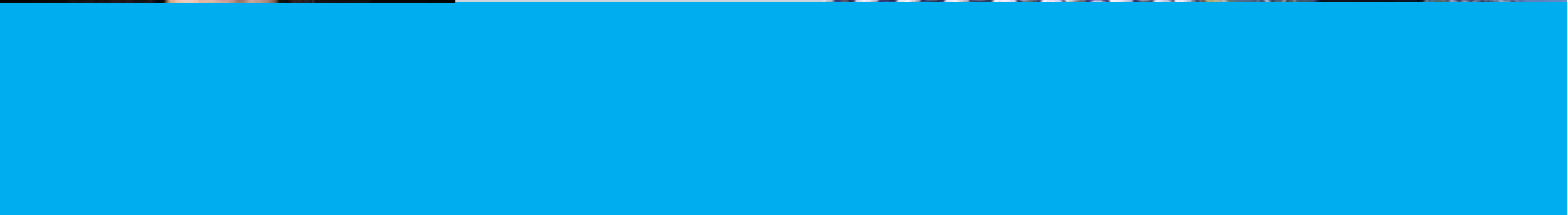
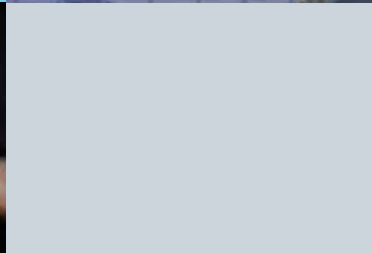
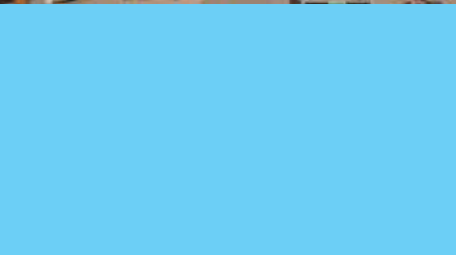
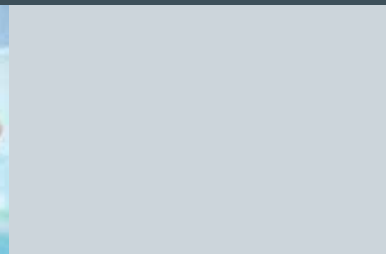
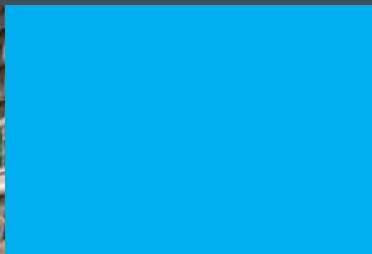


Retail-led regeneration

WHY IT MATTERS TO OUR COMMUNITIES





Martyn Chase

President, BCSC Trustee,
BCSC Educational Trust



Stephen Howard

Chief Executive Officer,
Business in the Community

Retail-led regeneration has changed the face of our town centres. The quality of the built environment, the excitement of the retail offer and the buzz of the many activities on offer make for special places to visit.

New retail developments bring profound benefits to the communities they serve. In my year as President I have been keen to promote the variety of positive impacts of retail-led regeneration and BCSC is grateful to have worked closely with Business in the Community to further good practice and develop understanding.

DTZ has generously supported me by undertaking this study on behalf of BCSC and BITC – a major investigation aiming to identify and measure the wide range of community and social impacts from regeneration through a range of diverse case studies. I do hope that the report will contribute to a wider understanding on the part of local authorities, Government, developers and investors when considering the potential for new development.

BCSC and BITC combine a unique appreciation of these issues. I believe that this report makes a helpful contribution to an ongoing debate on the wider benefits of retail-led regeneration schemes for the communities they serve.

Business in the Community welcomes the opportunity to work with the British Council of Shopping Centres and DTZ to recognise how business can maximise the value of investment to make a positive impact on society.

The retail and property industries are uniquely positioned to achieve commercial success while creating benefits for local communities, including the most disadvantaged, through a range of enterprise and employment support.

Business in the Community's research has shown how retail-led regeneration can reconnect communities to economic opportunity – providing direct employment, local business support and attracting investment. As part of a wider regeneration strategy, retail development can also lead to additional or improved housing and other social benefits.

Investment plays an integral role in changing perceptions of an area for business and residents – making neighbourhoods more attractive and prosperous. Ensuring these additional benefits are delivered effectively requires active strategies for collaboration between investors and government, and pro-active planning for retail by local authorities.

In this increasingly tough economic climate, ensuring that investment benefits the communities that need it most is ever more important. This report highlights best practice and provides inspiration for what can be achieved and encouragement for how business can be mobilised for good.

Retail-led regeneration

WHY IT MATTERS TO OUR COMMUNITIES

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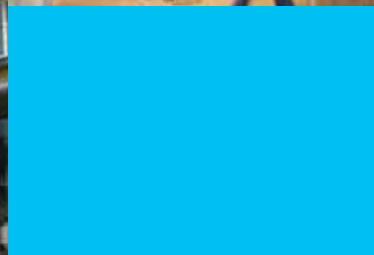
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Executive summary

Retail-led regeneration is an important mechanism to revitalise communities by providing jobs, promoting economic growth and creating attractive places to draw people into an area. It also has an important role to play in place-making as an element of wider urban regeneration.

In 2007, retail was the third largest service sector employer in the UK, employing around 3 million people in full-time and 1.75 million in part-time employment. Nearly 75% of those in part-time employment are women. In the last ten years, the retailing sector has proved a key employment creator, where traditional manufacturing has declined. The retail sector is generally recognised as offering opportunities and employing a wide range of different socio-economic groups including low income families and disadvantaged groups, and is also seen to promote and support social inclusion.

The UK economy has been enjoying an economic boom over the last ten years with relatively low inflation, interest rates and unemployment compared to other EU economies. However, the economy now faces one of the most difficult economic downturns in 60 years with financial turmoil as well as rising commodity prices presenting significant challenges for retail-led investments.

The public-private joint ventures across the UK property sector have already seen evidence of development agreements that have taken many years to put together collapsing or being re-negotiated to keep them afloat. While developers struggle with a fall in commercial property values and rising borrowing costs, the public in some areas of the country are faced with the continuing decline of ageing town centres and loss of jobs.

The current market makes it significantly harder to make a scheme viable even in the case of bigger regeneration developments. For schemes still in negotiation, maintaining viability has meant

that requirements for affordable housing and contributions to education services, roads and improvements to public realm are being reduced. In the current market there is now a much finer line between a scheme being financially viable or not. More projects are vulnerable to collapse, with potential negative impacts on the regeneration of a range of town centres.

The aim of this project has been to identify good practice in terms of evaluating the community and social impacts of retail-led regeneration projects and to draw lessons for similar future developments. Within the current climate, there is an increasing need to identify good practice and highlight why retail-led regeneration matters for our communities: what are the key community benefits of retail developments to date within different local contexts? Lessons for the future are also drawn from identifying what succeeds and what makes a difference in transforming a place through retail regeneration in terms of delivery mechanisms.

Qualitative and quantitative methods have been deployed to support the material and information presented in this report. The focus of the research has been based on detailed review and consultations in relation to five retail-led developments in England which are: Byron Place and Dalton Park in East Durham, Glasgow Fort, The Centre, Feltham in Hounslow in London, and the Bullring, Mailbox and Castle Vale in Birmingham. Key findings from this work and lessons for future developments are summarised on the following page.

Impact on our communities

The evidence gathered from the five case studies indicates that retail-led regeneration is contributing substantially and distinctively to improving our communities, where the main impacts can be summarised as:

Accessibility to jobs and training for local people	Living in neighbourhoods	Better quality of life
Improved pride of place	Accessibility	Connectivity
Better integration and cohesion	Cleaner and safer environment	Opportunity for/ supporting SME's and local business

Each of the five case studies, which highlight differing socio-economic characteristics, geographical areas and location types (e.g. suburb, city centre, housing estate), have all played a distinct role in transforming communities. Key examples of their impacts include:

- Dalton Park – transformation of a blighted industrial landscape and remediation of a slagheap; it employs 600-800 employees of which around 85% are from the local area and is dedicated to offering working experience to schools in County Durham.
- Byron Place – leveraged private investment for the surrounding area close to the shopping centre; 1% of developer net profit is being given back to assist community projects; crime partnerships are emerging between the shopping centre and key partners in the area; and it also boasts strong public transport links in the form of a new bus interchange adjacent to the centre.
- Glasgow Fort – secured commercial opportunities for local organisations including a waste management company and a number of arts groups; it provides employees with the necessary help to stay in work through the establishment of a job aftercare service called 'Sustaining Employment'; it also works with John Wheatley College to provide tailored training courses for employees, subsequently raising the skills of local residents.
- The Centre, Feltham – centralised services such as the library, Primary Care Trust medical centre, and children's day nursery which helped the Centre become a hub and meeting point in the town adding to the urban vitality; it therefore created a willingness to live in the area with the resident population in Hounslow, on the rise since 2004, representing a 2.9% increase by 2007. It also improved connectivity as part of the scheme, with a substantial pedestrian bridge to connect the town centre directly to the local train station and marked improvements to other pedestrian links.
- Mailbox, Bullring – upgrade of infrastructure and public realm has helped the area but also Birmingham as a whole regain its pride of place; the city centre benefits from associate consumer spend both within the shopping and the wider city; the scheme created over 5,500 jobs over the project's lifetime (by September 2003), half of which have been filled by local residents.
- Castle Vale – provides local residents with access to fresh food, a key factor in contributing to the significant improvements in the overall health of residents. There has been a significant reduction in crime on the estate and perceived improvements in community safety and overall it has contributed to returning the sense of pride of local residents to the area, and has improved the views of those living outside the area.



At the implementation stage of the retail development, overcoming barriers and obstacles is important to ensuring success.

Key success factors and lessons for future developments

The research has shown that there are some common underlying success factors that make the difference in delivering successful developments. For example, partnerships have been formed on a number of different levels bringing with them vision, ownership and the necessary political backing. Transparent operations and communication at all levels have been imperative. Developers with a good understanding of the needs and priorities of communities, and good quality masterplans and development, represent key success factors for the case study retail schemes.

It needs to be acknowledged that while there were success factors in each of the case studies investigated, not all elements of the developments always ran smoothly. There were significant issues around land assembly, accessibility of the schemes and traffic. Further, gauging relationships and establishing trusted partnerships between the private and public sector tended to take time.

The research has shown that there are six key building blocks that can be identified as success factors which are likely to maximise the local value of large or small-scale retail developments now and in the future. A basic principle which follows is that the more building blocks present in any development, the higher the likelihood of success. A more detailed explanation follows:

- a. Where and how to start? At the implementation stage of the retail development, overcoming barriers and obstacles is important to ensuring success at the next stage and helps alleviate problems that hinder later stages. Barriers to implementation come in various forms and overcoming them is not always straightforward. One of the obstacles to implementation is the ability to attract a good range and quality of retailers appropriate to the location. An anchor tenant is key here, critical to the success of a scheme and seen as having a very beneficial effect on the letting of the remainder of the development. Anchors can attract not only trade to the development but can also influence the remaining tenant mix of the centre.
- b. The second building block is to have a clear and simple plan for the partnership. Partnerships need to be supported by a coherent and inclusive plan or robust strategy. If schemes are plan-led this provides a clear perspective on what will be achieved, creates market confidence and buy-in and will help influence the anchor stores.

- c. Keeping lines of communication open and building confidence and trust is a common theme across all five case studies and is a key building block in the success of the schemes. Creating channels for communication not only builds confidence of final delivery of a scheme, but also ensures a scheme built for purpose. It achieves engagement and empowerment of the community, creating a feel good factor about the area and raising awareness of retail development.
- d. Fit-for-the community urban design is the fourth building block and vitally important because it influences place-making, profitability, image creation, public acceptance and 'future-proofing'.



- e. Ongoing efforts to ensure long-term sustainability help a retail development to prepare for future challenges. These efforts could include a combination of planned activities such as engaging the local community at various stages of the development or providing a range of small, medium and large retail units in order to ensure a balance between independent retailers and large multiples.
- f. To maximise the local value of retail-led regeneration, the case studies demonstrate the value of going the extra mile when considering community impacts. The more successful retail schemes have generally gone beyond the minimum standards required by regulations. This aspect in particular has been one of the driving forces underpinning the success of the five retail schemes in this study.

Introduction

This research was commissioned by the BCSC Educational Trust and Business in the Community (BITC). DTZ Consulting conducted the research between April and September 2008 and contributed the professional resources needed for the research, fieldwork and report writing.

