SHOPPING CENTRES:
At the heart of the community

BCSC, 1 Queen Anne’s Gate, Westminster, London, SW1H 9BT
t: 0207 227 4480  e: info@bcsc.org.uk  w: www.bcs.org.uk
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Foreword

Shopping centres are the hub of local communities. They provide safe, secure clean environments for people to shop, dine, meet, relax and be entertained.

They also offer significant levels of support to the communities they serve such as:

- providing jobs and developing skills of the local workforce
- supporting marginalised community groups
- raising funds and awareness of local charities
- investing time and energy into improving the local landscape, and
- creating partnerships between local organisations and providing leadership needed to transform the local communities in which they operate.

BCSC has a wealth of anecdotal stories from across the UK highlighting the role that members play in their local community, but little is known of the value and benefits that they can deliver. We are aware that some centres have been struggling to identify how they could best support their communities. With the Government’s commitment to the Localism agenda and public spending cuts across local government affecting frontline community services, there is an even greater business imperative for our shopping centres to connect and contribute to their local community.

The benefits of successfully engaging with the community engagement can also raise a centre’s profile, creating additional footfall, occupier engagement and more. In a bid to further understand the level of community engagement across the industry, the BCSC Sustainability and Community Engagement Committee commissioned a working group to collate and understand good practice across the industry.

Through consultation and research with a range of key stakeholders, the group has produced findings and case studies that are relevant to a broad section of our membership from shopping centre managers, owners, investors, operators on the high street, local authorities and other industry bodies. This good practice guide highlights the plethora of community based initiatives our members are delivering within the communities they are located. The guide aims to encourage and aid those centres who do not currently deliver any initiatives. We have provided a range of case studies from across the UK and findings from the working group’s research to help all centres, whatever their size, to think creatively and engage in their local community.

BCSC is committed to a wide sustainability agenda and showcasing the important work that our industry does through the BCSC Sustainability Charter. The role that our industry can play to develop thriving local communities is vital. We hope that the work of the BCSC Community Engagement Working Group will be taken forward by members who can use this guide to both reflect and provide impetus, to positively engage and contribute to local communities, maximising the benefits for all.

Peter Drummond
BCSC President, 2012
BOP Chief Executive

Appendix 4:
Links to other case studies

For further case studies please visit:
www.bscs.org.uk/community

‘Touchwood, Solihull
Community Relations, ‘Your Space’
For further information on this case study, please contact:
Lucy Burnett, Marketing Manager
lucy.burnett@lendlease.com

British Land case studies
• Biodiversity – Tinsley Community Allotment
• Improving a Love for Reading – Teesside Shopping Park
• Outward Bound and Anti-gang at Glasgow Fort
• Retail Training and Apprenticeships – St Stephen’s Shopping Centre in Hull
• The Apprentice – Parkgate
• The Source Skills Academy – Meadowhall, Sheffield
• Volunteering, Hill and Sheffield.
For further information on the British Land case studies, please contact:
Anna Devlet
anna.devlet@britishland.com

Chapelfield’s Custody & Community Project
Purple Apple Purple Apple Award Winner
http://purpleapple.bscs.org.uk/winners/2012/details.aspx?type=3&category=0&seq=0
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Researched and written by:
Davinder Jhamat, BCSC

BCSC
1 Queen Anne’s Gate
Westminster
London, SW1H 9BT
www.bcsc.org.uk

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Executive summary

The BCSC Community Engagement Working Group was tasked to understand the level of community engagement shopping centres were having within their local communities. In trying to leverage this understanding BCSC undertook research at the end of 2011/early 2012.

Representatives from the following organisations namely Hammerson, The Princes Trust, Marks & Spencer, Business in The Community (BITC), The Source — British Land and Capital Shopping Centres as leaders in the field of community engagement, helped drive and provide expertise through a project steering group on the shaping on this work.

This good practice guide is a culmination of the evidence collated through a survey sent to the BCSC membership and two workshops held. Details of methodology, survey results and workshop participants can be found in the Appendices.
Why engage?
There are many reasons why shopping centres engage on community initiatives. From evidence collected, we were able to understand that centres engage because:

- it is important to do the right thing as it is important to put back into the community from which you prosper
- engagement enhances the brand, ensuring that people want to come to the centre, recognising that it is a great place/business that does good things
- there is a self-development/CPD element to engagement. Volunteering can help to develop staff
- shopping centres can be the catalysts; they are the veins and arteries of our communities
- it is about making the shopping centre unique and embedding it in people’s lives and trying to ensure that people cannot live without it.

Reasons for community engagement are obviously dependent upon the location, size and the centre’s fit under its corporate umbrella.

Key research findings
Through a survey sent to shopping centre managers, owners and retailers, we were able to understand the following:

- the main community initiatives shopping centres engage on
- stakeholder groups engaged with
- top benefits to the local community
- top benefits to the centre
- expenditure levels
- indicators used to track performance of engagement
- programme/s communicated and profiled to the community/particular audiences
- resources required to encourage involvement in community initiatives
- and more.

The survey received 126 responses which form the basis of the following analysis.

Benefits derived by centres

- **97%** Greater customer loyalty
- **95%** Better occupier engagement
- **75%** Positive media coverage
- **87%** Reduced anti-social behaviour

Benefits derived by local communities

- **85%** Increased confidence and self-esteem
- **81%** Improved health and wellbeing
- **75%** Reduced anti-social behaviour
- **66%** Improved attitude to and engagement within schools
Centre benefits from engaging
The benefits derived for centres in engaging are ample and can range from column inches, crime reduction, higher footfall, occupier engagement, retailer feedback and where people are successfully supported back into work.

We learnt that all centres succeeded in creating better communication links with the community and by doing so, 97% of centres observed greater customer loyalty. Interestingly, 95% of centres observed better occupier engagement with 75% of centres observing positive media coverage through community engagement.

