valued, accommodated and informed."

Walker says that through the experience of working with almost 100 shopping centres across the UK, good, clear and straightforward signage at pay stations along with well communicated opening times are also hugely important when it comes to minimising the risk of complaints and ensuring a problem-free customer experience. And this is

more important than ever in an increasingly online world.

"Some pain points such as smaller spaces can be a problem that is not easy to fix," says Walker, addressing the finite number of spaces available in car parks. A full car park can be an unavoidable circumstance for a popular location, and increasing the number of spaces isn't always an option. The next best thing is to make the entry and exit process as quick as possible to stop congestion, and the solve for this is often new technology such as automatic number plate recognition (ANPR), but this comes with its own pitfalls.

"Teething troubles through the introduction of a new payment system such as ANPR can be tricky," Walker says, highlighting the complaint culture that has evolved with the growth of social media and rate-and-review websites. "We've encountered numerous issues such as these, many of which can soon escalate unless social media comments are monitored and managed accordingly.

"The exponential growth of social media popularity has provided disgruntled customers with the perfect platform to slam car parks and damage the reputation of a scheme amongst its core target consumer."

Whilst complaints can be damaging, they can give managers a clear insight into any issues that might be present in their parking facility, and knowing what the customer wants is important to making a car park a strong asset.

"One of the major issues we see discussed across social media platforms is that of the changes to charges," says Walker. "Obviously it's a balancing act between making sure the parking is profitable and customers do not feel overcharged in comparison to the service offered and what they've received.

"The focus has to be on the customer. They are much more likely to come back if they feel like they got good value for money and received good customer service, which in turn can achieve long-term increase in revenue."

Manned sites vs automated sites is a point of contention for car parks, as the human interaction offered by the for-



→ Kaye Walker, director of retail markering at Bewonder

mer can outweigh the convenience of the latter. "Many of the issues we have managed for client schemes could have been avoided with the application of a little common sense," explains Walker. "Taking the time to engage with people and understand their issue, rather than just regurgitating a prepared statement, can pay dividends in terms of reputation management and also appeasing disgruntled customers."

It should come as no surprise that customers are willing to pay more if they feel they've had a good experience, and it is common sense that a good, customer-focused car park should underline its shopping centre branding.

"If a key value for the centre is the strength of the customer service then the car park needs to be a part of that," says Walker. "This can also help play a key role in fostering loyalty, especially important now with free parking at out of town retail parks and the ubiquitous threat of online shopping.

"We've worked with schemes where parking is actually used as part of the loyalty scheme – with shoppers earning rewards and points by swiping or scanning their card when entering and exiting the car park. It can also help support incentives such as discounted or free evening parking and can even help with brand recognition, not to mention being an integral part of making services such as click & collect a more attractive proposition."

While technology can contribute to the car parking

experience, with licence plate recognition and smartphone/ contactless payment prime examples, it also has a role to play in keeping shoppers informed.

"As consumers are driving through the car park, digital screens and signage can and should be used to relay up-to-date information relevant to the customers," Walker says. "Pay stations with digital screens can also be used to promote further key messages from the centre — everything from special offers and events to security messages."

As important and helpful as technology can be, Walker says that there is no real substitute for human interaction: "From a friendly face at a barrier as they're entering or exiting the car park, to someone being able to help with a digital pay station - especially for those that are less tech-savvy - a human presence can sometimes be the difference between a good and bad experience of using the car park. At peak times, having a person from the centre that is visible to shoppers in a busy car park can contribute to the customer service effort as a whole."

The point to remember is that parking is as significant as any other part of the shopping trip. Whatever specifics this involves, making sure it is a pleasant experience is vital, and taking cues from drivers via social media can be the first step from turning the car park from a pain point to a pleasurable experience.





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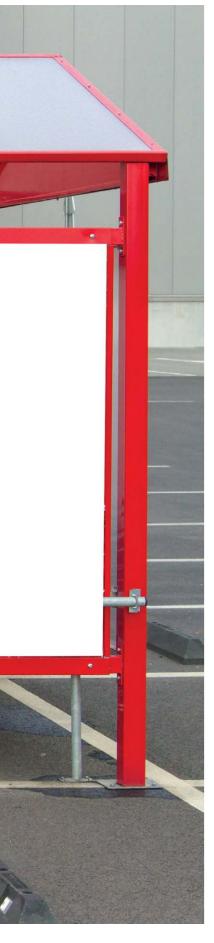
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# BEYOND ANPR New in surpas

New intelligent systems surpass the capabilities of simple automatic number plate recognition technology





efore the introduction of automatic number plate recognition (ANPR) technology, parking management primarily consisted of wardens issuing parking charges directly to vehicles. When it landed, ANPR revolutionised the parking industry, using cameras to monitor vehicles on their entry and exit and issuing parking charges to those who had parked for longer than the permitted time.