The aim of the report is to identify good practice in terms of the community and social impacts of retail-led regeneration projects and draw lessons for future similar developments. Social and community impacts defined here refer to the effect that retail developments are having on populations including economic conditions but also on wellbeing and quality of life, affecting the social fabric of a community.

Good practice is therefore used to highlight why retail-led regeneration matters for our communities: what are the key community benefits of retail developments to date within different local contexts and what succeeds, makes a difference and transforms a place through retail regeneration in terms of delivery mechanisms?

Qualitative and quantitative methods have been deployed to support the material and information presented in this report. The research has been based on identification of representative case studies as a means to gather the information required to meet the objectives of the research. The research approach followed a three-stage process as follows:

- Stage 1: Scoping best practice and selection of case studies
- Stage 2: Desk-based research and fieldwork with a wide range of key stakeholders involved in the chosen case studies
- Stage 3: Analysis, review and reporting.

Stage 1 of the work involved an extensive desk-based review of relevant literature and a review of recent developments involving major retail (and infrastructure) developments. Valuable information was also drawn from consultations with key stakeholders involved in regeneration at national and regional levels.

Over 45 retail schemes were reviewed in detail as part of Stage 1. Five case studies were selected on the basis of a list of criteria/impact factors informed by the desk-based research. Economic, social and community impacts were considered and the list of criteria/impact factors used to assess the impact of these developments included the following:

- Jobs and training: Did the retail development create employment, foster skill improvements, leverage in other investment to the area, raise investor confidence, attract visitor spend, improve developer returns?
- Opportunities for/supporting SME's/local businesses: Have local supply contracts/businesses been part of the retail development during the construction and delivery phases? Has the scheme supported local retailers and businesses?



- **Connectivity:** Did the retail development make successful links with its surrounding environment and enable connectivity among places, and therefore improve accessibility? Did the retail scheme foster improved public transport links? In addition to this, did the retail development improve connectivity to local towns and surrounding centres?
- **Environment, cleanliness and safety:** Did the retail scheme improve the built environment (well designed buildings, spaces and places)? Did it reflect and respect a 'green' agenda?
- **Integration and cohesion:** Did the retail development foster social engagement? For example, did the scheme include a library and were shoppers making greater use of it? Greater community pride? Have new partnerships been formed between the private, public and voluntary sectors as result of this?
- **Moving to the neighbourhood:** Did people move into the area to live as a result of the regenerating effect of the retail development?
- **Quality of life:** Did the retail scheme lead to improved diversity and quality of the retail offer; had new housing (providing shelter) and community facilities been created? Did residents' health and diet improve? Had community safety been considered as part of the development?

- **Pride of place:** Did the retail scheme create a sense of pride and shared ownership on part of local residents? Was crime and fear of crime reduced? Were perceptions of the neighbourhood improved?

All eight factors have been used to demonstrate the extent of the impact that retail-led regeneration can have on the economic and social fabric of a locality including introducing an evening economy to an area.

Evening activities are a fundamental part of a town or city because they extend the vitality of the area beyond normal working hours, making centres more attractive places to live. With the right management strategies, local authorities could provide for an inclusive evening economy. In addition to the above criteria, the proposed case studies were required to reflect retail schemes in recent years, with no development older than ten years.

The five retail schemes selected for Stage 2 were Byron Place and Dalton Park in East Durham, Glasgow Fort, The Centre, Feltham, and the Bullring, Mailbox and Castle Vale. Stage 2 of the research consisted of consultations with key regeneration agencies and partnerships involved in the chosen retail schemes, developers, retailers, community groups and individuals and specialist experts involved in infrastructure developments related to the retail-led regeneration. (A list of consultees for Stages 1



Evening activities are a fundamental part of a town or city because they extend the vitality of the area beyond normal working hours, making centres more attractive places to live.

and 2 of the project can be found in Appendix A.) Stage 3 involved the analysis of case study findings as well as discussion and review with a selected group of stakeholders.

This report intends to provide reference material for those involved in retail, regeneration, town centre and infrastructure-led regeneration schemes. It draws out lessons, highlighting both the importance of retail-led regeneration for communities and key success factors but also the challenges faced by all key partners. It aims to enrich other work already taking place with a comprehensive review of selected case studies and also aims to act as a model for collection and monitoring of information in similar interventions.

The next section presents key regeneration and planning policy issues relating to retail. Section 3 looks at the transformation of communities that have benefited from retail developments. Section 4 highlights factors and conditions that tend to underpin successful developments and are more likely to lead to a wider range of impacts for our communities. The last section draws on conclusions.



Retail sector: facts and policy context

This section provides a brief summary of the current public policy surrounding regeneration and retail planning that sets the context for retail developments. It also provides a brief summary of facts and figures demonstrating the importance of retail to the UK economy and the regeneration of local areas.

Regeneration and planning policy context

There is a range of policies in England aimed at delivering regeneration at local, regional and national level. These include the Sustainable Communities Plan, the four Growth Areas in the South of England, the Housing Market Renewal Pathfinders, the Northern Way, Regional Spatial Strategies, Local Area Agreements and Local Strategic Partnerships. In addition to these, the debate over the role of city-regions is increasing in prominence and intensity.

The most recent guidance (July 2008) on regeneration is the document *Transforming Places; Changing Lives: A Framework for Regeneration*¹. Here the Government sets out the framework within which regeneration is to be carried out in the future. The framework is an ambitious package of proposals currently undergoing wider consultation. The new approach builds on what works and aims to improve the value-for-money of regeneration investment. The measures proposed aim:

- to ensure that regeneration investment is co-ordinated and prioritised in the right places, with public, private and third sector organisations working together towards a shared vision;
- to devolve power with decisions about where to invest made as locally as possible. This framework proposes an approach to prioritisation that starts with communities and their councils, and provides an approach, co-ordinated

by Regional Development Agencies (RDAs), to align investment behind local and regional regeneration priorities – making programmes fit places, rather than places fit programmes; and

- to focus regeneration investment on tackling the underlying economic challenges that hold back deprived areas, in particular supporting people to get a job and get into the labour market, and boosting levels of enterprise in those areas.

Transforming Places emphasises that in future regeneration investment should be more focused on tackling barriers to economic growth through reducing rates of worklessness, promoting enterprise and giving people the skills to progress. The Government also proposes that regeneration in the future needs to be defined by the outcomes it achieves, rather than by the process it follows. The framework sets out three priority outcomes – for consultation – which aim to ensure every area reaches its potential. Subject to consultation, these priority outcomes will guide targets set for Government expenditure on regeneration in future, and are as follows:

- to improve economic performance in deprived areas;
- to improve rates of work and enterprise in deprived areas; and
- to create sustainable places where people want to live and can work, and businesses want to invest.



The report states that successful regeneration will also require improvements in economic outcomes to translate into real improvements in the lives of residents of deprived areas.

At the same time, a range of planning policies need consideration in relation to retail developments and sustainable economic development. The introduction of *Planning Policy Guidance Note 6 (PPG6): Town Centres and Retail Developments* (1996)² included the sequential test for retail development, with an emphasis on promoting town centres. This national policy was updated by *Planning Policy Statement 6 (PPS6): Planning for Town Centres* in 2005. Further plans for changes to PPS6 have been proposed in the form of the consultation draft paper published in July 2008.

The consultation phase for proposed changes closed in October 2008 with the new PPS6 not expected to be released before April 2009. In its existing form, PPS6 states that the planning system has a key role to play in facilitating and promoting sustainable and inclusive patterns of development including the creation of vital and viable town centres in order to ensure successful, thriving, safer and inclusive communities.

The Government's key objective for town centres is to promote their vitality and viability by:

- planning for the growth and development of existing centres and
- promoting and enhancing existing centres, by focusing development in such centres and encouraging a wide range of services in a good environment, accessible to all.

In the context of this key objective, the additional factor of promoting social inclusion needs to ensure that communities access a range of main town centre uses, and that deficiencies in provision in areas with poor access to facilities are addressed.

Local spatial planning plays a central role in the overall task of place shaping and in the delivery of land uses and associated activities and benefits to communities. *Planning Policy Statement 12 (PPS12) Local Spatial Planning* – creating strong safe and prosperous communities – sets the key ingredients of local spatial plans and the key Government policies on how they should be prepared. Spatial planning ensures that strategies can be based on the community's views, that community buy-in is a major means of engagement. Both local spatial planning and

planning regulations play an important role in retail developments and should be taken into account by local planning authorities.

To address the need to plan for sustainable economic development, the Government used a series of past recommendations (*The Barker Review of Land Use Planning*, the *Planning White Paper*, *Planning for a Sustainable Future* and *Planning Policy Statement 1: Delivering Sustainable Development*, in December 2007), as the basis for a consultation paper³ seeking views on draft PPS4: *Planning for Sustainable Economic Development*.

The paper made proposals based on the objectives for the planning system set out in Planning Policy Statement 1: *Delivering Sustainable Development* – a statement designed to help regions and local authorities plan effectively and proactively for economic growth. Among other things, the draft guidance proposed that planning bodies need to develop robust evidence-bases to underpin their decisions, ensuring that they adopt a flexible and responsive approach which provides sufficient employment and makes better use of market information to inform plans and decision-making.

The role of retail in regeneration

Within this context, it is not surprising that retail is increasingly accepted as a regeneration tool in some of the UK's most deprived areas. The following key facts and figures demonstrate the importance of retailing for the national economy.

- In 2007 the retail sector was worth £68 billion,⁴ approximately 6% of UK Gross Value Added (GVA) at basic prices.
- Retail is the third largest service sector employer in the UK, employing around 3 million people in full-time employment (2007).
- Of the 3 million employees in the sector (1 in 10 of the UK workforce), 1.89 million are women which represents 14.4% of the female workforce in the UK. Further, there are 1.75 million part-time employees of which 1.3 million are female.
- Crucially the sector is predominantly made up of a younger workforce; retail workers are much more likely to be aged between 16 and 24 years (accounting for more than 30% of all workers, twice the UK average). This workforce includes those who are possibly still in education or have just left education, which supports the view of retail being a gateway to other jobs.⁵

- For every 100 retail jobs created nationally, an additional 50 indirect and induced jobs will be created elsewhere.⁶

The retail sector has proved a key employment creator in areas where traditional manufacturing has declined. It is generally recognised as employing a wide range of different socio-economic groups including low income families and minority and ethnic groups, promoting and supporting social inclusion.

Increasingly, retail-led regeneration is seen as an important mechanism in revitalising struggling areas by providing jobs, promoting economic growth and creating attractive places to draw people into the area. It also has an important role to play in place-making as an element of wider urban regeneration.⁷

A successful working relationship between the public and private sectors often required to deliver these developments sends a clear signal to other potential investors highlighting the commitment of the public sector to maintaining and improving an area. By delivering visible and innovative improvements, retail and property owners in and around an area will also be more inclined to commit time and capital to drive the wider regeneration agenda.

Overall, retail-led regeneration brings many economic and social benefits to an area.

- For example, by increasing retail provision in underserved areas, retail provides the resident population with the opportunity to access a range and choice of retail facilities. Consumers also benefit from the reduced time and cost involved in travelling to shops. Where new retail provision



brings good quality and fairly priced products to an area, this in turn can lead to improvements in the health of the population.

- New retail development in neighbourhoods creates an increased availability of space and so a wider choice for retailers and investors in the town centre. This in turn brings a greater range, choice and competitive pricing with the additional advantage to the retailer of increased consumer spending, and advantages to the wider town centre in terms of increased footfall.

The social benefits of retail regeneration are substantial and can include: addressing social exclusion providing employment opportunities to a wider range of individuals, giving residents access to retail facilities, reduced time and cost of travel to shops, a greater range of goods and services, improved leisure opportunities, possible health benefits, new job opportunities, improved career, skills and personal development, training needs that although higher initially (as evidenced in London), lead to greater staff retention, flexible working hours and social and economic engagement of the family.⁸

New retail development in neighbourhoods creates an increased availability of space and so a wider choice for retailers and investors in the town centre.

Retail-led regeneration transforming our communities

This section looks at the transformation of communities benefiting from retail-led regeneration as based on the five case studies selected as part of this research.

A detailed description of each of the case studies is given below. This includes a description of the local area prior to the retail development ('Then'), the intervention, the key economic, social

and community impacts of the development ('Now') and supporting statistical evidence that highlights improvements in the area ('Headline facts').