Approximately 87% of centres responding observed a decrease in anti-social behaviour. We are also able to understand that seeing such accomplishments not only creates positive PR but is a relatively easy method of acquiring/increasing a centre’s profile within the community. There is therefore a business case for centres engaging with communities particularly when addressing anti-social behaviour as centres should seek to look beyond their front doors.

What can be combatted in the wider community subsequently prohibits irresponsible behaviour infiltrating into the centre. More importantly engagement can have a positive impact on an individual’s life in influencing how they behave as responsible citizens of that community.

Benefits derived by local communities
As observed by centres themselves, there was a wide range of benefits derived by local communities from initiatives which centres had delivered. Such benefits ranged from increased confidence and self-esteem (84.9%), improved health and wellbeing (81%), reduced anti-social behaviour (74.6%), and an improved attitude to and engagement within schools (65.9%).

“It is important to do the right thing - to put back into the community from which you prosper.”
Such positives can only contribute not only to the betterment of communities but more importantly to individuals who are able to thrive from safe and secure communities, observing positive personal impacts in their lives. For centres able to enhance and influence the self-worth and confidence of others can only be construed as a positive, particularly if a fundamental impact can be observed within the younger age groups.

**Popular community programmes**
Approximately two-thirds of centres engage on educational orientated initiatives. 84.1% of centres engage directly with schools, colleges or universities. Such engagement can take different forms in highlighting to young people and stakeholders the multifaceted role which centres play in communities. As one centre manager indicated, “acting as mentor to a head teacher is increasing his business acumen of how to operate a school particularly in a climate of budget cuts”.

**Key stakeholder groups**
Surprisingly when engaging on initiatives, 91% of shopping centres are actually partnering with local authorities and town centres management on programmes. This is a real positive as centres can see beyond their immediate vicinity and into the wider community. This positive collaboration can deliver a range of business benefits in seeking the wider town/city engagement and therefore where the centre sits in the bigger picture.

**Level of investment employed by centres**
The survey sought to understand the level of investment centres were committing to their community initiatives on an annual basis. Over a third of centres committed no investment while 21% of centres made an investment of up to £5k, indicating that engagement can be quite productive at little if at zero cost. Many respondents indicated that a small investment can have a significant impact.

“Do not say ‘yes’ to every group that asked for support. Learn that it is more effective to focus.”
In-kind resources offered by centres
A key finding of the survey is the type and extent of in-kind support offered by centres to the local community. 88% of centres provide some type of in-kind support to programmes, ranging from space on the malls (particularly prime space) to temporary units. What this demonstrates is that engagement with communities does not necessarily need to be a cash contribution. By providing in-kind resources, centres can offset costs such as void rates over the short to medium term.

Indicators used by centres to measure performance
Measuring the value of engagement can be a challenging exercise to understand and qualify. The indicators of measurement used by centres in understanding the impact and value ranged from social media activity (83.3%) followed by feedback on customer comment cards (67.5%). 64% of centres use footfall as an indicator.

For detailed survey results please refer to Appendix 1. The working group has also produced ten top tips on how to engage with communities which can be found in section 2.

Summary
From the research and qualitative evidence gathered it is evident that there is no hard or fast rule in the most appropriate and cost effective way for shopping centres to engage. However, the research demonstrates that there are a range of factors contributing towards effective engagement namely understanding the centre’s and community’s needs, where the centre is located and its size, and the timeframe for engagement.

The survey results and case studies indicate that effective engagement is delivered when the centre is clear on what it is trying to achieve and the potential impact that can be derived for both the community and business.

Through engagement on both the initiative and with the various stakeholder groups involved, it is really about giving a centre a more personal and human profile rather than being perceived solely as a commercial entity.

Call to action
Our call to action is simple. Engage with your communities effectively, understand your community needs and encourage your staff to get involved. This guide demonstrates that community engagement works. The various types of initiatives showcased highlight projects that have made a real positive difference.

If your centre is not currently engaged with the local community we hope that this guide will instigate discussion with your teams and help shape a plan as you seek to identify and understand what role your centre can play in the community. As this guide demonstrates, there are benefits to be achieved for all and some very quick wins.

For those centres that are already engaging with their local communities BCSC will continue to seek your help as we build our knowledge bank of case studies to showcase what the industry is achieving. If you would like to share a case study and good practice, please visit www.bcsc.org.uk/community
Why engage?
Shopping centres engage on community initiatives for a number of reasons as previously mentioned, ranging from raising profile and PR, to increasing footfall, for commercial benefits, or genuinely wanting to help their local community.
Candidly speaking, there may well be an underlying commercial imperative to engage. Obviously there is nothing untoward in seeking greater footfall, PR and other factors as mentioned above in enticing the consumer to the centre but these benefits can be acquired subtly. Ultimately the consumer has to buy into the offer.

Further, as large corporates seek to represent themselves in a responsible manner, shareholders too want to be associated with responsible institutions which have commendable ethics. To be seen to be ‘doing the right thing’ in supporting the community, such engagement provides an element of value and loyalty where there is a certain prestige that goes hand in hand with such association.

From anecdotal evidence collected, we were able to understand why centres engage. Different centres engage for different reasons which are partially influenced by location, size and fit under the corporate umbrella, and to some extent the need for the initiative. Some of the reasons have already been cited in the executive summary but namely it is about doing the right thing and putting back into the community.

How to engage
There is no one initiative that fits all and suits all centres. We learnt that even feeding into a national campaign does not necessarily work as the benefits from such engagement are not likely to be distributed locally. However what we did find is that if engaging in a national campaign, for the campaign to be successful it has to be adapted for a local audience, serving a local need and where the benefits are administered and observed locally. It is this bespoke local application and focus which provides the initiative the momentum and the customer buy-in.