But as with all technologies, car park monitoring systems are continuing to develop, with notable enhancements in data and communication, storage, software development and installation abilities. The shift from analogue to digital technology has greatly improved the ability to handle, process, store and access vast amounts of data efficiently and securely. With these developments ongoing, how and to what degree will it affect parking management?

A joint venture from UKPC and 2020 Data Labs, dubbed Intelligent Number Plate Recognition or 'iNPR', has landed and looks to do more than simply monitor traffic. The camera tracking technology hosts an intelligent control of all parking infringements including: cars that exceed permitted time limits; when an individual walks off-site; recognising hatched areas, pick up and drop off areas, double yellow lines, cars parked out of marked bays, parent and child bays, and EV charging bays. It also recognises any anti-social behaviour such as fly tipping and 'boy racing'.

"ANPR was a great solution for parking management, but it has its limitations," explains Rupert Williams, managing director at UKPC. "Legacy ANPR technology cannot detect, for example, if a driver is a genuine user and enter the intended facilities. iNPR, on the other hand, not only registers the vehicle registration and the entry/exit times, but it also records to review and check if the vehicle's driver/passenger visits the store."

It should come as no surprise, especially in city centre and retail park environments, that just because a shopper parks in a certain place they may be taking advantage of the car park and neglecting to visit the retail stores attached to it. Offering car parking facilities is an obvious must, but the regular downside is that the spaces on offer are being taken by non-customers, limiting the number of spaces for genuine customers.

"Imagine a scenario," says Williams, "where a vehicle parks at a car park owned by Supermarket A, but its driver walks off to visit Supermarket B before returning to their vehicle and leaving the site. As long as the vehicle doesn't overstay the published time limits of the car park then current ANPR technology cannot help Supermarket A keeps its car park spaces free for genuine customers and cannot prevent the competitions' customers from parking in their spaces." This, he says, is where iNPR comes in.

The iNPR system includes a video of the motorist from the time they park and leave their vehicle until they go directly off-site without visiting the facility. It also shows the same in reverse when the car leaves the car park, able to show when someone returns to their car from offsite and leaves the carpark.

Of course, it is not always as simple to determine what a

shopper is doing. They might, for example, park at a facility, leave the site to browse nearby retailers, then return to the retailer to whom the car park belongs to shop. The iNPR system is intelligent enough that it can track the path of a shopper and distinguish between shoppers and non-shoppers. It is not an exact science yet, but it is leaps and bounds in the right direction and gives owners more control over their asset.

"It can be tailored to the sites' owners' requirements," says Williams. "They can decide if they consider any off-site time unacceptable. On most sites we would recommend that as long as the motorist has entered the site's facility then no parking charge notices should be issued. We do not follow them after they have left the car park and we cannot assume their reason for being off site."

The system is built to be fair to drivers, allowing them a grace period of how long they can leave the car at the site. How long that grace period lasts is up to the car park operator. It would be arguably fair to enforce a system whereby a driver shouldn't expect to be able to visit the retailer once and return multiple times throughout the day to use the car park, or similarly leave their car at the facility and go off-site for an excessive number of hours.

Another difficult thing to police in car parks that iNPR is built to combat is the improper use of parking spaces, such as cars which park on no-parking areas. "We are now able to detect if a vehicle parks in a place outside of a legitimate parking place using multiple cameras on site" Williams claims. "For example, if a vehicle parks on a hatched area, a drop off/pick up zone, a parent and child bay or on a double yellow line, we will be able to identify this with iNPR."

The data capture mechanism is a valuable string to a manager's bow, as filling out the picture of who a shopper is and their habits can prove commercially useful when it comes to targeted marketing and keeping on top of security issues. Site owners can better manage their facilities with a better understanding of what is happening and when.