Place	Then	Now	Headline facts
Dalton Park and Byron Place County Durham, opened 2002 and 2007	Former coalfield area	Outlet (Dalton Park), town centre (Byron Place)	Dalton Park was awarded (2007) 'Outstanding Contribution' from Durham County Council Work Experience Team as an acknowledgement of the centre's dedicated and valuable support in offering work experience to schools in County Durham. 500,000+ customers passed through the doors of Byron Place in its first 6 months of trade.
Glasgow Fort opened 2004	Out of city centre, deprived housing estate	70-acre retail development in the Greater Easterhouse area	The Fort has secured commercial opportunities for local organisations including using local arts groups to photograph events for publication on websites, brochures and other publicity materials.
The Centre, Feltham London Borough of Hounslow, opened 2006	Run-down suburb	1 million sq ft and boasting more than 60 retail units, 800 homes, a community health centre and library and a Travelodge with 115 rooms	13.5 million visitors per annum (an average of 260,000 per week). Small local businesses have been encouraged to develop and operate in the centre. Longer standing independent retailers in the centre include Kard Korner (greeting cards and gifts), Planet (Computer and IT repairs and supplies), Demon Recruitment, Jenny's Cafe and Celeste Jewellery.
Mailbox, Bullring Birmingham opened 2000 and 2003	Deprived inner city centre	The 80,000 sq m Mailbox is a mixed use development with a specific retail offer. The Bullring shopping centre covers 110,000 sq m with over 140 shops including two anchor tenants.	The Mailbox generates £10 million per annum, 25% of which is from retail. The Bullring currently has an average annual footfall of 40 million visitors.
Castle Vale 4 miles north east of Birmingham, opened 2000	Deprived outer city area	£35 million of retail investment	Footfall of 20,000 customers per week for Sainsbury (developer of the retail complex). Decrease in rate of recorded crime (rate of 168 crimes per 1,000 population in 2003/2004 compared to 92 in 2007/2008). ⁹

Dalton Park and Byron Place

Set in the District of Easington (East Durham), Seaham and Murton had suffered for years from their dependency upon the declining coal mining industry. The *East Durham Programme for Action* was implemented by the East Durham Task Force in 1991 to provide regeneration to the area. Thousands of jobs had been lost over the course of 40 years, with the most substantial loss of employment in 1993 when the collieries closed.

The area faced a range of other social and economic problems including long-term illness, low levels of economic activity for men, and a significant decline in population over a 20 year period. In addition to the range of social and economic problems that the area faced, the environmental legacy of coal mining was seen in large areas of derelict and despoiled land.

The poor environment discouraged investment in the area and also damaged the quality of life for residents. The effects of coal waste dumped on the beaches and sewage discharge into the sea were very much evident, while the area's former colliery villages continued to suffer from a run-down appearance with derelict sites, poor quality housing and inadequate social facilities.

Before



After



Dalton Park – tackling a rundown area and transforming an industrial landscape

Near to the village of Murton, Dalton Park which opened in 2003, was the first major retail investment in East Durham Coalfields. The decision to allow the development of Dalton Park was originally rejected by planners in 1999 but was overturned in 2000 by the Secretary of State who took the view that the social and economic benefits outweighed all other factors. Proposals were in accord with the Government's policies for the regeneration of the former coalfields. With unstinting support from local residents evidenced by a petition signed by 10,000 people the development finally got the go-ahead.

Dalton Park, developed by ING Real Estate with architect Napper and contractor Ballast Construction, brought about a complete transformation of a disused colliery tip site into a striking landscape that offers a diverse wildlife habitat combined with 161,435 sq ft of retail (excluding walkways). The outlet comprised £36m investment and a further £2.5m on public links, all driven by the need to improve the image of the area, create jobs and provide services and facilities for the local people and those living further afield.

The anchor of the scheme was the sports clothing and equipment manufacturer Adidas which took a ten-year lease. At 654 sq m (7,040 sq ft), the shop is the company's largest UK factory outlet store. Other retailers at the centre include Joseph's, Nike Factory, Fila, Lillywhites, Levi's, Marks & Spencer, Next and Starbucks. Phase 2 – the leisure element – is yet to be completed. This element may include a cinema, 10-pin bowling facility, hotel and restaurant.

Key facts about the centre

- The majority of the retail space was spoken for more than a month before opening.
- The centre attracted retailers who have not thought to set up in the North East before.
- A range of size of units is on offer, smallest (725 sq ft), medium (3,300 sq ft), largest (11,000 sq ft).
- Footfall 2.2 million per year, 43,270 every month, with average spend £14 per head (2008).
- 1,200 car parking spaces, turnover 2.6 times a day, 21,000 car visitors a week on average.
- Late night shopping on Thursday only.
- Upward trend in sales and visitor figures.

Dalton Park has been a key building block in the regeneration of East Durham. Visiting the site in July 2002, Tony Blair told the assembled crowds:

“This scheme represents an important catalyst in the regeneration of this area of County Durham... It shows what can be achieved when the community and imaginative private companies work together.”¹⁰

As stated by Graham Bell, Chair 2005 Hadrian Award Jury:

“The result...is a quite remarkable exercise in place-making. The development was unusually well-rooted in early community involvement that has since reaped rewards through a high level of local staffing and adoption as a venue for community events; there is a sense of shared ownership.”

Key economic, social and community impacts of Dalton Park

Economy	
Employment	The outlet employs between 600-800 employees annually, 85% of which are from the local area. Prior to the development, 44% of the local resident population had been economically inactive (compared to 33% nationally).
Skills	Dalton Park was awarded ‘Outstanding Contribution’ from Durham County Council Work Experience Team as an acknowledgement of the centre’s dedicated and valuable support in offering work experience to schools in County Durham. Dalton Park has been involved in the scheme for the past four years, allowing 15-20 students on site every day from Seaham School of Technology to learn important retail skills such as customer service, store management, marketing and administration. The scheme helps promote retail as a career.
People	
Quality of life	Dalton Park has brought high street brands into the area and has helped create a high street for local residents. The centre applied for a change of use for one of its retail units in order to provide the community with a local newsagent.
Community	The outlet works with Easington District Council and the Arts Council to provide local schoolchildren and the community with a shop in the centre where an ongoing series of recycling workshops and creative craft courses take place.
Place and infrastructure	
Environment, cleanliness and safety	The development of Dalton Park transformed a blighted industrial landscape and remediated what was once a slagheap.
	The outlet was awarded a Tidy Business Standards Gold Award and is in the process of submitting for ISO 14001, recycling 54% of its waste.
	The centre was awarded the Hadrian award in 2005, the principal awards scheme for architecture and design in the north of England.

Dalton Park brought about a complete transformation of a disused colliery tip site into a striking landscape.



Before



After

Byron Place – providing local residents with a town centre

Approximately three miles away from Dalton Park is Seaham town centre, now home to Byron Place. Since opening in November 2007, Byron Place forms part of the £400 million regeneration strategy for Seaham.

Built on land formerly occupied by Seaham Harbour Dock Company, Byron Place was delivered through a partnership joining the regional development agency, One NorthEast, Easington district council and the developer, Modus. Initially, One NorthEast procured the site, relocating the Dock Company to make way for a retail development at the heart of the town centre. After considerable efforts to attract an anchor to the development, the developer Modus convinced a major food store to come into Seaham.

The viability of the first major development in Seaham in nearly 40 years depended on the ability of the promoters to attract a leading supermarket to the town to act as an anchor for the development:

Part of our argument to Asda was: “All these people are travelling to Sunderland to do their shopping, so there’s definitely a market.”¹¹

Richard McGawley of Modus

Modus’ £30 million retail and housing development was a fairly complex undertaking, with a number of unregistered ownerships and title issues that took time to resolve. Due to initial challenges with land assembly, there were notable delays to build the centre. However, by 2005 detailed planning began, with an 18 month build programme. The community was closely consulted and involved during the development stage.

In November 2007, the 110,000 sq ft shopping centre was launched anchored by a new 45,000 sq ft Asda foodstore with 17 high quality retail units. The scheme is 95% (August 2008) pre let to high street retailers, including Select, Wilkinson, Argos, Peacocks, O2 and Farmfoods.

The shopping centre is at the heart of the town centre regeneration not just geographically but in a social and community sense, as highlighted by the Town Clerk, Seaham Town Council:

“... The investment in the new shopping mall has created a buzz in the town. It is proving to be of tremendous value in that it has helped to stimulate interest amongst other investors with a number of restaurants opening nearby and further development enquiries.”¹²

Key facts about the centre

- 70% of retail space was let a year before the shopping centre opened, increasing parking capacity in Seaham by 75%.
- More than 350 dedicated parking spaces, with a purpose built six bay bus interchange.
- Rebuild of the Scout Hut and Angling Club as part of Modus’ development.
- 500,000+ customers passed through the doors of Byron Place in its first six months of trade.
- From the first day of trading, Byron Place has regularly reported impressive sales figures. Asda’s store is the best performing of its five new stores in the UK.
- Footfall over 1.5 million since opening, with 174,626 visitors on average per month (203,748 July 2008).
- A mix of customers from different socio-economic backgrounds (Asda, August 2008).
- 80% of customers are from Seaham or surrounding villages (Argos, August 2008).

The shopping centre is at the heart of the town centre regeneration not just geographically but in a social and community sense.

Key economic, social and community impacts of Byron Place

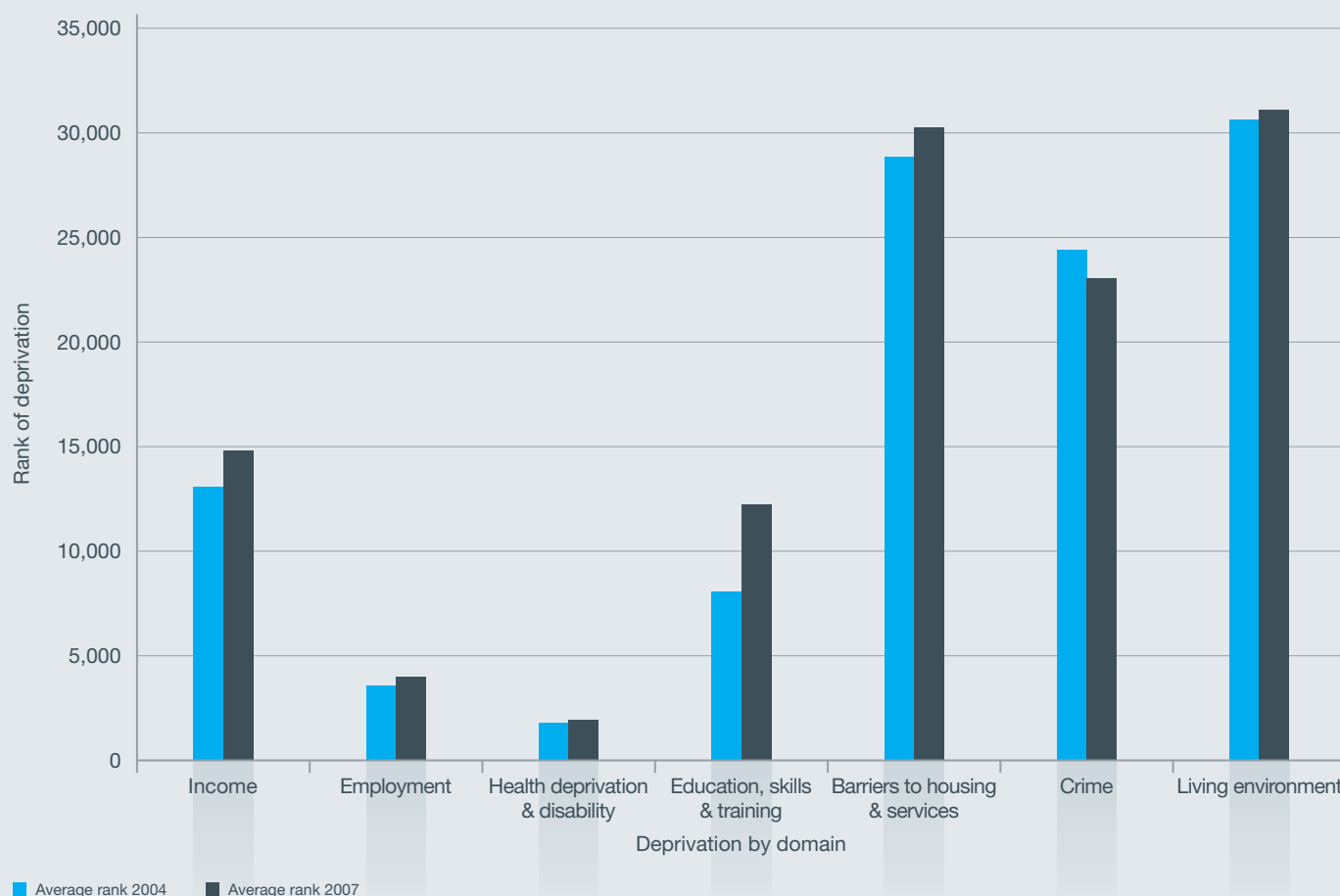
Economy	
Employment	The retail scheme is estimated to have created around 250 jobs with between 70%-96% of staff in stores (Asda, Argos) from the local area. As part of recruitment, retailers followed relaxed procedures with an emphasis on recruiting individuals with a good attitude rather than for the skills that they had.
Visitor spend	Prior to the development of Byron Place, Seaham used to be a low-grade shopping destination with a declining retail mix and a proliferation of charity shops. Byron Place has added a strong contemporary mix of small retail stores typically selling staple groceries as well as clothing, footwear, household and recreational shopping. As a result, this new line up of retailers has prevented the leakage of shopping trips to the surrounding towns of Sunderland, Hartlepool and Durham.
Levering in investment	Local, national and international investment has been attracted to the area. Local retailers surrounding Byron Place are differentiating and improving their current offer. In addition to this, £500,000 has been invested by the private sector in turning a dilapidated building adjacent to the shopping centre into a Thai restaurant, with flats to rent and retail units.
People	
Living in neighbourhoods	Seaham has a current population of 21,500 and as a result of inward growth and investment this has been projected to grow by 14%. Phase 3 of Modus' plans for Seaham include the residential development, Heritage Way, consisting of 2-, 3- and 4-bed homes currently under construction. Further leisure proposals for the area, Phase 4, will create a community facility to provide a focal point for surrounding population and to promote inclusion within the area.
Integration and cohesion	1% of Modus' net profit is given back to assist community projects and delivered by Modus Community Heart Team. The Community Heart team was created to support and improve the communities in which Modus work. The team recognises the importance of connecting with local people and providing them with an opportunity to come together in one community-based location.
Place and infrastructure	
Accessibility	A new link road, A182 to the A19, also provides much improved access to the town centre and has allowed for the relocation of the bus station. As the development is also located in the town centre, there are strong public transport links in the form of a new bus interchange which is adjacent to the centre, and new taxi points.
Pride of place	A crime partnership is emerging between the shopping centre and key parties in the area. Proposals are being developed with Byron Place and the local council for CCTV cameras owned by the shopping centre to be used to monitor crime in the wider area of the town centre.