We also learnt that in seeking to work collaboratively with centre occupants, blanket communication does not work. Speaking to occupants independently, understanding their aspirations and finding a unique initiative will provide for a more successful outcome and something that works for all. Typical pointers of how to engage as elicited from the research include:

- choosing a theme and exploring how your centre can have an impact on the immediate vicinity. One centre engaged its staff in removing graffiti near a river, turning a social concern into a positive
- working with suitable stakeholders - council, Young Enterprise, businesses, retailers, Chamber of Commerce, schools, sports clubs, etc.
- teachers and students coming into the centre to enrich classroom learning. One centre manager indicated how his centre is committed to supporting head teachers develop their commercial acumen
- working with a third party provider to collect all waste materials from shop fit outs and using the money raised from the sale of the scrap to donate to charity.

Section 3 explores some detailed case studies of how centres are engaging with communities, the benefits and challenges in doing so, the associated costs and the impacts observed.

Types of initiatives
There are a multitude of initiatives which centres could engage with their communities on and therefore directly with their customers. Such areas range from:

- addressing skills and employment needs
- educational engagement
- environment and sustainability
- helping the homelessness
- fitness and wellbeing
- ex-offender rehabilitation
- addressing physical structure issues in the surrounding community
- and more.
Stakeholders to engage with

There are a number of stakeholder groups which centres could partner with depending on the initiative and the audience targeted:

- charities
- local authorities
- schools and colleges
- green gyms
- shopping centre occupiers
- schools, colleges, universities, other training providers
- local authorities and town centre management
- health organisations
- emergency organisations
- occupiers in understanding whether there are any initiatives you could work on collaboratively.

Costs of engagement

In our discussions we found that there is not a typical cost range for engagement as costs ranged from zero to over £20k annually in creating value. Such investment not only depends on the size of the centre but the overall corporate structure too. It needs to understand how this engagement impacts on other aspects of the business - in terms of the marketing, outward profile, communication with shareholders and more.

Challenges and benefits of community engagement

The survey and workshops discovered that to ensure successful engagement, there are several issues which need to be addressed at the outset. To name a few are time, cost, required space on the mall, measurement of engagement and success/impact. Delving further the anecdotal evidence highlighted:

- a lack of professionalism of some of the charity or community groups
- it is tough to co-ordinate stakeholder groups - it can be challenging to manage the expectations of the groups with those of the commercial occupiers
- one centre had to handhold its most recent charity and offer guidance to ensure that they maximised the value of the space they were using
- getting occupiers involved can also be challenging. If it is quick and easy then occupiers are generally keen to be involved. Anything that requires more planning can be difficult
- engagement which takes place at weekends on top of working hours can be difficult for staff
- money is not always the issue but the effort which is required
- timing is important - particularly with schools. It is key to remember the educational calendar
- challenging for some retailers to let the local manager have the authority and time to make the decisions regarding community engagement
- avoiding the temptation to do little and often, but doing fewer and well.
However the benefits to both the centre and the community can be just as great if the initial assessment is undertaken properly and executed well. As highlighted in the executive summary, the top benefits which can be derived for both the community and the centre are:

**Community benefits:**
- increased confidence and self-esteem
- jobs/skills
- improved health and wellbeing
- reduced anti-social behaviour
- improved attitude and engagement with schools.

**Centre benefits:**
- greater communication with community
- customer loyalty
- occupier engagement
- decrease in anti-social behaviour.

**Measurement of engagement**
Most critically and at some point in a centre’s community strategy depending on the level of investment made into initiatives, a centre needs to understand the impact of that engagement. This measurement or assessment can be tracked in a number of ways through:
- social media
- customer comment cards
- greater footfall
- customer research
- PR and profile.

There are some free measurement tools available which may provide further guidance on how to effectively measure your engagement. To name a few are:
- BITC CommunityMark and CR Index
- BITC/BCSC Retail Development Investment Framework

Alternatively, a centre should seek to create its own indicators in trying to evaluate engagement. It is vital to engage with marketing teams and acquire feedback from the organisations you have partnered with.

In summary, depending on the size of the centre and whether it is part of a larger portfolio, a centre needs to understand how local community engagement fits into the larger organisational strategy. It also needs to be mindful that if there is a corporate community engagement agenda, then how does the centre fit into that profile and if there is the adequate resource to support its engagement. More importantly, a centre needs to be alert to the performance targets associated with engagement, and what the feedback and review structure is.
Ten top tips

“We are sometimes deliberate in not generating PR about some projects. Sometimes it is better to let the work speak for itself.”
Understand why you are engaging and your targets. Have a clear vision of what you are trying to achieve. It may be that there is not a financial imperative to engage nevertheless the objectives, a plan of action and review procedure should still be developed.

Once an initiative has been selected, consider various organisations to bid for the work through a formal tender process. Consider formalising the agreement into a service level agreement with performance targets, measurement criteria and length of term committed to. Have standards in place particularly with regard to the dresscode, location in the centre (preferably not by entrances/exits), not to intimidate the customer, etc.

Understand the time period of engagement and what you can realistically commit to. Understand the resource required in terms of staff time, money, technology, etc. Can the cost of the initiative be recovered?

If a targeted campaign, then engage effectively with that target audience.

Engage with local authorities where appropriate. See what events your local council has in the calendar and co-ordinate. It may be the council has a wider town centre agenda which could be a good platform to work on. Understand how your centre can get engaged.

Measure the commercial value of your impact through footfall, social media, PR, etc. Acquire customer feedback. Communicating directly with your audience can also elicit some valuable information.

Engage with suitable partners which could provide leverage to the initiative. Involve and inform your occupiers where possible. This will take on more targeted conversations rather than blanket communication. You could end up working on something which is commercially viable for both parties.

Keep initiative local. Keep the benefits local. Your community is more likely to buy-in if the benefits from engagement are observed locally.