"A few examples of the data iNPR can provide," says Williams, "are things like the identification of which store a visitor enters first; what store they go to next, which helps in forming an idea of the customer journey; parking heat maps for the most popular areas; profiles of repeat visitors; and the determination of the optimum maximum duration length."

The benefits of a smarter solution are definitely valuable to a site manager, but the bottom line as ever comes down to cost.

"Setup and maintenance costs are determined following an initial site survey and will feature in our site report but in many instances can be provided as cost neutral," Williams explains.

"Every site is different and we will conduct a comprehensive survey by our experienced team to determine whether or not iNPR is suitable for your site. It works well on the vast majority of car parks but possibly may nor be suited to some for example those with multiple entry and exit points.

"iNPR has been created to ensure car parks are being fairly and correctly used by genuine customers alongside giving the sites management team invaluable reporting data. Parking regulations can be tailored between a site owner and UK Parking Control to provide the optimum service solution," Williams concludes.



hen it comes to construction of any kind, there is often the unfortunate choice of doing something quickly or doing something well. While in the case of shopping centres speed pays off by minimising disruption for shoppers, it comes with the heightened potential for a faster degradation of the structure being built. But in some cases time is so strongly of the essence that there is no choice and construction needs to be carried out as quickly as possible. One way to reduce construction time is thorough forward planning.

The Lexicon represents one of the biggest town centre regenerations in the UK. In addition to 70 new shops and restaurants, the project also encompasses improvements to the existing High Street buildings and the restoration and extension of local landmark, The Bull.

Princess Square multi-storey car park, which is located within the confines of The Lexicon, required a comprehensive and extremely fast track refurbishment - it was crucial because the refurbished car park would become a key gateway for the whole Lexicon project. Put in charge of the project was the USL Group, provider of specialist civil engineering and construction solutions.

Typical car park refurbishments would normally take 24-26 weeks (particularly when the car park remains operational throughout). Due to the need to complete works as close as possible to the opening of The Lexicon, the works were procured in only two weeks, and completed in 12 weeks.

The key problems identified during initial outline and design plans included spalling concrete (a combination of low cover and no protective coatings), lack of waterproofing and effective drainage, poor pedestrian way-finding and a general lack of attention to detail. Lighting inefficiencies had also been identified, as well

as a need to improve the external facades of the structure.

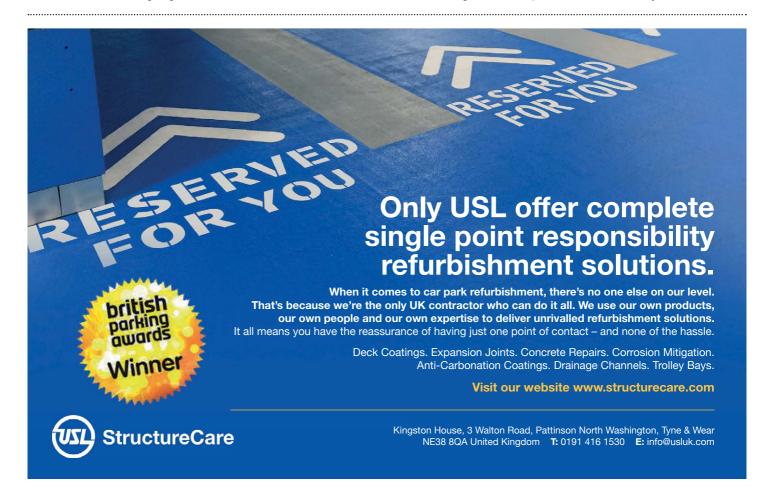
The fast track two-stage tender process therefore identified the need for concrete repairs and protective waterproof coatings, as well as a number of sub contract packages to improve aesthetics and safety.