Before and after transformation

Socio-economic indicators for the District of Easington as well for Murton and Seaham highlight continuous improvement since the opening of Dalton Park in 2002 and Byron Place in 2007. Improvements have been measured using the Indices of Multiple Deprivation (IMD) 2004 and 2007.¹³ The results for Byron Place are illustrated below, where the following observations can be made:

- Income, employment, health deprivation and disability as well as education, skills and training are particular concerns for the area.
- the starkest improvement has been in bridging the gap in terms of the education, skills and training deprivation domain where a 47% increase in the rank has been realised.
- Significant improvements have also been evidenced for the income, employment and barriers to housing and services domains.

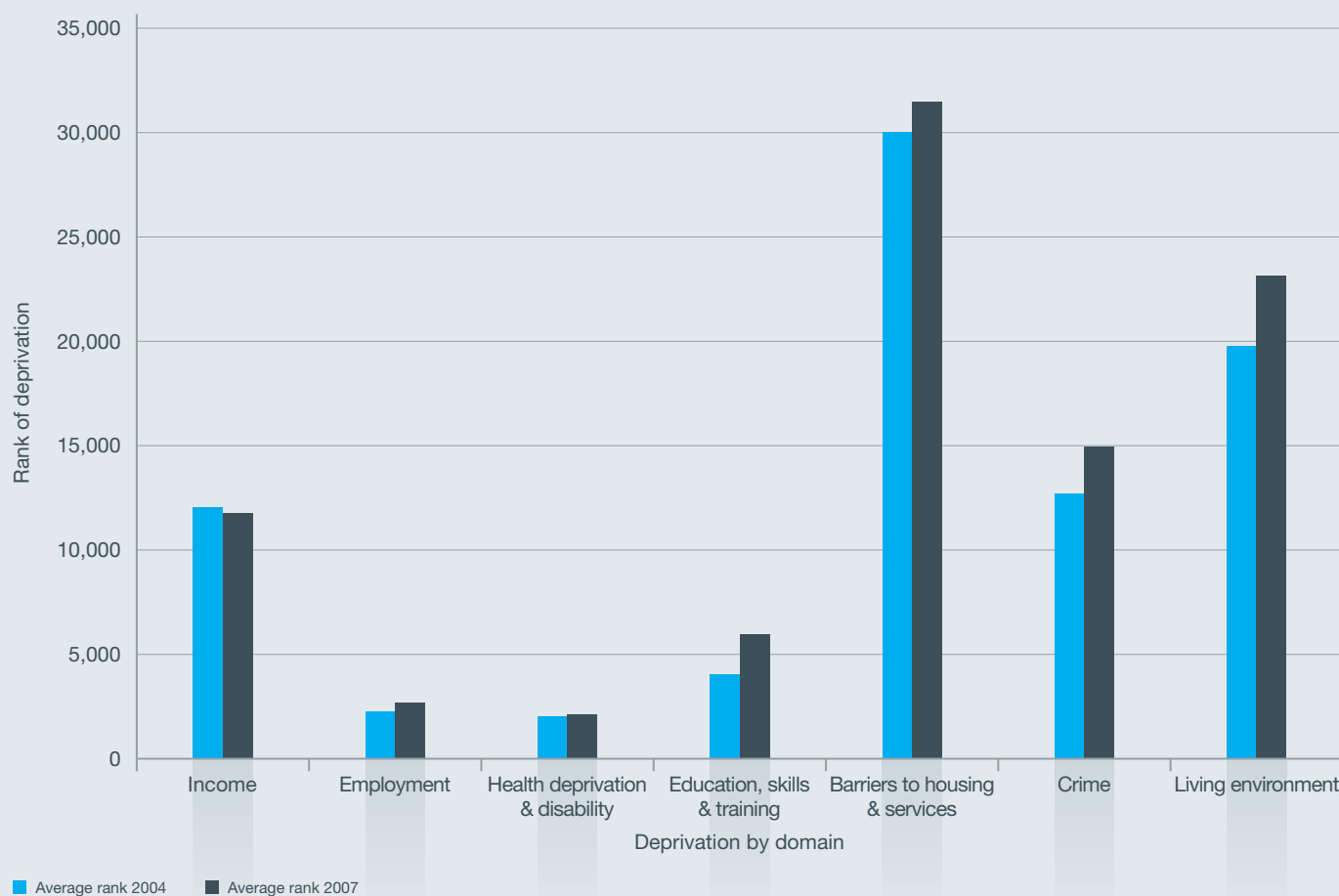
Byron Place – rank of deprivation by domain, 2004 and 2007



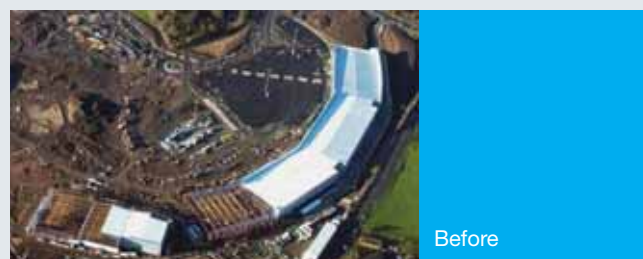
Source: Department of Communities and Local Government
IMD, 2004 and 2007 (LSOA – E01020782)

The results for Dalton Park are illustrated in the graph below and it can be seen that deprivation across all the domains was a concern for the area in 2004. However, considerable improvement is evidenced for all of the deprivation domains with the exception of income.

Dalton Park – rank of deprivation by domain, 2004 and 2007



Source: Department of Communities and Local Government
IMD, 2004 and 2007 (LSOA – E01020774)



Glasgow Fort

Glasgow Fort is a £140 million, 70-acre retail development in the Greater Easterhouse area, five miles (east) from Glasgow city centre. The centre opened in 2004, situated close to Junction 10 of the M8. Its excellent location has attracted major retailers such as Next, Boots, Virgin Megastore and Zara. The second phase of Glasgow Fort, a 175,000 sq ft expansion of the 400,000 sq ft scheme, was granted planning consent in August 2008.

It was in the 1950s, when Glasgow and Scotland were adjusting to the post-war realities, that the huge estates of Easterhouse and Garthamlock were created. Thousands were relocated from the overcrowded city centre to estates such as these. Greater Easterhouse was the largest and the last of Glasgow's four peripheral estates. With an initial population of 70,000 in the 1970s the area has experienced significant depopulation with only 28,000 living in the area by 2001.

Greater Easterhouse was one of the most deprived areas in Scotland and performed poorly on almost every economic indicator. From this context, it is clear how great an opportunity the Glasgow Fort development was for an area such as Greater Easterhouse. Work on the development began in Spring 2003, where the chosen site was Auchinlea Park. Phase 1 was completed in October 2004 by architects Cooper Cromas, developers Pillar Property plc and Capital & Regional plc and construction contractors Laing O'Rourke. Laing O'Rourke employed 23 local unemployed residents, who needed to complete an 8-week training course. 26 other local people were also employed on site through the Glasgow Fort Partnership.

Glasgow Fort Partnership was set up to maximise the local benefits of the Glasgow Fort development. Led by the local economic development company, the Greater Easterhouse Regeneration Agency (GERA) (formerly Glasgow Easterhouse Development Company), the partnership brought together 18 partners who together could facilitate a holistic and well-integrated approach. Nine thematic areas were targeted: recruitment, environment, childcare, training, education, health, transport, communications and social economy. The partnership began to take shape in Spring 2003.

Key facts about the centre

- The centre owner is British Land.
- First shopping centre in the UK to have its own dedicated motorway access at Junction 10 of the M8. Included new M8 slip roads and signage gantry, spine road and four new roundabouts.
- The Fort incorporates a two-sided mall design, 400,000 sq ft of floor space, with a range of unit sizes, under 1,000 sq ft (250 sq ft) and up to 30,000 sq ft.
- Long opening hours – Monday to Friday 10am-10pm, Saturday 9am-6.30pm and Sunday 10am-6pm.
- 1,900 car parking spaces with annual footfall 13m. 75% of customers come by car.
- The centre also has a dedicated transport hub with six direct bus links.
- Shops include anchor stores Virgin, TK Maxx, Next, Argos, Boots, JD Sports, Borders, JJB Sports, River Island and Borders who committed to taking space at an early stage.
- According to the 'A Classification Of Residential Neighbourhoods' (ACORN)¹⁴ lifestyle profile, Glasgow is dominated by the 'Hard Pressed' category, the least affluent of the five categories. This is the category which predominates in the area immediately surrounding Glasgow Fort. Glasgow Fort's shoppers are dominated by the 'Comfortably Off' and 'Hard Pressed' ACORN categories but with substantial numbers of 'Urban Prosperity' shoppers coming from western Glasgow, and 'Wealthy Achievers' coming from the outer reaches of the catchment and surrounding centres.
- Of the 17% of respondents visiting 2-3 times a week, 42% fall within the 'Hard Pressed' ACORN category indicating that those frequent visitors are residents living locally.

Glasgow Fort is a £140 million, 70-acre retail development in the Greater Easterhouse area, five miles (east) from Glasgow city centre.

Key economic, social and community impacts of Glasgow Fort

Economy	
Jobs and training	<p>Just over 1,600 individuals have been helped into employment at Glasgow Fort (construction and end phase), 70% of which are from Easterhouse and the poorest areas of the East end.</p> <p>A high percentage of local residents lacked the necessary skills to secure jobs at the Fort. John Wheatley College provided tailored training courses including retail, IT, communications, interview techniques and finance. The most recent qualification that they now offer to Fort employees is the NVQ in retail management which is funded by the Government but made possible by the Glasgow Fort Partnership. 47 individuals gained this qualification in 2007.</p>
Opportunities for supporting local businesses	<p>Prior to opening, the partnership negotiated for the Greater Easterhouse Environmental Trust (GEET) to oversee the waste management contract, which employed 13 unemployed people.</p> <p>The Fort has secured commercial opportunities for local organisations including using local arts groups to photograph events for publication on websites, brochures and other publicity materials.</p>
Levering in investment	<p>A 130,000 sq ft Morrisons supermarket located adjacent to the Fort.</p>
People	
Quality of life	<p>Help provided for employees to stay in work through the establishment of a job aftercare service called 'Sustaining Employment'. Further initiatives include the Responsible Retailer Pack whereby employees are given help with health, well-being, money advice and childcare issues. Childcare Greater Easterhouse, GERA has developed the area's childcare provision to meet demand stemming from the Fort. A significant achievement led by GERA, has been the Boots Childcare Discount Card.</p> <p>A noticeable decline in crime has been observed, with vandalism now rare.</p>
Place and infrastructure	
Accessibility	<p>In the endeavour to make public transport provision as effective as possible from Easterhouse and surrounding areas to Glasgow Fort, GERA set up the Glasgow Fort Transport Working Group. The group consists of representatives of First Glasgow, SPT, Montagu Evans, Greater Easterhouse Community Transport Network and GERA. The objective of the group is to ensure that service provision to Glasgow Fort is best designed to meet the needs of local residents and employees and delivered in ways that improve their quality of life.</p>



At a Glasgow-wide level, over a ten year period there have been positive signs of improvement, with increased economic activity of 7.6%.