Pick the right personality amongst your staff who could champion the cause and be the outward looking face for the initiative, which the community could recognise. Staff may want to engage but do not know how to. Talk to your staff.

Most importantly, make it fun.

Here are ten top tips to consider when choosing to engage:

1. Understand why you are engaging and your targets. Have a clear vision of what you are trying to achieve. It may be that there is not a financial imperative to engage nevertheless the objectives, a plan of action and review procedure should still be developed.

2. Once an initiative has been selected, consider various organisations to bid for the work through a formal tender process. Consider formalising the agreement into a service level agreement with performance targets, measurement criteria and length of term committed to. Have standards in place particularly with regard to the dresscode, location in the centre (preferably not by entrances/exits), not to intimidate the customer, etc.

3. Understand the time period of engagement and what you can realistically commit to. Understand the resource required in terms of staff time, money, technology, etc. Can the cost of the initiative be recovered?

4. If a targeted campaign, then engage effectively with that target audience.

5. Engage with local authorities where appropriate. See what events your local council has in the calendar and co-ordinate. It may be the council has a wider town centre agenda which could be a good platform to work on. Understand how your centre can get engaged.

6. Measure the commercial value of your impact through footfall, social media, PR, etc. Acquire customer feedback. Communicating directly with your audience can also elicit some valuable information.

7. Engage with suitable partners which could provide leverage to the initiative. Involve and inform your occupiers where possible. This will take on more targeted conversations rather than blanket communication. You could end up working on something which is commercially viable for both parties.

8. Keep initiative local. Keep the benefits local. Your community is more likely to buy-in if the benefits from engagement are observed locally.

9. Pick the right personality amongst your staff who could champion the cause and be the outward looking face for the initiative, which the community could recognise. Staff may want to engage but do not know how to. Talk to your staff.

10. Most importantly, make it fun.
This section explores and highlights some of the initiatives shopping centres are involved with. The case studies have been elicited primarily from the workshops conducted and information identified through the survey responses, taking into account the size of a centre.
The case studies have been structured according to the following flowchart by type of initiative, highlighting:

- the centre involved and location
- size of the centre
- name of the initiative and associated cost
- why and how the centre engaged
- which stakeholders were involved
- the benefits and challenges of engagement
- impacts.

The case studies have been filtered into the following areas:

- employment
- skills/education
- sustainability/environment
- homelessness
- fitness and wellbeing
- ex-offender rehabilitation
- arts and culture, and
- charity.

As before, there is no one size that fits all. Remember smaller centres too can engage and reap benefits. This section merely seeks to provide an understanding of the breadth of initiatives centres could potentially explore with their communities, enabling you to take the good practice and applying in a bespoke manner which ultimately suits your centre’s needs.

These case studies essentially drawn from the two workshops, are not necessarily the best examples under each category, however they merely seek to provide insight and guidance as to how, and the type of engagement which can take shape. If you are seeking to engage with your community, this information will hopefully provide you with some direction and ideas of how to commence that process.

To engage with and for further good practice on the Purple Apple Awards, please visit http://purpleapple.bcsc.org.uk

To submit case studies which you would like to have showcased on your centre’s community engagement programme, please visit www.bcsc.org.uk/community
### Case studies

#### Type of initiative

- **Unemployment / Employment**
  - Case study 1: The Brewery
    - Tackling unemployment and youth apathy
  - Case study 2: National Skills Academy, The Source
    - Apprenticeships and work-based training
  - Case study 3: The Trafford Centre
    - Young enterprise
  - Case study 4: Brent Cross
    - Community clear up
  - Case study 5: Capital Shopping Centres
    - The Passage
  - Case study 6: Middleton Grange
    - School equipment
  - Case study 7: Treaty Shopping Centre
    - Green credentials
  - Case study 8: The Glades, Bromley
    - Green Gym
  - Case study 9: St John's, Leeds
    - Mencap
  - Case study 10: Swanwalk
    - Community police car
  - Case study 11: Treaty Shopping Centre
    - Crime reduction
  - Case study 12: The Centre, Feltham
    - The arts
  - Case study 13: The Source Skills Academy
    - Best dressed charity shop
  - Case study 14: Church Walk
    - Community projects
  - Case study 15: Octagon Shopping Centre
    - Christmas trees
  - Case study 16: Freeport Fleetwood
    - Tourism (outlet)

- **Skills / Education**
- **Environment / Sustainability**
- **Homelessness**
- **Fitness / Wellbeing**
- **Ex-offender rehabilitation**
- **Arts / Culture**
- **Charity**
The Brewery, Romford

Initiative: Tackling unemployment and youth apathy

Size of centre: 120,000+ sq ft  
Cost: 2.2% of the overall marketing budget

Why?

High youth unemployment rates, lack of opportunity and an increasingly diverse population, placing new pressures on services, in both the centre and the town as a whole, led The Brewery to grow their community programme.

Through working with local schools, colleges and the police, The Brewery has implemented a number of strategic events and promotional activities each with the same core focus to make employment and education more accessible through providing workshops and work experience within the centre and via retailers.

The centre’s approach was to offer a community relations programme which successfully engaged with young people to improve local unemployment rates and work towards the prevention of anti-social behaviour, theft and arson where the overall aim is to reduce crime in Romford. Using the platform of BCSC Talent Week 2010, the detailed 2011 Community Initiative programme was structured to develop a stronger tie with the young, local residents and young business people.

Objectives

The objectives were to:

1. nurture and develop 20 talented young local people (aged 16-24) through providing platforms to showcase their skills and vehicles to develop their potential at The Brewery
2. to contribute to a 3% reduction in crime in Romford town centre in 2011 through working with 16-24 year olds
3. to engage with three core local community organisations
4. work in joint partnership with five community organisations to implement two key informative events, and
5. secure positive editorial coverage to the value of £20k while delivering the programme of community relations activity within a budget of £2k.