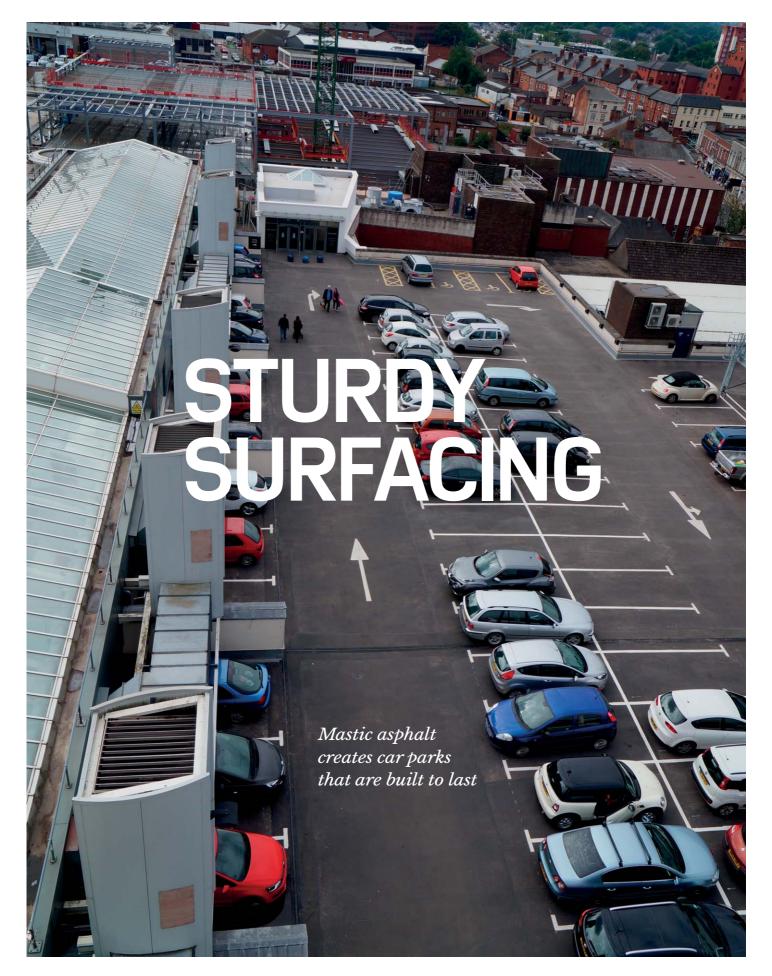
Princess Square multi storey car park in Bracknell was the UK's first car park to adopt the BPA award winning Reportal LCP software in 2012. The software was able to map the deterioration of the car park structure for over five years. This made scoping of the works far easier, allowing the £1.7m project to be procured quickly. This also enabled the project to be finished well ahead of traditional refurbishments of a similar size.

One of the key drivers for the project was ensuring a suitable enhancement of the external elevations adhering to local planning. Stripe Consultants along with USL StructureCare liaised with Bracknell Forest Council, ensuring any treatments were sensitive and aesthetically pleasing.

Any earlier than 2017, and there would have been some residual value remaining from the last refurbishment. The exception was the concrete repairs which (due to their nature) required some action ahead of 2017. As such the life-care plan was used to set a yearly budget for the urgent repairs to be completed on an annual basis. As a result there were a small number of concrete repairs carried out each year for the three years leading up to the main core works in 2017.

The £1.7m refurbishment of 568-space Princess Square car park Bracknell is proven an example of a fast track project conceived via the implementation of a Life Care Plan. Not only did the scheme involve a considerable amount of structural repair and specialist coatings, but new lighting, signage, drainage and external cladding was also incorporated and delivered in only 12 weeks.





here are a number of considerations to make when it comes to building or renovating a car park. As heavy load-baring structures, they need to be able to withstand high levels of wear and tear, and so durability is the prime concern. With this in mind, the primary boxes to check are choosing a surface that can withstand pressures of heavy loads and environmental pressures such as heat, water and cold.

The downside to undertaking a large-scale renovation, however necessary, can be the environmental impact of the work being done. For the materials that are laid in these projects, there is often significant amount of CO2 produced, which construction industry bodies, as some the biggest culprits, should be looking to minimise their footprint.

As a result, some manufacturers are taking it upon themselves to restore this carbon deficit to counteract the negative impact of their work. One such company is IKO, a waterproof asphalt specialist with over 50 years of BAA certification to its name.

IKO Permapark is a specially formulated mastic asphalt waterproofing and surfacing system for elevated vehicle decks, pedestrian walkways and access ramps. It uses advanced polymer technology for long-term durability, increased fatigue resistance, improved temperature stability and ease of installation. As well as being carbon neutral Permapark is 100 per cent recyclable.

In order to maintain its carbon neutrality, IKO has taken the step to tax itself in the interest of the environment.