Before and after transformation

At a Glasgow-wide level, over a ten year period (1997-2007) there have been positive signs of improvement, with increased economic activity of 7.6% (3.1% increase for Scotland) and more significant improvements for those aged 20-24 (13.3%). In addition to this, the percentage of the working age Job Seekers allowance claimants fell by 2.5% exceeding national trends (Scottish average fell by 1.8%).

Looking at two of the wards closest to Glasgow Fort, significant progress has been made across the IMD domains from 2004 and 2006 particularly in terms of education, skills and training. Due to changed data sources and improvements to indicators and methodology, the overall Scottish Index of Multiple Deprivation (SIMD)¹⁵ and most domains are not directly comparable in absolute terms with those in the SIMD 2004.

The only domain that is directly comparable between SIMD 2004 and SIMD 2006 is the employment domain. There have been modest improvements in the employment deprivation rank for the two wards closest to Glasgow Fort. On a general note, improvements are evidenced for income, geographic access and most starkly for education, skills and training deprivation between the two periods.





Before



After

The Centre, Feltham¹⁶

Feltham lies in the west area of the London borough of Hounslow. The town has suffered from an image problem based on its tired 1960s shopping centre, association with Feltham Young Offenders Institution, vacant units and low rents, not to mention a gloomy set of local characteristics.

Previous plans to improve the town centre failed due to funding problems. Permission to develop the area in 1990 was granted but circumstances arose which prevented the development. In 1999 Hounslow Council prepared and adopted a planning brief for Feltham Town Centre which had the status of supplementary planning guidance. The area benefited from a £9.9m, 5-year regeneration programme, co-ordinated by Feltham First Regeneration Partnership under the Government's Single Regeneration Budget initiative in 1997.

In August 2001, Hounslow Council consulted the Mayor of London on a proposal for the comprehensive redevelopment of land in Feltham town centre identified by the Council as Key Site M21. The development involved the comprehensive refurbishment and redevelopment of the whole town and aimed to complement the wider social, economic and physical regeneration initiatives pursued by Hounslow Council and Feltham First Regeneration Partnership. The development supported the town centre as a vital and attractive place to work, shop, and relax, and created a natural community focus, creating vibrancy and a sense of place. The scheme provided for a choice of transport arrangements promoting an integrated public transport node with enhanced links to the railway station and to the previously improved bus facilities.

A major design feature of the scheme was that the main retail frontage of the town centre continued to be on the high street, maintaining its importance. The construction of residential accommodation along with the relocation of the library, a new health centre and the retention of buses along the high street frontage further emphasised the importance of the high street. The scheme enhanced pedestrian routes to the surrounding residential areas and also to the railway station, featuring a new footbridge adjacent to the existing level crossing on Bedfont Lane.

Property developer Thornfield Properties plc negotiated a planning obligations package with Hounslow Council under Section 106 of the Planning Act to cover: highway improvements and alterations, wider public transport benefits, affordable housing, and maintenance of pedestrian bridges over railway lines. In the project completed in summer 2006, Thornfield worked with the London Borough of Hounslow and Barratt Homes

Key facts about the centre

- Opened in 2006.
- Anchor tenants include Asda with major tenants including Matalan, Next, New Look, Peacocks, Sport Direct.
- An additional 1,000 car parking spaces.
- 13.5 million visitors per annum (an average of 260,000 per week).
- 55% of shoppers visit Feltham for non-food shopping.
- High Visit frequency - shoppers visit 71 times a year.
- Average visitor dwell time is 60 minutes (20% above national average).
- Average estimated shopper spend is 6% above retail consultancy's FSP shopping centre's benchmark average at £27.50.
- Asda is used by 47% of visitors for their main grocery shopping.
- The shopping centre has a potential catchment area of 286,000 residents, with more than 48% aged 16-44 years.

to completely transform the town centre before the scheme was acquired by Morley Fund Management on completion in July 2006.

The development comprises 1 million sq ft of development, 800 homes developed by Barratt Homes with provision of affordable housing including social rented and intermediate housing accommodation, a community health centre, a community library and a Travelodge with 115 rooms.

In December 2006, The Centre, Feltham scooped the 'In-Town Retail Scheme Award' at the BCSC's Gold Awards ceremony which was awarded for the transformation of the once-derelict town centre into a model of urban regeneration.

*"Bringing prosperity back to Feltham was key, as well as providing a place for the community to be a part of and take pride in. The Centre has exceeded everyone's expectations; the brands and community projects that are present reflect that. This award highlights that regeneration and development can really change lives."*¹⁷
Jason Marcus, Chief Executive of Thornfield Properties plc



Key economic, social and community impacts of The Centre, Feltham

Economy	
Return of footfall and spend to the town centre	Boasting 60 retail units anchored by Asda (80,000 sq ft) and Matalan (50,000 sq ft), the Centre now achieves a footfall of over 1 million per month (an uplift of 7-10% based on 2007-2008 figures) with visitor spend of between £20-30 with certain retailers. ¹⁸
Improved retail rents	In securing retail brands never before seen in the town, the Centre is approaching letting capacity of 60 units and achieving Zone A rents from £25 before redevelopment to £75 soon after.
Encouraging small local businesses	At the other end of the spectrum, the centre had a number of smaller units designed into the scheme. The landlord encourages small local businesses to develop and operate in the centre. Longer standing independent retailers in the centre include Kard Korner (greeting cards and gifts), Planet (Computer and IT repairs and supplies), Demon Recruitment, Jenny's Cafe and Celeste Jewellery.
Skills	The addition of large stores anchoring the scheme has brought the added benefit of training local people; improving skills such as customer service, teamwork and health and safety where employees can continue to increase their level of achievement. ¹⁹
Employment	The Centre employs over 550 permanent staff and more than 330 temporary staff.
Evening economy	The comprehensive nature of the development should help to provide added vitality and vibrancy to the existing town centre. The introduction of a large amount of residential accommodation within the centre and more evening uses (food and drink uses), should help to change the existing character which currently appears to be local with no evening activity.
People	
Addressing crime	The use of landscaping to reduce hiding places, added CCTV cameras as well as the emergence of local crime partnerships and a closer working relationship with the police will contribute to addressing crime in the area. Hounslow Business Against Crime (Feltham) was set up in August 2006 to "create a safe secure environment for customers, staff and visitors, promoting a positive image and securing the future prosperity of Feltham", by providing intelligence gathering systems that support the police and the local community.

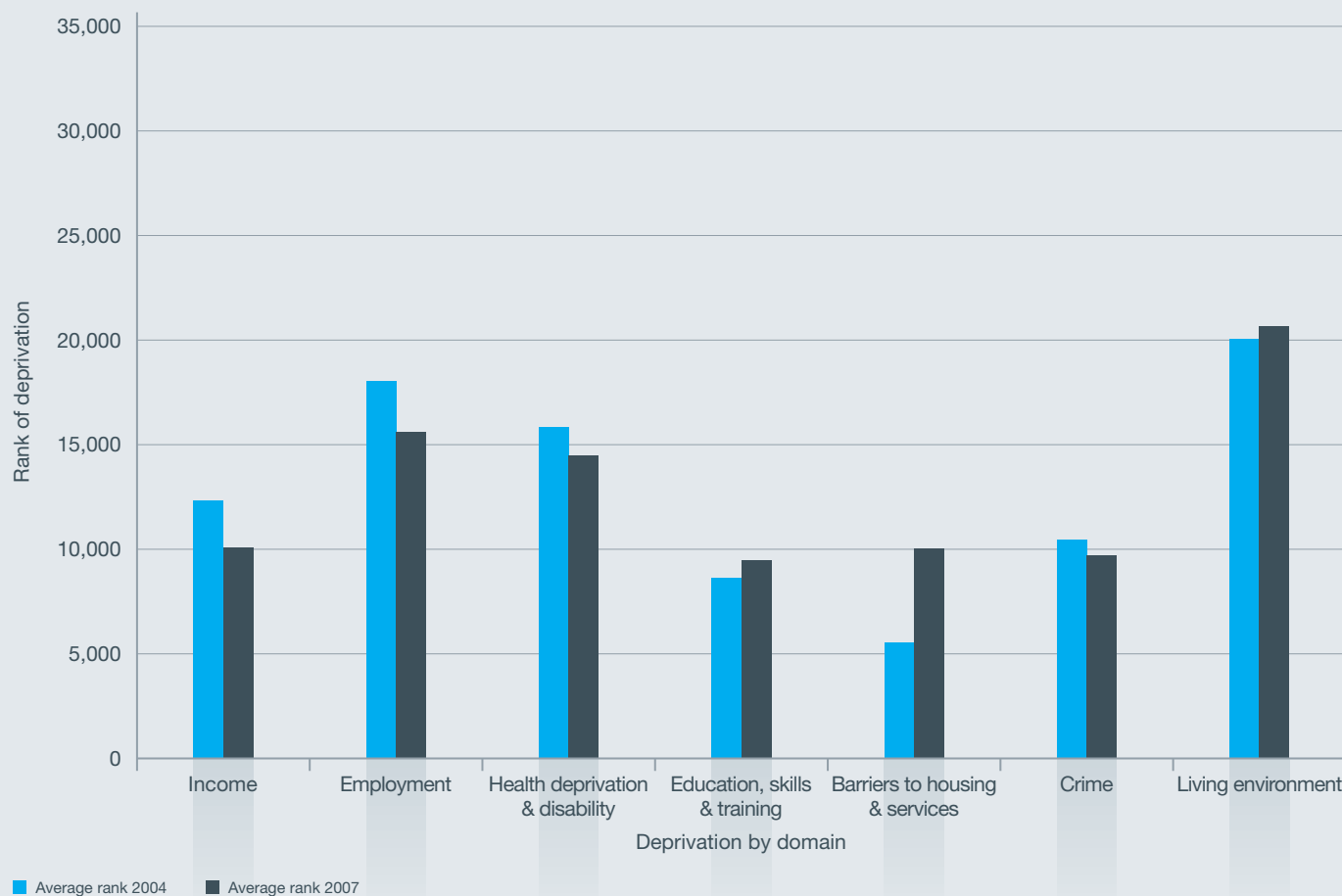


People	
Young people	The centre is actively involved in the community offering activities to young people. For example, the Centre sponsors Citizen of the Year and Young Citizen of the Year awards and reaches out to the community by offering young people the opportunity to attend workshops encouraging skills in acting, dancing, stage combat, singing and musical theatre.
Integration and cohesion	The delivery of a new Community Centre encompassing an 18,000 sq ft library with more than 40,000 active users and a state of the art Primary Care Trust medical centre brought five independent GPs under one roof, centralising services in the town and adding extra outreach services such as physiotherapy. By centralising these services and opening of a 7,000 sq ft children's day nursery in 2007 "the Centre has become a hub and meeting point in the town" ²⁰ adding to the urban vitality.
Living in neighbourhoods	The new development has created a willingness to live in the area. The resident population in Hounslow has been on the rise since 2004 representing a 2.9% increase by 2007.
Place and infrastructure	
Public image and public realm	Improving the residential aspect of the development, and including affordable and key worker housing has brought private residential dwellings to the town, which over time is expected to improve the image of Feltham, adding vitality and vibrancy to the area. Improvements to the public realm have also been made such as a piazza in front of Asda store linked by pedestrian routes.
Connectivity	Thornfield built a substantial pedestrian bridge to connect the town centre to the local train station, which serves routes into Central London. Thornfield marked improvements to other pedestrian links and added a total of 1,000 surface and multi-storey car parking spaces.
Environment, cleanliness and safety	The public transport accessibility of Feltham Town Centre and significant tree-planting within the public realm including the surface car park combined with the mixed use, high density nature of the development all contribute to the environmental sustainability of the scheme.

The regenerated centre has been open for only two years meaning that impacts will continue to unfold over future years. However, by comparing the IMD rankings of Feltham before and after the redevelopment, there is evidence of progress. The results for The Centre, Feltham are illustrated below. For example:

- barriers to housing and local amenities/services were of most concern compared to other deprivation domains. These indicators, however, improved significantly by 2007; and
- other positive features include education, skills and training and living environment improvements.