Strategy

A series of community events all linked together to produce a community involvement programme which would provide the local community with a prime opportunity to obtain experience, skills, jobs and training/education. The programme would be ambitious and encompass several activities, which would deliver tangible results for the local community and the centre.

Partners

Working in partnership with Havering College, The Brewery delivered a ‘Skills Event’ for students to showcase their talents. The hairdressing and first aid departments were the first to use the dedicated space for their demonstrations. The Music and Arts Departments devised a unique arts/fashion display with students setting up a band and mini catwalk show, displaying garments made and sold by upcoming designers.

Barking and Dagenham College held promotional days and student clinics at The Brewery to develop pupils into motivated employees and place four students into work at the Brewery in a retail setting. Advice, mentoring and coaching was offered by local businesses. The College’s business innovation team arranged preparation and re-training. Information sessions were held to encourage unemployed people to get back into work or start a job for the first time. Notably for Romford, there are unprecedented employment opportunities in the security sector for the local community due to the 2012 Olympics.

Implementation

The Brewery put together a programme of events which would be accessible to these young people. The Brewery is a key local employer and as a site is known by young people, and so would be an ideal venue to host the programme.
Feedback received from Sgt Martin Noon, Safer Neighbourhoods Team, Romford:

"The Community Relations programme is growing to encompass educational partnerships with primary schools on activities which develop a growing association to the centre, with children prior to their 16th birthday to deliver a sustainable strategy for the Brewery to continue supporting their local community. Plans are already formulated for the 2012 Community Programme to grow based on the success of the 2011 activity."

Police quote:

"The police in partnership with the Brewery have worked tirelessly to tackle issues arising in the town. Romford is unique and the shared responsibility is based on what Romford actually needs. Using this approach Romford has seen a marked decrease in alcohol related and anti-social behaviour crimes."

Mentoring workshops were led by the centre director for a group of IT students. Hosted at The Outback restaurant in the centre, the sessions delivered informative and motivational guidance in making career choices. The annual ‘Search for a Brewery Star’ talent search, now in its sixth year, is another vehicle to engage young people. The event is executed using a professional quality mobile recording studio and embraces social media networking through voting on Youtube. 82% of entrants in September 2011 were aged between 16-24 years.

Finally, visits were made to local colleges during Fresher’s Week 2011 to increase awareness of The Brewery’s community programme. Information packs were distributed and contact details for students collated to enable effective, free communication with them about the Brewery’s ongoing scheme.

Results

In terms of the outlined objectives, all activities were completed during 2011, targets were exceeded and with low levels of investment. The expenditure represented 2.2% of the overall marketing budget.

- 35 young people took part in the career and employment activities, which exceeded the initial target of working with 20 individuals aged between 16-24 years. The College visits during Fresher’s Week in September yielded 200 email addresses and 500 information packs were handed out.

- Having set out to work with three core local organisations and five community organisations, The Brewery worked with a total of 20 community care groups during 2011.

- Against the targets of £20k positive editorial coverage from a budget of £2k, the centre achieved coverage to the value of £25.4k with expenditure of £1.6k, giving a 1,585% return on investment.

- Having set out to contribute to a 3% target in crime reduction in Romford, police figures showed an overall reduction of 5% in Romford town centre in 2011.

For further information on this case study, please contact:
Rubie Charalambous, Centre Director
rubie@thebreweryromford.co.uk
Why and how?

The Source Skills Academy delivers apprenticeships to individuals across the UK. The qualifications are designed to support businesses to improve their bottom line and upskill their workforce, while supporting young people into employment.

In addition to creating new jobs for young people, The Source delivers apprenticeships for existing staff members. This gives employees the opportunity to develop their skills and increase their confidence, allowing them to perform to the best of their ability.

Impact

If every business hired an apprentice, this would boost the Yorkshire and Humber economy by £1.2 billion within six years (National Apprenticeship Service research).

In 2011, 1,239 people were on The Source’s apprenticeship programme, with a further 154 participating in other work-based learning. Since 2004, 3,240 people have participated in the work-based learning programme, gaining a qualification and developing skills, as well as earning.

The Source’s success rate for work-based learning outperforms the national averages, at 81% for apprenticeships (national average 76%) and 94% for Train to Gain (national average 89%).

Jaeger, the employer:

We have seen a vast uplift in staff morale, productivity and team participation. We have introduced various new methods and practices within the department. These have contributed to a happier, more motivated workplace which achieves better results.

Apprentice:

My apprenticeship gave me the confidence to further my career and make something of myself. The qualification improved my confidence and made me a stronger person. I’m going to create a great life for my son because I didn’t have the best start myself. If I can help young people from difficult backgrounds and show them how to carve a career from themselves like I did, that would make me so proud.

3,240
Since 2004, 3,240 people have participated in the work-based learning programme

81%
The Source’s success rate for apprenticeships is 81% which is 5% above the national average
It is recognised how important it is for young people to grow into business literate adults, so that they can become good entrepreneurs, employers, customers and potential employees of the future. By working with Young Enterprise (YE), The Trafford Centre is helping young people to develop skills which are being seen as increasingly important in helping them to become work and life ready.

### How? Benefits and challenges

The Trafford Centre has supported YE since 1999 in a variety of ways, including:

- staff mentoring young people on enterprise programmes such as the Company Programme
- the Community Development Manager chairing the Trafford Area Young Enterprise Board and sitting on the Greater Manchester Strategic Area Board
- sponsoring and organising the annual Trafford Area Finals with up to 200 participants and their guests – annual cost approximately £1,250
- organising and facilitating events for young people at local, Greater Manchester and regional levels, and involving our retail partners in activities wherever possible, as judges, mentors or providing expert information to set up master classes on different subjects
- dedicating in the last five years alone, more than 600 hours of volunteered help and assistance to young people within the Trafford and Greater Manchester areas
- impacting directly and indirectly on over 5,000 young people who have taken part in the company programme since 1999
- organising and hosting the annual Greater Manchester Trade Fair at the centre - one of the biggest and most talked about events on the Greater Manchester calendar for YE companies. It seeks to provide participants with a genuine opportunity to undertake a real-life, work-related learning experience, where they can take their own company product or service out into the real world and deal with real customers. Our retail partners have supported this by judging the trade stands. Annual cost approximately £250.