Working with CO2balance, the company ensures its mastic asphalt carbon emissions are offset through a selection of projects, including supplying energy-saving stoves for villages in Kenya and the rehabilitation of boreholes in Northern Uganda, supplying families with clean water.

With this sustainable approach in mind, IKO recently completed a number of retail related car park renovations, including: the Marks & Spencer site at Cheshire Oaks; the roof of the Mander centre, Wolverhampton; John Lewis's roof-top parking deck in Basingstoke and the Castlegate shopping centre in Stockton on Tees.

Marcus Lee, sales director of IKO's specification division, says that sustainability is at the heart of all the company's undertakings. Commenting on the Chesire Oaks renovation he says: "Environmental impact is a major consideration on all projects. IKO has ISO 14001 accreditation for Environmental Management and BES accreditation for environmental sourcing. Improving the environmental performance of our factories and products and responsible sourcing are two key issues for us.

"We address these at all stages, from manufacture to delivery; recycling raw materials, reducing packaging, cutting energy and water consumption and monitoring logistics, so IKO Permapark was the perfect material for this green flagship store."

Aside from environmental impact, other considerations taken during the renovation of each site were to carry out work outside of retail hours to minimise disruption and maximise safety precautions. At the Mander centre project work was scheduled so that the majority of hot material was laid between 5am and 8am to avoid peak periods of shopper visits. IKO's purpose-built asphalt luggers ensured all hot materials were transported safely in sealed units to the point of laying, with flashing beacons to constantly warn people of potential hazards.

When it comes to any design and construction work, there is a responsibility by those carrying it out to act with a conscience for the consumer and the environment. As beacons of industry retail bodies should always consider the option that is both financially and sustainably most suitable when it comes to creating structures that are built to last, and choosing a responsible supplier should always is a prominent consideration.



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As the footfall goes up, so do the security risks. How can centres ensure events take place safely? hopping centres and high streets play regular host to a wide variety of events, from local markets to charity fundraisers to activity surrounding the landmark moments on the cultural calendar. Pop-up events such as these can bring huge social and economic boosts to the local area, turning shopping areas into tourist destinations throughout the year.

But with higher footfall comes heightened security concerns, as proven by the recent attacks on crowded locations. Tragic occasions such as these are near impossible to predict but serve as a stark reminder of the dangers of hosting a busy event. And so it falls to security teams to ensure that the public attending large events feel safe and, in the event of danger, are protected.

In the wake of the recent terror attacks, new research was carried out by leading road blocker, bollard and vehicle barrier innovators, ATG Access, highlighting the importance of heightened security. The study, which surveyed 1,000 members of the public, was carried out as part of the security specialists' 'Protecting the future of multifunctional cities' report which looks at how UK cities are being transformed into bustling multi-functional spaces, and the obstacles that are preventing public events from taking place.

Gavin Hepburn, sales and marketing director at ATG Access, says that the targeting of busy areas and tourist attractions has increased concern surrounding overcrowd-

ing and the difficulties faced in monitoring hundreds, if not thousands, of people in one busy area at the same time. He says: "These worries must be considered by event organisers when planning out the venue, the entrance points, and layout of the location to make sure that the visitors can enjoy the event comfortably.

"Robust security measures should be put in place at all major events to mitigate against potential attacks and create a greater sense of safety for visitors. This could be through deploying more security personnel on the ground or installing physical security solutions such as bollards or barriers."

The survey carried out for the report highlighted the main security - related concerns by the public surrounding large-scale events. Over a third (39 per cent) worried about security issues with 29 per cent saying they would choose not to go to an event if there were concerns about lax security. Crowd control was one of the prominent issues, with 41 per cent highlighting it as their biggest concern.

When it came to what could be done to lessen these fears, 29 per cent of respondents said they would like to see more visible security measures, such as barriers to protect crowds from nearby traffic to lessen the likelihood vehicle attacks. More than half (57 per cent) said that they would like to see more security personnel, such as security guards, patrolling the area, with 36 per cent in favour of armed police officers. And almost half (48 per cent) would



welcome bag searches on entry to venues, with a third calling for metal detectors and biometric sensors.

Hepburn says that whilst there are numerous benefits to hosting events, there are some drawbacks and concerns that need addressing. He says: "Overcrowding can be an issue at popular events as no one likes to be pushed and shoved while they are trying to enjoy themselves, particularly if you're a family with small children. This is something event organisers need to consider when planning out the venue, entrance points and layout of the location to make sure that visitors can enjoy the event comfortably."