The Centre, Feltham – rank of deprivation by domain, 2004 and 2007



Source: Department of Communities and Local Government
IMD, 2004 and 2007

Bullring and Mailbox

Birmingham is the largest of England's core cities, with a population of over 1 million. The city suffered heavy bomb damage during World War II and the city was extensively redeveloped during the 1950s and 1960s. This included the construction of large tower block estates, such as Castle Vale in Erdington. The Bullring was reconstructed and New Street station was redeveloped.

In the decades following the World War II, the population of Birmingham changed dramatically, with immigration from the Commonwealth nations and beyond. 2001 Census data estimated that 30% (compared to 9.1% in England) of the population was non-white, 19% of which were Asian or Asian British. During the 1980s and 1990s, the city went through a period of intense physical regeneration development spurred by the need to diversify and broaden its economic base. This featured the NEC, the International Convention Centre and the Brindley Place office development. The Mailbox and the Bullring developments recognised the commercial and regeneration opportunity that the city centre presented.

The Bullring development is located in Birmingham's city centre. By the 1960s the Bullring had become one of the largest enclosed shopping centres outside of the US. However, by the 1980s, the city centre had little to offer in terms of retail and the associated infrastructure was in need of major redevelopment. The city centre was run down, congested and dominated by highways and vehicular traffic. Moreover, for a city of its size, Birmingham was significantly underserved in terms of retail and was effectively a net exporter of shoppers and all the economic benefits associated with them.

The Mailbox development is located southwest of the city centre. Following the completion of the Brindley Place development just three years prior, the Mailbox development acknowledged the city centre's capacity for more different uses as it continued to develop as both a national and international business tourism hub.

Two interventions provided what was most needed in the southwest of the city centre and the city centre itself. The first intervention was made by the Birmingham Development Company, which identified the opportunity for the Mailbox in 1997, purchasing the site in 1998 and opening its doors to customers in December 2000. Anchored by a Harvey Nichols the 80,000 sq m Mailbox is a mixed use development with a specific retail offer.

Key facts about the centre

- Two hotels (Malmaison and Ramada).
- 170,000 sq ft of office space.
- 100,000 sq ft retail space comprising 40 retail shops which offer the largest collection of boutique designer stores outside of London including brands such as Emporio Armani, Harvey Nichols, and Bang and Olufsen.
- 100,000 sq ft restaurants (15) and health club.
- 200 rooftop and canalside apartments (site density: 110 dwellings per hectare).
- 15 restaurants.
- Public square as a landmark gateway into the site.
- 900 secure car parking spaces.
- Underpass connection to the city centre.

Before



After



The second intervention occurred in February 1999 in the form of the Bullring by the Birmingham Alliance which was formed as a private sector partnership between Hammerson plc, Land Securities Group plc, and Henderson Global Investors Ltd. The objective of the alliance was to deliver the phased redevelopment of 40 acres in central Birmingham through a retail-led scheme. The Alliance worked with a number of public sector agencies including: Birmingham City Council, Job Centre Plus, Learning and Skills Council, and the City Centre Partnership. The Bullring opened its doors to the public in 2003.

*“Regeneration on this scale has required long-term drive and commitment, not just from the development partners, but from all the consultants involved in the project and, crucially from the city of Birmingham... During that period changes were inevitable but the founding principles of its success remained firm throughout: vision, partnership, inclusivity, and design excellence.”*²¹

Both Bullring and Mailbox are part of the Business Improvement District (BID) for Birmingham City Centre Retailers. The vision of the BID is to ensure that Birmingham city centre retail area achieves its full potential as the region’s principal shopping, leisure and lifestyle destination and maintains its top ranking position amongst UK retail centres.

Key facts about the centre

- The Bullring represents investment of over £500 million.
- It provides 110,000 sq m of new retail accommodation over three trading levels.
- It incorporates 160 stores of which 91 were new retailers to Birmingham.
- The scheme is anchored by Debenhams (store area 23,225 sq m) and Selfridges (store area 19,230 sq m).
- The development of Bullring has included the creation of 3,100 car parking spaces.
- The Birmingham Alliance invested £2 million in a major programme of public artworks for Bullring’s public realm.
- Over 270,000 people visited Bullring on its launch (04 September 2003).

The vision of the BID is to ensure that Birmingham city centre retail area achieves its full potential as the region’s principal shopping, leisure and lifestyle destination.



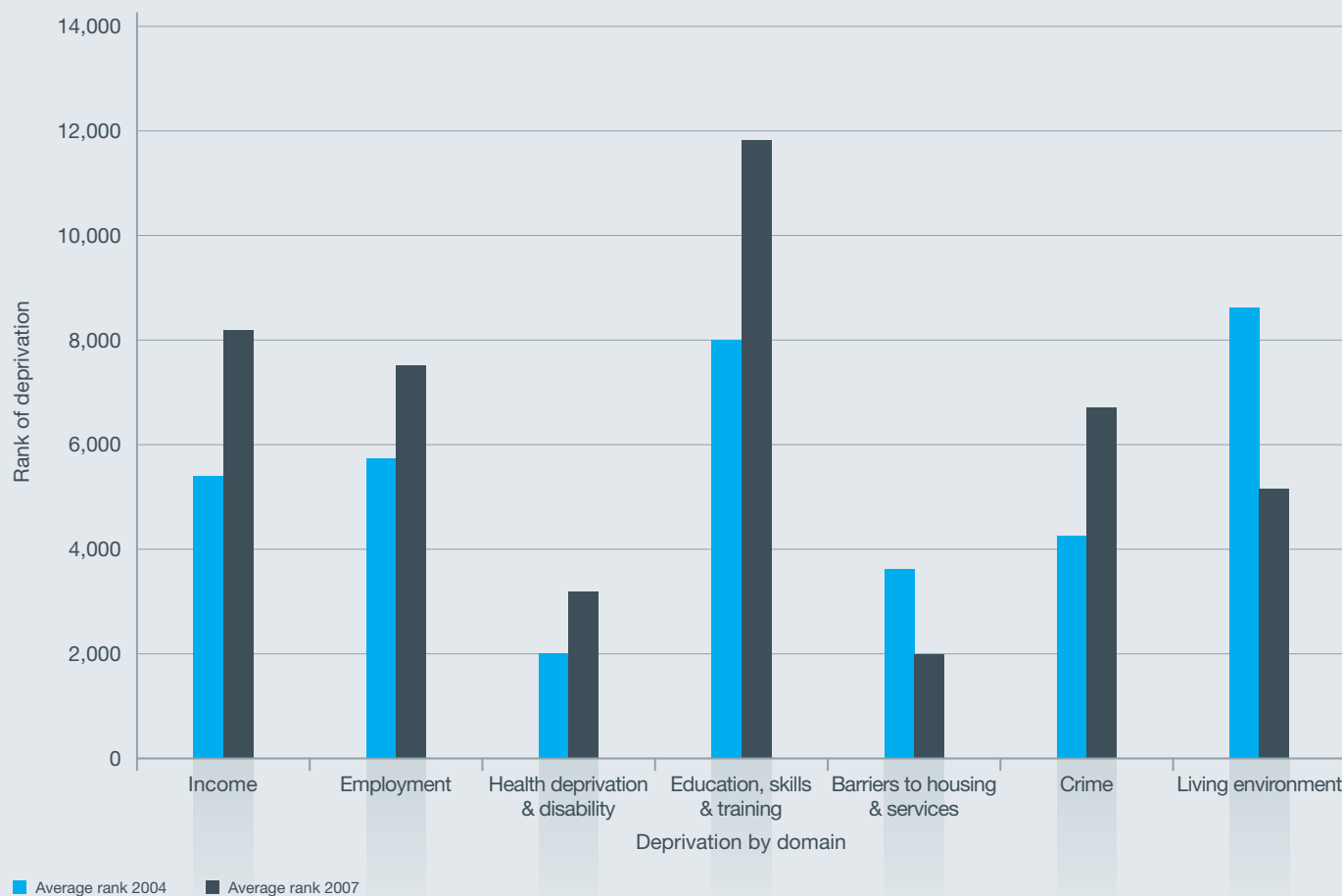
Key economic, social and community impacts of the Bullring and Mailbox

Economy	
Return of footfall and spend to the city centre	The Bullring received 10 million visitors in the first 12 weeks of operations; 100 million visitors in the first 2.5 years and currently has an average annual footfall of 40 million visitors. The city centre benefits from the associate consumer spend both within the shopping centre (estimated £4.1 billion available spend ²²) and the wider city, including increased hotel occupancy as a result of weekend trade; and increased use of public transport into and out of the city centre. Increasingly, visitor traffic to the Bullring is spilling over into neighbouring areas to the benefit of other retailers.
Inward investment	The Birmingham Alliance brought a significant investment into the city centre, which included securing key national retailers and department stores as Debenhams and Selfridges. This returned commercial confidence has attracted further investment into the city centre such as the additional 250,000 sq ft of retail including £30 million with House of Fraser.
Jobs and training	Bullring created over 5,500 jobs over the project's lifetime (by the opening of the centre in September 2003), half of which have been filled by local residents. Two years ago, an employment training project was put in place to offer retailers and their employees access to relevant retail training delivered through Solihull College COVE. Over the years since opening, retail has become a major employment sector in Birmingham as individual retailers have expanded and opened additional stores in other parts of the city.
Income generation	The Mailbox generates rental income of £10 million per annum, of which 45% is from offices, 25% from retail, 13% from restaurants and 17% from car parking.
Evening economy, vibrancy	A mixed use offer has brought about vibrancy to the largest and fastest growing residential area of the city. Bars and restaurants form part of the night-time economy offer concentrated on the Broad Street area.
People	
Transformed retail offer	The success of the retail offer of the Bullring has since propelled Birmingham to second place shopping city league table, only behind London.
Pride of place	The demonstration of confidence and upgrade of infrastructure and public realm saw Birmingham regain its pride of place.
Place and infrastructure	
Improved Infrastructure and public realm	The Bullring development saw marked changes to the physical quality of the city centre: an iconic Selfridges building as part of the shopping centre development; upgrade and refurbishment of the surrounding building and shops; creation of connections in the city and breaking the dominance of the 'concrete collar' and vehicular traffic; refurbishment of Moor Street Station; three new public squares; a number of public art pieces; and restoration of St. Martin's church.
Connectivity	Improved pedestrian route between New Street area and Mailbox was achieved. Integration with the canal waterfront and other public spaces was achieved by creating a new street, cutting through the existing building through to Brindley Place. Connectivity with the city centre and New Street area was achieved through a well lighted and paved footpath built under the Suffolk Street Queensway road bridge.

In terms of transforming Birmingham city centre, the statistics point towards a positive improvement. The results for Bullring and Mailbox are illustrated below and are based on an average of the five small geographical areas that make up Birmingham city centre. The following observations can be made:

- Health and barriers to housing and services deprivation were key concerns for the area in 2004. Only health deprivation has improved.
- The largest improvement so far has been in bridging the gap in education, skills and training, followed by improvements in income, crime and employment.

Bullring and Mailbox – rank of deprivation by domain, 2004 and 2007



Source: Department of Communities and Local Government
IMD, 2004 and 2007



Before



After

Castle Vale

Castle Vale is located six miles northeast of Birmingham. It was built as a post-war housing estate to house 20,000 people displaced by the demolition suffered by the inner city as a result of World War II. Covering an area of 460 acres on what was formerly the Castle Bromwich Airfield, the original development included 5,000 homes, two shopping centres, five schools, two churches, and other community and social facilities. The masterplan and urban design of the estate was based on mixed use superblocks of housing, retail and office were placed around communal green spaces in the belief that pedestrians should be separated from vehicular traffic. Over time, the housing estate suffered serious decline with entrenched social and economic problems.

The design and layout of the estate made policing difficult and supported anti-social behaviour. Vandalism, car crime, and arson were common. Joyriders took advantage of the long straight roads of the estates, while teenagers would watch the racing cars from the tops of the tower blocks. The problems were only compounded by the downturn of industry in the 1980s, at which point Castle Vale suffered from the stigma of crime, fear of crime, and the breakdown of law and order.

The shopping centre within the estate had struggled to maintain its viability and the occupancy of the retail units. It suffered from a declining rental base, long-term unpaid rent, a weak market, crime and overall poor public image, all of which contributed to the lack of investment, poor centre management and maintenance. Altogether, Castle Vale faced very serious socio-economic challenges and community breakdown which required massive collective transformation.