In 2012 we have identified a problem that has evolved from the demise of the Learning and Skills Council (LSC) which used to provide YE with funds so that the Company Programme was free to schools at the point of participation. With the dramatic reduction in funding available, schools and colleges in the area are finding it very difficult to pay for enterprise education from their existing budgets. A typical YE programme now costs £750 in Greater Manchester (more elsewhere) and without local authority cash support many schools are now unable to afford it. In Trafford, the local authority has both grammar schools and high schools, and we are going to help two high schools to take part in the company programme (50 students) funded by Capital Shopping Centres and The Trafford Centre.

This will offer more volunteering opportunities for our staff with the funded schools, and assist YE in ensuring that their programmes are reaching the schools and students outside the more affluent grammar school environment, thus allowing Year 10 high school students to compete directly against Year 12 students from...
grammar schools. Since the funding of the LSC was withdrawn, Trafford has had a significant reduction in the number of high schools involved with YE so we hope that this funding will help to correct that issue, and level the playing field.

We are also supporting a one-day YE programme tailored to the needs of a very local high school for pupils with emotional and behavioural disorders (EBD), for which the Community Development Manager is a governor. This tie-in between two organisations with which The Trafford Centre is involved greatly enhances the centre’s reputation in the local area.

For further information on this case study, please contact:
Alison Reid, Community Development Manager
areid@traffordcentre.co.uk

£1,250
Sponsoring and organising the annual Trafford finals costs approximately £1,250

5,000
Impacting directly and indirectly on over 5,000 young people who have taken part since 1999

Dave Bargh, Chairman, Young Enterprise, Greater Manchester Board:

“The Trafford Centre continues to be a valuable supporter of Young Enterprise in the North West, helping to grow the region’s next generation of successful entrepreneurs.”
CASE STUDY

Middleton Grange, Hartlepool

Initiative: Provide schools with additional tools and equipment which can sometimes not take priority as they are a ‘nice to have’

Size of centre: 40,000-60,000 sq ft
Cost: £10k

Why?
We realise schools struggle now with tighter budgets and we were looking for an initiative which assisted us with maintaining and or increasing spend in the centre.

How?
We wrote to and telephoned every school in Hartlepool and invited them to take part.

Who did you engage with?
Retailers were an essential part of the initiative as we were relying upon them to sell the initiative and to advise customers that the promotion was taking place and that they could redeem receipts at the customer desk in the centre.

Benefits and challenges
We encouraged customers to shop at Middleton Grange rather than at competing towns or centres as they could support their school with fantastic prizes. The key challenge was maintaining momentum with schools and retailers - keeping it at the forefront of their minds.

Cost of the initiative: £10,000
Over £200,000 of vouchers redeemed in a 16 week campaign.

Shop for Schools
This School Loyalty Programme event in conjunction with The Hartlepool Mail was to incentivise parents and the extended family of Hartlepool school children to come into Middleton Grange Shopping Centre to make purchases, and to exchange their receipts at the information desk into points. For every one pound spent they are given one point.

School teachers are likely to promote this activity to their pupils and parents as the more points they receive from shoppers, the higher the value of prize they receive. The visitor then chooses which participating school in Hartlepool they would like to donate their points to.

All of the 25 participating schools are winners as the prizes depend on the points donated by visitors. Prizes start from complete reading book sets through to a fantastic prize of a computer.

Barnard Grove Primary School was awarded a plastic actigym.

We gave away £4,500 in prizes between the 25 schools.

For further information on this case study, please contact:
Mark Rycraft, Centre Manager
mark.rycraft@middleton-grange.co.uk

£200,000
Over £200,000 of vouchers redeemed in a 16 week campaign
Brent Cross Shopping Centre, London

Initiative: Community clear up

Size of centre: 80,000 - 100,000 sq ft
Cost: £3k

Initiative

- To improve local environment aesthetics
- Enhance personal civic pride and community spirit
- Reinforce levels of ownership, responsibility and accountability in the local area
- Provide volunteering opportunities
- Date of the initiative: April 2012 - June 2012

Why engage?

Brent Cross has a strong Community Social Responsibility (CSR) ethos and views itself as an important part of the local community and economy. As such, the management at Brent Cross believes the area outside the remit of the centre is as important as the space within the centre itself, and regularly seeks to mitigate any negative impact the centre may have on the local community and especially on the environment.

It seemed only natural for Brent Cross to embark on an initiative to build on and engage further with the local community to help improve the surrounding the centre. In order to deliver this optimistic and challenging programme, Brent Cross has teamed up with the local authority, in an attempt to gather cross-organisational support and procure additional resources. It is important that provision for local people to support their communities and help to make them a better place to live and work in is implemented; a strategic priority shared by both Brent Cross and the local council.

"People need to think of the shopping centre as if it were their granny’s doorstep. You don’t graffiti your granny’s doorstep."

SHOPPING CENTRES: AT THE HEART OF THE COMMUNITY

CASE STUDY

5
Who did you engage with?
We engaged with public bodies (including Community Payback, TfL and council departments) as well as established groups/organisations within the community such as resident associations and schools. Retailers from within the centre were included and an individual involved in a similar scheme also provided inspiration.

Benefits and challenges
Although the benefits are not yet measurable a number of meaningful networks and connections are starting to materialise. In addition, three pilot projects have been planned and should deliver a series of improvements in the short term.