One way to monitor how many attendees pass into the area are live footfall counters. Hepburn says that if a large number of people enter into the zone, organisers can take the appropriate action to limit overcrowding by slowing or stopping the flow of traffic: "This type of product would be ideal for use at events, such as Christmas Markets, where it is hard to predict visitor numbers as the event is open to the public and is not ticketed."

The ATG research found that communicating the level of security with attendees is something nearly a quarter of people would be interested in. Almost a quarter (23 per cent) wanted to know about the level, quality and type of security that will be in place at an event they are thinking of attending before they decide to go. But, while most people would not necessarily decide against visiting an event based on security levels, 22 per cent thought that events should only be held if organisers can guarantee they will be "extremely secure".

Hepburn highlights one figure from the survey that shows nine out of 10 people would be more likely to visit an event or attraction if the area had a public security rating that they could view online, which was regularly updated with inspections and reviews. He puts forward that: "With such a huge amount of people in favour of these ratings, local authorities and the Government should consider introducing this security measure to increase the public's confidence and alleviate the heightened concerns."

The frequency of events is something that should inform what types of security should be put in place for these events. In places such as stadiums where events take place near daily, permanent structures like barriers and security checkpoints are the obvious choice. But as is more common among retail venues events are less regular and more sporadic throughout the year. With that in mind, such permanent security measures are less inviting, and could be considered as promoting a fortress mentality, rather than the welcoming essence a shopping centre is aiming to exude.

Keeping it 'business as usual', therefore, and achieving a balance where the public feel comfortable to carry on life as normal, and where there are robust perimeter security measures in place is the challenge faced by many urban planners and local authorities.

"With these temporary events," says Hepburn, "installing permanent security measures is not really necessary — solutions just need to be put in place for the specific length of time the event takes place. This could include surface mounted bollards that don't need bolting down, so they can be quickly deployed and removed easily after the event without causing damage to the ground."

The simplest solution for instilling a sense of security in the mind of the consumer is to make obvious the security measures that are being taken, such as prominent CCTV cameras and patrolling security officers. It's a question of risk assessment that comes with planning any public event, and organisers should be considerate to shoppers when it comes to toeing the line between over being over cautious with security precautions and doing enough to deter and unwanted visitors.

"Concerns around security are likely to increase over the next few months and possibly even years," says Hepburn. "While these incidents should not disrupt our way of life, action must be taken to ensure the public is kept as safe as possible and out of harm's way.

"This could be through investing in more physical security measures, such as bollards and barriers that can mitigate against vehicle attacks, or deploying more security personnel on the ground to spot suspicious behaviour and deter criminal activity."

# Retail Warehouses outsell malls

Research from Colliers International shows that despite economic and political uncertainty, the retail warehousing market continues to show resilience, attracting a wealth of both overseas and UK investors. Boasting attractive yields and returns, the sector recorded the highest overall volume of sales in the retail investment market in 2017.

The report also reveals that investors, especially traditional UK institutions, are increasingly seeking prime retail warehouse opportunities as they are viewed as the most secure and arguably 'safe' assets to invest their capital in. This strategy, partly driven by an increasingly uncertain economic outlook, has seen the gap to peak market pricing narrow further.

Tom Edson, head of out-of-town retail investment at Colliers International said: "Pricing for retail warehousing has contracted and yields have fallen. Investors are seeking the best assets, with the lowest risk profile, as they seek to protect capital."

Following a spike in activity in 2015, when investment volumes exceeded £5 bn, the number of transactions is returning to pre-peak levels. By November 2017, investment volumes had reached £2.2bn, on top of many significant deals which have not been publicly marketed.

Recent noteworthy transactions that indicate the sector's return to health include Surrey County Council's acquisition of Malvern shopping park for £75m and Hampshire County Council's acquisition of Mallard retail park from TH Real Estate for £47m. Edson explained: "Local Authorities continue to invest in parks to generate revenue for local services, and although these new requirements are generally for smaller lot sizes, these deals show that some councils do have capacity for larger assets, not always near or close to their own borough."