In 1993, following consultation with and balloting of residents, Birmingham City Council invited a Housing Action Trust (HAT)

Key facts about regeneration in Castle Vale

- £35 million of retail investment.
- An upscale retailer Sainsbury as developer of the retail complex.
- 84,000 sq ft non-food retail units taken up by Thomas Cook, Argos, Comet, TK Maxx.
- Smaller retail units also taken up by existing businesses, a chemist, post office, newsagent, solicitor, bookmarker and dental surgery.
- 1,474 new homes, 1,333 homes improved and 2,275 homes demolished.
- Developments for the community included five schools, four nursery providers, a healthy living centre, a community radio station, a leisure centre, library, residents club, police station and nursing home.
- £3.6 million of investment on a 44 unit enterprise park developed as part of the wider redevelopment of Castle Vale. The enterprise Park was developed to house small- and medium-sized businesses.

to be established for the estate, under the statutory framework of the 1988 Housing Act. In 1996, the Castle Vale Housing Action Trust (CVHAT) which was to operate until 2005 was given a Grant in Aid budget of £205 million. CVHAT had the challenge of regenerating and turning the estate around.

Over the last 13 years, Castle Vale has gone through a significant transformation through the regeneration infrastructure and programmes that have been implemented and continue to the present day. The retail element of the redevelopment of Castle Vale has contributed to the achievement of important community and social impacts.

The retail element of the redevelopment has contributed to the achievement of important community and social impacts.



Overall, areas included in Castle Vale remain within England's poorest 10%²³ and so the regeneration work continues. However, it is important to highlight that significant improvements can be demonstrated in Castle Vale over the last decade and these are summarised below:

- the unemployment rate in Kingsbury ward²⁴ has fallen from 27% (1993) to 5.3% in 2004 (compared to the city average of 7.6%);
- life expectancy in Castle Vale has risen by 7 years (1992 to 2005); and
- educational attainment (5 A*-C) has risen from 11% (1993) to 31% (2004).

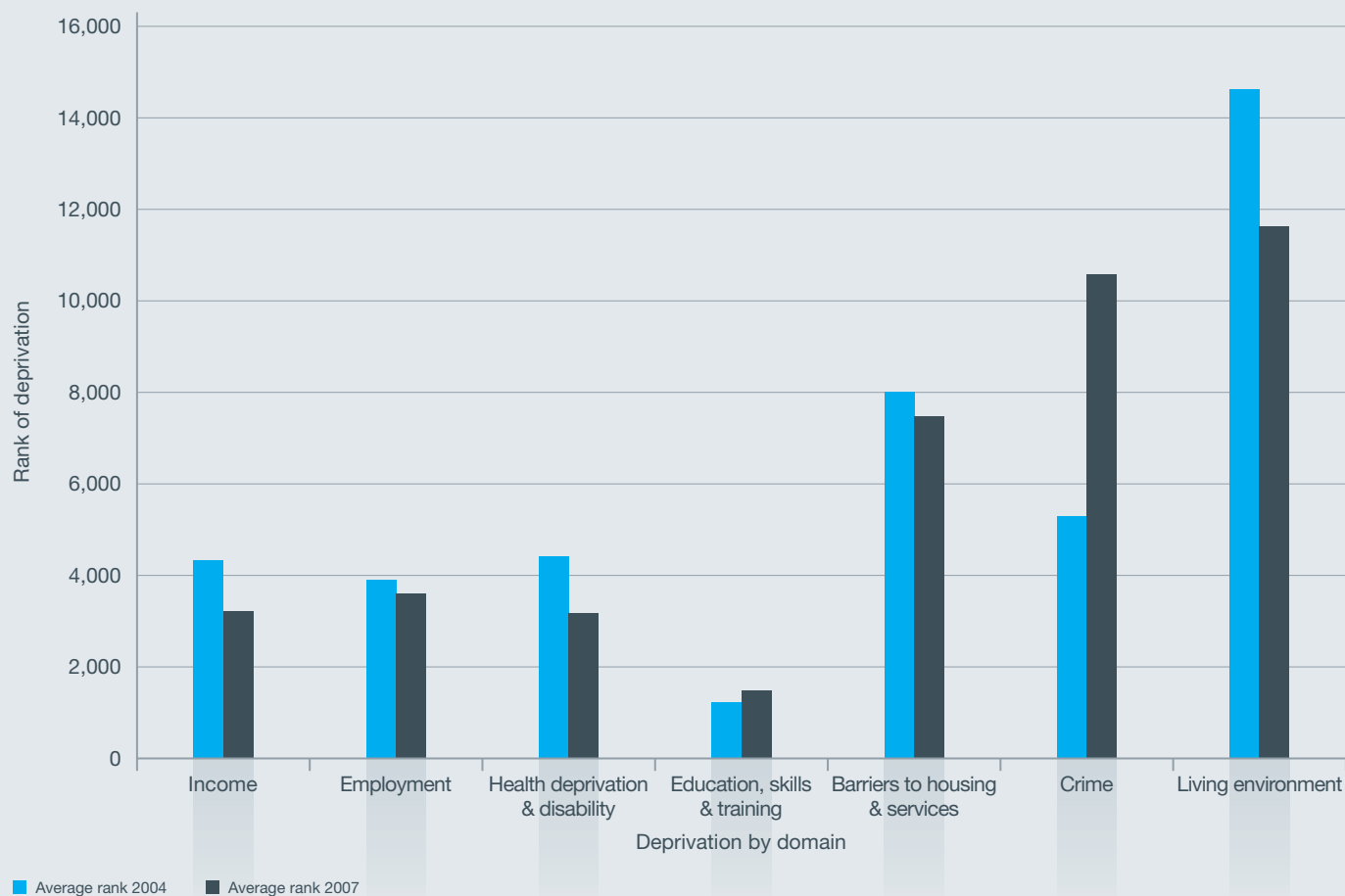
Key economic, social and community impacts of Castle Vale

Economy	
Inward investment	A total investment of £35 million was made for the redevelopment of the retail centre. The investment was necessary to underwrite the commercial viability of retailers while at the same time improving the retail offer for residents. Investor confidence was clearly established as the shopping centre was eventually sold to a pension fund.
Commercial viability of retailers	The re-design and redevelopment of the commercial centre has successfully improved the catchment area which it serves, stretching to a four mile radius into neighbouring areas. This has translated into a footfall of 20,000 customers per week for Sainsbury. Stores are trading well and finally the centre no longer suffers high vacancy rates. Indicatively, the car park is also regularly full to capacity.
Jobs and training	The retail centre created a total of over 600 jobs, of which over half were taken by local residents. From five years since opening, around 95% of Sainsbury staff were from the local area. Many of the staff originally taken on were long-term unemployed, where staff have trained and moved on to supervisory and managerial roles within the store. ²⁵
People	
Improved retail offer	Local residents now have access to a selection of retail and non-retail outlets.
Health improvements	One local GP mentioned that the opening of Sainsbury was important in giving local residents access to fresh food, a key factor in contributing to the significant improvements to overall health of residents.
Crime reductions	A reduction in crime on the estate and perceived improvements in community safety with, for example: the introduction of CCTV, improved street lighting and action to tackle anti-social behaviour.
Place and infrastructure	
Public image	Castle Vale has clearly seen a returned sense of pride from local residents. Likewise, a survey has shown an improved view of Castle Vale by those from outside the area. ²⁶
Improved infrastructure and public realm	The open, street facing frontage of the shopping centre has broken the inward looking nature of the original design. This has made the development more inviting, with safer access and walkways. The improvements have also included a number public art installations and public squares.

An analysis of deprivation indices (2004-2007) for Castle Vale was undertaken. The results are illustrated below. These are based on an average of the six small geographical areas that make up Castle Vale and are summarised as follows:

- the rank of crime deprivation in Castle Vale has improved significantly and education, skills and training deprivation slightly;
- although barriers to housing and services have deteriorated slightly overall – three of the six small areas making up Castle Vale have improved; and
- there has been a deterioration in the rank of Castle Vale for deprivation in income, employment (although two of the six small areas improved), health and disability, and living environment deprivation (although one of the six small areas improved in rank).

Castle Vale – rank of deprivation by domain, 2004 and 2007



Source: Department of Communities and Local Government
IMD, 2004 and 2007

Key success factors in retail-led regeneration

The five case studies have shown that there are some common underlying success factors that make the difference in delivering successful retail-led regeneration. These are described below.

What works well...

The first success factor with almost no doubt has been partnership underpinned, however, by a simple and clear plan for the partnership at the outset. Key to the partnership is seeking out partners who will be most beneficial to the project. Successful partnerships include not just the private and public sector but also representatives from the third sector.

Partnerships have been formed on a number of different levels, including but not restricted to property developers, investors and local authorities, economic development and other public agencies such as JobCentre Plus or the Learning and Skills Council, representatives of local schools and learning institutions, or the police; transport providers and town centre managers, voluntary organisations and representatives of local community groups.

Bringing a range of partners together has helped maximise the local benefits. The involvement and co-operation of many different organisations at an early stage was crucial to the achievements of the goals of the retail developments studied in this report. Equally important has been the need for the retail development to be rooted in community and local resident support from the start. In almost all retail schemes, the developers showed strong commitment to working with the local community from the most early stages and throughout the development.

In addition, in all the case studies examined strong leadership and direction from the public sector (including the local regeneration company) was very evident. Strong thought leadership helped formulate a vision early in the process, create ownership among partners, and provide the necessary political backing. Setting out objectives for the partnership at the start not only illustrates clearly what needs to be achieved but also helps with measuring progress as the relationship develops.

Transparent operations and communication to as wide an audience as possible has helped encourage market confidence and buy-in to the retail development. A wide range of consultation and engagement events with the wider public were key tools employed. Communication tools have included roadshows, school-based events, participating in local community events, and open houses. The purpose of these events was to introduce the retail developments, generating awareness and interest from the market, at the same time promoting likely employment opportunities. Developers, local development companies and JobCentre Plus have been the main leads in organising recruitment fairs and developed jobs websites to actively promote employment opportunities and recruit locally.

Stakeholder communication is equally imperative. This type of communication is particularly helpful and requires a good understanding of each stakeholder, and the stakeholder's role and motivations. By listening to and documenting stakeholder concerns and motivations, potential roadblocks in the project can be identified early on. Working through these issues at an early stage of the project helps to minimise loss of time and resources in the long run.

Using the example of the Bullring, an 18-month countdown was promoted to strengthen the marketing and PR for the opening of the shopping centre. At the same time, a plan was put in place which engaged neighbouring retail businesses and organisations to encourage them to bring forward any plans for refurbishment, in line with the opening of the Bullring.

For each of the five retail schemes researched, chosen developers were aware of and evidenced a good understanding of the true underlying issues of the area. They had a clear view of how the development offer could address the needs of the area and understood the desires of the local community while also being concerned with maintaining commercial viability. Realistic expectations remained at the forefront of any plans.

Developers made early decisions regarding the brand and product mix on offer, and most made provision for small independent retailers. In a number of cases, developers decided that in order for the development to be successful, blue chip or distinct brands names not elsewhere available would need to be attracted. This clearly demonstrated a new level of commitment and confidence to the community and at the same time attracted visitors from further afield.

To maximise market use, retail units were built with a variation of unit size ranging from 1,000 sq ft to 30,000 sq ft. Developers were also very driven to ensure that the retail offer was suitable to the different demographic groups, particularly local groups. In successful developments, small independent retailers were also encouraged; an example of this is The Centre, Feltham where smaller units were designed into the scheme to encourage the development of small local businesses.

Good quality design was a key feature of many of the retail developments, from the overall design of the schemes and their relationship and connections to neighbouring areas to the architectural design of individual buildings. For example, many schemes saw the breakdown of concrete barriers, establishing pleasant pedestrian pathways between parts of the development. The flow and openness of developments impacted in particular on the perception of safety and reduced fear of crime.

New developments were turned outward facing the street – a contrast to what had been an inward-looking space. This opened up areas and their commercial offer to consumers and visitors from outside the area. Improvements and upgrades to public areas and walkways dramatically improved the sense of place and safety around the community.

Lastly, thinking early on beyond the opening day of the retail development has formed a key part of the success of the five case studies. Succession planning in terms of management structures for the continued work has been put in place and the attraction of private sector investment had helped underwrite the long-term sustainability of each development.





...and a few challenges

The less successful elements of a retail development are likely to be less well documented than any success stories. However, uncovering less effective features offers valuable lessons for future retail developments.

The first difficulty experienced by two of the case studies concerned land assembly. In certain cases development on site had been delayed by one to two years where existing tenants threatened to delay a project in order to secure large sums in compensation. This posed significant risks of delay to projects and in the case of one development meant a possible withdrawal of a key anchor tenant as developer. In the latter case, compulsory purchase order²⁷ was used.