Cost of the initiative
The cost of the project has been absorbed by both organisations, although a £3k grant was donated by the landlord. The landlord has also funded a London waterways charity to help us organise a clear up day with up to 35 volunteers on the River Brent. Extra resources and staff time we expect will be donated in-kind.

For further information on this case study, please contact:
Stella Lindsey
sandrea@bxsc.co.uk

How?
We found the best way to communicate with local people and groups is to meet with them face-to-face. Therefore a series of individual meetings and discussions were set up with as many stakeholders as possible, to discuss the issue at hand. A presentation was also delivered to retailers and a community meeting was held at Brent Cross whereby local community groups could learn more about the initiative.
The Treaty Shopping Centre, Hounslow

Initiative: Green credentials

Size of centre: 20,000-40,000 sq ft
Cost: £11k – £15k

Why and how?
In 2005 the centre embarked on a carbon footprint reduction programme, that focused on energy management and recycling. We quietly went about our tasks and reduced electricity by around 29% and gas by around 25%. We then managed to recycle around 40% of waste.

By 2011 we had reduced waste to landfill to zero and now recycle 60%. We have knocked off approximately 500 tonnes of carbon from our estimated emission. Subsequently we conducted a small advertising campaign to highlight this with the idea of ‘save energy and shop local’. This was a half-hearted attempt to stem the footfall loss to destination centres such as Westfield London. While it is fair to say that our footfall had not increased, there is an argument that it is not getting any worse.

Benefits and savings
The savings that we have achieved have wiped around £65k off our annual energy bill.

There is of course the underlying reason why we do this, and the answer has to be footfall. If the centre gains a reputation of a lawless and dangerous site, then we will lose our customers to other nearby centres.

For further information on this case study, please contact:
Ronald Melia, Operations Manager
ronald.melia@treatyshoppingcentre.co.uk

“Shopping centres can be catalysts.”

60%
60% of all waste is recycled

500
tonnes less carbon emissions

£65,000
reduction in our annual energy bill
CASE STUDY

Capital Shopping Centres – Head office

Initiative: Work with The Passage homeless charity

Size of centre: N/A
Cost: £6k in 2012, donations in-kind (clothing, books) and staff time

Initiative

Education, Training and Employment (ETE) programme

The Passage now runs the largest day centre in the UK for homeless people, seeing up to 200 people a day, as well as providing emergency and move on accommodation for homeless people.

At the day centre, people can access basic services (such as food, showers, clothing, etc.) as well as specialist services such as healthcare provision, welfare rights and housing advice, and help accessing education, training and employment opportunities.

The Passage organise an ETE programme to educate and offer skills and training advice to clients. Through use of the services provided by ETE clients of The Passage are able to learn invaluable skills necessary for securing a job, help in building confidence and support to assist them get back into the community.

Why engage?

All CSC centres engage directly with their local communities and the range and focus of our community engagement, involving our employees in addition to financial and in-kind support, won CSC the BITC CommunityMark award in November 2010. The CSC team based at head office in Central London wanted a project to support financially or in-kind, as otherwise their access to the centre-based projects was either indirect or only occasional as volunteers working with centre-based colleagues. CSC head office is near The Passage and the collaboration based around specific, mutually identified, areas of support was initiated by the CSC Chairman and CSC CR Director; both of whom had links with The Passage.

How?

To complement ETE and support The Passage’s philosophy of ‘a hand up rather than a hand out’ CSC set up in January 2011, a Quarterly Work Clothes Collection amongst staff based at the head office in Westminster. Anyone with unwanted work clothes and shoes in a good condition can bring them in to donate to The Passage. The CR team co-ordinate the collection, record items received and liaises with the charity. The clothes (all of which must clean and in good condition) are kept for those clients who are at the stage of having successfully managed to secure interviews, hopefully leading to paid employment. During 2010/2011 The Passage helped 47 clients back into employment and the work clothes donated by CSC staff (over 300 items since early 2011) have helped enormously according to the Chief Executive of The Passage, Mick Clarke.

As part of CSC’s ongoing support the company was one of the major sponsors (£5k) of The Passage’s main annual fundraising event, ‘A Night under the Stars’ in 2011. The evening was a huge success raising a record amount of £100k. Plans are already underway to see how it can be even better in 2012 and CSC has pledged £5k in sponsorship support. In 2012 CSC also offered to pay for a new set of fundraising tabards for use at Victoria Station and other Central London venues.
At Christmas CSC staff based at head office kindly donate books from their bookshelves, which are wrapped up and given to The Passage as Christmas presents for their clients.

Who did you engage with?
The CSC Director of Corporate Responsibility works closely with The Passage leadership team via membership of the Fundraising Sub-Committee and Chantal Boyle in the CSC CR team acts as the key link between CSC head office staff and The Passage in terms of the Quarterly Work Clothes Collection and presents at Christmas. Mick Clarke and Andrew Hollingsworth, Business Director of The Passage are the main points of contact for the CSC team. CSC staff have spent time at The Passage studying the ETE programme and meeting volunteers and paid employees of The Passage who work directly with clients.

Benefits and challenges

Benefits:
- Brand awareness for CSC at The Passage and via logo on fundraising tabards
- Publicity received as Gold Sponsor of ‘A Night under the Stars’
- Directly supporting ETE; a key programme of The Passage
- Reduction in homelessness and support for routes to employment
- Positive feedback by The Passage team and CSC Head Office employees
- Support from the CSC Board and publication in CR Annual Reports
- Projection of the success of the project by CSC to wider internal/external stakeholders.

Challenges:
- Regular co-ordination of Quarterly Work Clothes Collection
- Maintaining corporate support for wider fundraising e.g. ‘A Night under the Stars’
- Providing appropriate publicity opportunities and creating awareness for CSC.

Cost of the initiative to CSC
£5k base figure annually usually added to by various individual staff initiatives/donations (see 2012 figure) and lots of staff time.