Examples of UK institutions opting to invest in this asset class include the sale of the Mid Sussex retail park to DTZIM for £17.3m reflecting a net initial yield of 4.71 per cent. The property comprises 54,420 sq ft and is let to B&Q and Pets at Home. Another noteworthy deal was the acquisition of Pipps Hill retail park in Basildon by Royal London. The 220,000-sq ft park anchored by Asda, B&Q, Wren Kitchens and T K Maxx was acquired for £86.5m, reflecting a net initial yield of 5.62 per cent.

Edson continued: "As a consequence of the positive sentiment in the retail warehouse sector we are seeing a number of new investors enter the market – some from overseas – acquiring assets with a

view to renovate, to get an edge on the yield.

"In terms of performance, there are also investment opportunities in the secondary market, where improved performance can be unlocked via intensive asset management initiatives, which combined with a potential edge on yield is drawing a number of new investors – some from overseas – to enter the sector."

In occupational terms, vacancy rates on retail parks are the lowest in nearly 20 years, with most empty units being filled quickly according to Colliers International director Nick Turk. "The level of vacancy on retail parks is lower than other retail assets despite the rationalisation and administration of several high profile retailers over recent years," he said.

"In addition, the out-of-town offer has evolved from white goods and electronics to leisure, fashion and new DIY concepts. Half of all retail parks now contain leisure and F&B, and the ongoing roll out of the Bunnings portfolio is set to bring a fresh, new approach to conventional bricks and mortar DIY stores. The number of discount grocery stores anchoring out-of-town schemes has also increased by 78 per cent in the last six years."

Reflecting this appetite for new stock among both investors and occupiers, there is strong intent amongst developers for new schemes, but finding the right locations that are attractive to tenants is challenging. There has been a sharp increase in the number of planning applications submitted for new out-of-town retail schemes since 2013, although it is likely that only one in five of these will be developed.

And Mark Charlton, head of UK Research and forecasting at Colliers International noted: "Continued urbanisation and more attractive residential land values pose a threat for retail warehouses within the M25. Retail parks within London are under a growing threat from residential redevelopment. More mixeduse developments are expected in the future, due to the pressures of urbanisation and high land values."



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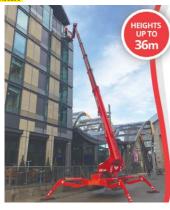
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# SUPPORT YOUR LOCAL BUSINESSES



## Could Brexit be the best thing for small businesses, asks Paul Clifford

Every newspaper in the UK has an opinion on how Brexit will affect the British economy, but the government has not made public formal sector-by-sector analyses of the impact that leaving the European Union will have on the economy, arguing they were not necessary at the moment.

Higher inflation largely caused by the fall in the pound after last year's Brexit vote has pushed up costs for households and businesses this year, contributing to Britain's lagging economic performance compared with European peers. On a positive note, UK factories recorded their strongest growth in more than four years last month, with firms citing robust domestic and export demand.

So with the outcome of Brexit uncertain, what can those of us in the retail industry do to help repair the British economy and prepare for life after Brexit?

Interestingly, a recent international study has placed Britain as the fourth most micro-business dense country in the world, after 5.4m small companies propelled Britain into fourth ahead of Portugal, Slovakia and Iceland. The Czech Republic beat the United States and Indonesia – with 89 micro businesses from every thousand Czechs.

Formerly known as 'a nation of shopkeepers' and renowned from our pragmatism, common sense and unabashed devotion to small business, now is the time to be supporting and nurturing Britain's home grown and local businesses. This is

and continues to be my belief for the last seven years and remains at the core of how we work. For those that see the future as bleak, I would argue that the current situation is our opportunity to get behind small business and inject some local difference into the high street.

Poverty breeds entrepreneurship and this is our opportunity to stop focusing on the negative aspects of change and get behind our small and local business and show support and enthusiasm.

We need to work with new and existing traders to provide not only a platform for them to trade from, looking at the right location in the right centre, but to also offer ongoing support and mentoring. There's nothing quite like having someone on the ground who knows what's going on, in and around the centre to offer advice. Quite often our small retailers are so focused on selling, that they don't notice or have the experience to see what's going on around them. It's up to those of us with the expertise to advise them. If we get this right; we are working to the benefit of both the traders and the landlords as well as the customers.

Now is the time for us who work within the retail property industry to find and establish the brands of the future. We need to focus on bridging the gap between landlords and retailers and manage expectations in effort to strengthen the opportunity. This in turn will open doors for new retailers, drive footfall and increase dwell time for centre landlords.