“The action of the CVHAT in using the Compulsory Purchase Order as a positive regeneration tool was said to be the first use of a CPO by a HAT for non-housing purposes. It was also critical to achieving the regeneration of Castle Vale’s ‘focal point’ in line with objectives set out in the masterplan. It therefore provides a precedent for regeneration organisations to use such powers to secure commercial developments of benefit to local communities.”²⁸

Further challenges lie in ensuring that in the cases of expansions of existing retail development, construction and retail jobs continue to go to local residents. While significant effort is often made to facilitate employment within a shopping centre, it is recognised that the process of engagement with retailers and job seekers needs to start ahead of the centre opening. It is important to note that in the larger shopping centres this time period could equate to a year before opening.

Viability and long-term sustainability issues at some developments are still raising some concerns, in particular regarding resolving accessibility and traffic-related issues. For instance, there remain issues concerning the creation of traffic, in cases where centres have increased the volume of local traffic significantly. At the same time, changes in traffic management systems (providing, for example, extra traffic lights on the high street) have slowed down traffic and further congested the area. Further, in mixed use developments, retail and residential residents have the same access as customers which can be inconvenient for residents – especially at peak times.

Finally, there is recognition by all involved in retail-led regeneration of the need to work in partnership, in particular to achieve the community impacts described. Nevertheless a number of challenges facing the private and public sector remain.

- It is recognised that changes in the public sector can be difficult to keep up with – which means that significant effort, patience and commitment will be required by the private sector and communities.
- The public sector could also present a coherent and co-ordinated front by ensuring synergies between local council department, planning, regeneration and estates departments and authorities.
- The extent to which both parties speak with one language varies. Further, while partnership working is key, there is also a clear need for planning ahead and leadership, and so far, the onus tends to be one sided, leaving one party to co-ordinate all the interlocking activities that need to happen. For all parties, a more flexible and ‘can-do’ attitude seems to yield better results.

Viability and long-term sustainability issues at some developments are still raising some concerns, in particular regarding resolving accessibility and traffic-related issues.

Conclusions

The evidence gathered from the five case studies indicates that retail-led regeneration is contributing substantially and distinctively to improving our communities.

The main impacts can be summarised as follows and are discussed in more detail in the next pages.

Accessibility to jobs and training for local people	Living in neighbourhoods	Better quality of life
Improved pride of place	Accessibility	Connectivity
Better integration and cohesion	Cleaner and safer environment	Opportunity for/ supporting SME's and local business



Why retail-led regeneration matters for our communities

Communities and neighbourhoods in need of development are often characterised by a lack of access to economic opportunities. First and foremost, retail-led regeneration appears to provide a key reconnection to economic opportunity, leveraging in direct employment and additional investment for a community and its residents. The evidence shows that significant numbers of local jobs are being created, that local residents and school pupils are being up-skilled, visitor spend is being retained and increased, and local businesses are accessing and winning competitive contracts.

The case study work highlights that retail schemes can also offer additional or improved housing, encouraging previously deserted areas to experience inward migration of different family structures. Where schemes are taking place, people are moving back into neighbourhoods, town and city centres.

With an improved diversity and quantity of the retail offer, new housing, and new community and health facilities, the quality of life for individuals living near the retail schemes is improving and consequently improvements in the overall quality of life and health of residents is being evidenced.



Retailing can also contribute in changing perceptions of an area among both investors and residents, making it more attractive and prosperous. This is particularly evident from the Castle Vale case study. Involving communities in the retail development from the start can create a sense of ownership and give a sense of local pride. One of the many benefits of this change can be a reduction in crime as seen in both Castle Vale and Dalton Park.

The case studies also show that retail developments are creating opportunities for supporting local businesses in the form of local supply contracts during construction and end phases. This is illustrated in the case of Greater Easterhouse Environmental Trust (GEET). Retail developments are also planning for and making space for local independent retailers.

Accessibility is a key feature of many of the retail schemes. Strong public transport links are being forged, sometimes meeting standalone requirements of the development and in other circumstances are offered as part of a wider local strategy. These links are taking many forms including new bus interchanges adjacent to a centre, new taxi points and new link roads and providing links with surrounding areas.

Connectivity in terms of integrating a new retail development within its surroundings is a key feature in the case studies in this research. Creating connections between a retail development and the wider area has been recognised as important. In the past there has been some tendency for retail-led proposals to focus inwardly, which in turn has created some areas of weak connectivity with the area around a development. Examples of connectivity from the case studies include pedestrian bridges constructed to connect the town centre directly with/into the train station.

Transforming blighted industrial landscapes, improving infrastructure and public realm, installing public art and creating public squares, as well as actively campaigning to be a green shopping centre, improving the environment, keeping it cleaner and safer are all impacts evidenced in the case studies.

A report²⁹ published in 2007 shows that communities with improving shopping facilities are more integrated and cohesive particularly in deprived areas. The report found that improving retail centres usually draws further investment across a range of communal facilities and that shared focal points and physical infrastructure in a community are vital in bringing together different cultural groups.

What seems to make the difference in successful developments

As outlined in the previous section, retail developments offer a hugely valuable contribution to regeneration and have had profound impacts on the community. The five case studies investigated point to valuable lessons and success factors.

What really matters in communities in retail-led regeneration and what seems to make a difference? There are six key building blocks – success factors – that are essential to maximising the local value of large or small-scale retail developments now and in the future. A basic principle is that the more building blocks present in any development, the higher the likelihood of success will be.

Key factors making the difference for communities in retail-led regeneration



The most successful developments are those supported by local authorities where planning and regeneration or economic development departments work together.

Where and how to start...

Beginning at the implementation stage of the retail development, overcoming barriers and obstacles is important to ensuring success at the next stage and helps alleviate problems that hinder later stages. Barriers to implementation come in various forms and overcoming them is not always straightforward. One of the obstacles to implementation is the ability to attract a good range and quality of retailers appropriate to the location. An anchor tenant is key here, critical to the success of a scheme and seen as having a very beneficial effect on the letting of the remainder of the development. Anchors can not only attract trade to the development but also influence the remaining tenant mix of the centre.

In the past, anchors were typically supermarkets and department stores, but today they can be anything from full-service department stores to movie theatres, restaurants, bookstores, electronic stores, upscale retailers and train stations. Finding an anchor tenant is particularly difficult especially in areas of low population and limited catchments. A key enabler to attracting retailers back into an area is the ability of the developer to build a viable commercial proposition which establishes retailer confidence. Therefore it is recommended that retail schemes should include a developer that has sufficient strength and sway with its chosen sector/occupier market and with the ability and willingness to adapt to local conditions and markets.

The second building block is a clear and simple plan for the partnership. Partnership working is not straightforward and can be expensive in terms of costs, time and effort. As indicated previously, an effective partnership must therefore be characterised by strong leadership, a strong structure and a strong understanding from each partner of their roles and responsibilities.

Partnerships also need to be supported by a coherent and inclusive plan or robust strategy. If schemes are plan-led this provides a clear perspective on what will be achieved, and creates market confidence and buy-in and will help influence the anchor stores. The plan should have a clear vision which will allow partners to see the long-term goal, and will enable them to see how each organisation fits into that goal.

The most successful developments are those supported by local authorities where planning and regeneration or economic development departments work together to pursue wider objectives, planning for future needs and providing a coherent, and co-ordinated approach. This is particularly true where opportunities to link new retail development to proposed public sector projects (such as health centres and libraries) are fully maximised. This form of integrated investment planning by local authorities represents a good manifestation of their role as strategic leaders or 'place shapers' as defined by the *Local Government White Paper*.³⁰

Keeping lines of communication open and building confidence and trust is a common theme across all five case studies and is a key building block in the success of the schemes. Creating channels for communication not only builds confidence for final delivery of a scheme, but also ensures a scheme built for purpose. It achieves engagement and empowerment of the community, creating a feel-good factor about the area and raises awareness of retail development. As highlighted previously, communication can take various forms, including a wide range of consultation and engagement events with the wider public.



All of the case studies were concentrated in areas which faced a range of social and economic problems. Before development, confidence and trust in an area is generally low. Therefore it has been extremely important for the public, private and third sector to be aware of the need to raise the level of trust in the area through clear communication. These can feature clear communication about the details of the development, progress to date, and setbacks and solutions that the partners are facing.

A countdown plan is also helpful to strengthen confidence and trust in the new development and consequently in the area as a whole.

Fit-for-the community urban design is the fourth building block and vitally important because it influences place-making, profitability, image creation, public acceptance and 'future-proofing'. Important issues to address include:

- outward facing rather than inward looking retail schemes
- extending street networks rather than enclosing malls – flow and openness
- relationship and connections to neighbourhood areas
- improvements and upgrades to public areas and walkways
- freestanding blocks (which can be phased) rather than monolithic megastructures (which limit future modification)
- breakdown of concrete obstructions and
- public art installations, public realm cleanup and refurbishment of neighbouring retail outlets.



Ongoing efforts for long-term sustainability prevent a retail development facing challenges in the future. There are enabling factors for ensuring long term sustainability, these include:

- long-term commitment from partners
- establishing and implementing the correct tenant mix policy – important to the continued attractiveness of a retail development to both retailers and shoppers
- providing a range of retail units from small, medium and large to ensure a balance between independent retailers and large multiples
- attracting the private sector
- a sense of social responsibility on the part of all key partners to the communities in which the retail development resides
- communities having a greater say over the nature of development in their area and
- retail buildings worthy of civic pride, appropriate to their locations and enhancing the urban environment.

By maximising the local value of retail-led regeneration, the case studies demonstrate the value of going the extra mile when considering community impacts. The offer of the retail schemes to the community has generally gone beyond the minimum standards required by regulations. This aspect in particular has been one of the driving forces for the success of the five retail-led regeneration schemes.

Appendix and endnotes

Appendix A – List of consultees for stages 1 and 2 of the research

Position	Organisation
Research Fellow, Institute for Retail Studies	University of Stirling
Professor of Retail Studies	University of Stirling
Professor, City and Regional Planning	Cardiff University
Planning	DCLG
Managing Director, Retail Portfolio	Land Securities
Head of Research	Centre for Cities
Regeneration and Partnership Manager	Business in the Community
Director	Business in the Community
Managing Director	Lunson Mitchenall
Byron Place and Dalton Park	
Head of Regeneration & Economic Development	District of Easington Council
Regeneration Projects Manager	District of Easington Council
Parks Manager	Seaham Town Council
Director	Modus
Dalton Park Centre Manager	Dalton Park Shopping Centre
Byron Place Centre Manager	Byron Place Shopping Centre
Retail Advisor	East Durham Business Service



Appendix A – List of consultees for stages 1 and 2 of the research (continued)

Position	Organisation
Byron Place and Dalton Park	
Community Support Officer	Seaham Police
Manager	Asda, Seaham
Manager	Argos, Seaham
Glasgow Fort	
Assistant Director, Development and Regeneration Services	Glasgow City Council
Planning	Glasgow City Council
General Manager	Glasgow Fort Shopping Centre
Chief Executive	Glasgow East Regeneration Agency
Head of Retail Scotland	Montague Evans
The Centre, Feltham	
Centre Manager	The Centre
Strategic Housing	London Borough of Hounslow
Far Regeneration Co-ordinator	Green Corridor
Assistant Fund Manager	Morley Fund Management
Sergeant	Safer Neighbourhood Team Feltham North
Head of Local Communities & Housing	London Borough of Hounslow
Store Manager	Matalan, The Centre
Castle Vale, Bullring and Mailbox	
City Centre Director	Birmingham City Council
Former Chief Executive	Castle Vale Housing Action Trust
Manager	Castle Vale Neighbourhood Partnership
Head of Town Planning	Sainsbury
Community Consultant	Sainsbury
Managing Director, UK Retail	Birmingham Alliance (Hammerson)
Director of Development	Advantage West Midlands
Centre Manager	Brindley Place
Director	The Mailbox

Endnotes

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- 11 Regen and Renewal (November 2007) *What Is It? A Shopping Complex of 14 Retail Units Including an Asda and Argos*.
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- 13 The Index of Multiple Deprivation (IMD) is constructed by the Social Disadvantage Research Centre at the University of Oxford. Seven domains to the indices measure deprivation including income; employment; health deprivation and disability; education, training and skills; barriers to housing and services; crime and the living environment. The analysis uses data from the Indices of Deprivation for a very small geographical area (lower super output area (LSOA)), which is below a ward level. A LSOA with a rank of 1 is the most deprived area in England, while a rank of 32,482 indicates the least deprived LSOA in England, for each domain.

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- 26 <http://www.cvhat.org.uk/pir/MORI%20local%20perception%20summary.pdf>
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Retail-led regeneration

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