Paul Clifford is managing director of Space to trade.

# Art for art's sake at Angel Central

CBRE Global Investors is to commission a significant new piece of public art as part of the proposed £11m comprehensive refurbishment of Angel Central in North London.

The Contemporary Art Society has been appointed to source the new artwork and has compiled a handpicked list of critically acclaimed UK artists, from which a select steering group has invited four artists to provide their proposals.

The shortlisted artists specialise in a wide range of media, from graphic and two-dimensional works to the more architectural or digital interpretations, and their final submissions

will be shown at a public consultation event to gauge opinion among local residents, businesses and other stakeholders before a final decision is made.

Laura Wilson-Brown, head of asset management UK at CBRE Global Investors, said: "The new art installation or work will be a central focus for the proposed development and will reflect the contemporary look of a revitalised Angel Central. We are excited to see what the shortlisted artists will submit and how they have interpreted our brief. It is important the new art reflects the local community and is something we can enjoy for many years to come."



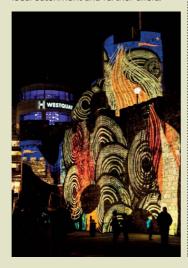
# Westquay South celebrates first birthday

To mark Westquay South's first anniversary, Hammerson welcomed back the spectacular Festival of Light that launched Southampton's new restaurant and leisure destination last year.

Westquay's Esplanade once again radiated colour with visitors able to immerse themselves in a stunning array of visual installations. This year, the theme running through the series of interactive light installations and projection mapping draws inspiration from Hampshire's nearby New Forest.

Using the backdrop of the historic city walls, the digital mapping light display took spectators on a journey through an enchanted forest. Visitors were also able to interact with static light installations in the form of an immersive light maze, a dynamic, multi-sensory, music making machine, as well as garden of light, an installation made up of 1,000 spheres of light that acted in synchronicity, creating changes in ambiance and patterns to give the effect of a full garden in bloom.

Westquay general manager Andy Collyer said: "It has been a great year for Westquay. The centre's significantly improved leisure and dining mix and engaging calendar of events has attracted many new visitors from the local catchment and further afield."



## This month's moves ...



CUSHMAN & WAKEFIELD has recruited retail and leisure specialist DOMINIC BOUVET, currently a national director at JLL, as a partner to continue the expansion of its EMEA cross border retail team. His appointment follows that of KEVIN FARROW, joining from CBRE as head of UK retail occupier agency.



CAPITAL & REGIONAL has appointed REBECCA BIRD as general manager at The Mall Walthamstow and SAMANTHA DAVIDSON as general manager at The Mall Wood Green. Bird joined The Mall Walthamstow in April 2012 and has been working as the marketing manager since November 2014. And Davidson has held a number of senior positions for leading department stores Debenhams and House of Fraser.



SHARON DALEY, formerly senior category manager responsible for the luxury category at Heathrow has joined HDH as a director in the travel retail team. At Heathrow she worked with a wide variety of retail brands from around the world, and was responsible for the second largest retail category.



LGIM REAL ASSETS has hired ALEX MOUNTFORD as senior asset manager to focus on some of its key retail assets. He joins from Linkcity where he was senior leasing manager. Prior to that, he was an associate director in the retail teams at CBRE and DTZ.

CBRE has made three new appointments to its UK retail team, as well as recruiting seven new graduate surveyors. JOSH BLATT joins as an associate director after seven years with Cushman & Wakefield and will be focused on London tenant rep work along with BEN SELWYN who joins from KLM. SUZIE LISLE has been appointed as associate director. She joins from Lambert Smith and will be responsible for retail investment. At the same time the team has added seven new graduate surveyors; CLAUDIA LEIGHTON, KAYE KOUMI, TOM WALSH, CALLUM HARRIS, PATRICK AMOROSO, DOMINIC BARHAM AND JIMMY BRUCE.



HELICAL founder and non-executive chairman Mike Slade will step down in July 2019. He will be succeeded by RICHARD GRANT. In addition, RICHARD COTTON will succeed Richard Gillingwater as senior independent director.





SPACEANDPEOPLE has appointed of DAVID PAIN as business director - venues with a specific focus on acquiring major portfolios and looking at new ways of working with the company's existing venue partners.

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