For further information on this case study, please contact: Alexander Nicoll, Director of Corporate Responsibility alexander-nicoll@capshop.co.uk
**The Glades, Bromley**

**Initiative: Penge Green Gym**

**Size of centre:** 120,000+ sq ft  
**Cost:** £15k annually and staff time

### Initiative

Green Gyms benefit a wide range of people, from some of the most disadvantaged and hard to reach people including volunteers with physical and/or mental health issues, to retired people and physically inactive people who can assist with the work as much as their health permits.

Volunteers find that they benefit from increased skills and confidence. Broadly The Glades benefits from the opportunity of involvement of our staff, and the positive messaging arising from the real and sustainable aspects of the project which engages directly with local people in our catchment area.

### Why engage?

Associating with a project that combines proven social and environmental benefits for the local community and The Glades customers, it also highlights our corporate approach as a FTSE100 business to careful and conscientious management of our impact on the environment.

### How?

Capital Shopping Centres (CSC) already helped create a new Green Gym in Watford and sponsors another at Linwood near Braehead; our Scottish shopping centre. Aware of the benefits, the London Borough of Bromley (LBB) were approached by us and invited to research a site that could be transformed. A former private Victorian garden which for years had been neglected and suffered from anti-social behaviour was suggested as a potential site (Winsford Gardens, Penge).

### Who did you engage with?

The Director of Corporate Responsibility for CSC and The Glades Centre management team instigated meetings with LBB, and The Conservation Volunteers (formerly BTCV) to discuss options including the project site of Winsford Gardens in Penge. Other partners in the project include the Wellbeing Comes Naturally Programme and Catch 22 Training Event.

### Benefits and challenges

**Benefits:**
- Brand awareness for The Glades at the site
- Press coverage and PR received since the launch of the project
- Maintaining the heritage of the gardens for potential customers to enjoy
- Reduction in anti-social behaviour
- Positive feedback by local residents and volunteers alike
- Press coverage and PR received since the launch of the project
- Projection of the success of the project by The Glades’ parent company CSC to wider internal/external stakeholders.

**Challenges:**
- Recruiting volunteers and maintaining resources on a weekly basis
- Group leaders identified and trained over a two year period
- Providing PR opportunities and creating awareness for The Glades/CSC.

### Cost of the initiative to CSC

£15k annually and staff time.

For further information on this case study, please contact:  
Maria Cooper, Marketing Manager  
maria-cooper@capshop.co.uk
It is about personalities too. It is individuals that drive things through.
As part of the program, Mencap sources employers who are willing to provide valuable work experience placements. The placements are approximately 10 weeks long and involve typically two to three full days on site. Mencap approached the St Johns Centre in 2009 to participate in the scheme which proved to be a great success for all involved.

**Programme audience**

The scheme is for suitable candidates based on guidance from Mencap and provides opportunity for on-site staff to engage with a wider group in society.

**Impacts on the shopping centre and town centre**

The impact on the shopping centre itself has been to tighten our links with the local community by giving opportunities to individuals in need of help and work experience. Further, the impact on those involved at the shopping centre has been profound and exposure to some of the disabilities people face in their lives made those involved, take a step back and think about our own personal situations.

**Benefits on the shopping centre and town centre**

The shopping centre has forged a close relationship with Mencap following the completion of the placements and are now much more aware of the important role Mencap plays in the local community.

**Challenges**

The initial approach was from Mencap and a formal meeting was set up to discuss the opportunity to see if it was a project the shopping centre could deliver. The following practical issues had to be considered:

- What kind of work could be offered?
- What types of learning disabilities might the candidates have and how limiting would they be?
- How might the placement affect on-site staff?
- Would the on-site managers be able to cope?
- How would the candidate be supported by Mencap? Would there be sufficient communication?

Once the shopping centre was reassured that it would be able to successfully host a placement and that the on-site team would be happy to take on this responsibility, the property manager and the facilities management contractor were approached to see if they were supportive.

Overall this was very positive however, we did need to address a number of concerns. It was necessary to be realistic type of work candidates would be able to undertake, their suitability for the role and the impact on the other members of staff. The tasks would be mainly front-of-house and therefore there would be a need to liaise with members of the public and interact with staff.
Once we were confident this would not be an issue, we were able to address any concerns that the placement would affect the running of the centre. We were able to then discuss the project in more practical terms with Mencap and look at the right candidates for the centre.

**Overall benefits**

- The centre has helped two members of the community via real work experience
- The centre has supported at least one candidate to secure full time employment
- On-site staff exposed to other issues such as learning disabilities and how people are affected
- Breaks down barriers and potential prejudices that exist about people with learning disabilities
- Increased confidence of the placement staff and on-site ‘buddies’ and increased their sense of responsibility
- Increased awareness to all staff and managers about the charity Mencap and its role within the community.

**Quantifiable benefits**

- Two candidates completed a 30 day work placement at St Johns Centre (over the course of 10 weeks)
- One candidate went on to gain full-time employment with Tesco
- Disability training sessions were delivered to on-site staff.

For further information on this case study, please contact:

Lydia Booth, Consultant
lydia.booth@eu.jll.com

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**Centre Manager:**

“The initiative has been very successful and we are looking at continuing it in 2011. Working with Mencap has shown our staff the wide range of learning disabilities that exist and that with a boost to their confidence many of those affected can go on to find regular work. Winning the award was a real boost to the team and we are very proud to be involved with such a worthwhile project.”
CASE STUDY

Swanwalk, Horsham
Initiative: Community police car

Size of centre: 250,000 sq ft
Cost: £6k per annum which was offset

Key objective
- Local PSCO and centre relationship is strong and PSCO’s carried centre linked radio, however, they were losing man hours in the town as PSCO’s had no police transport. They spent hours walking to and from the police station to process shop theft.
- The centre's desire was to reinforce the safe and secure message in the catchment.
- The project needed to be cost neutral as no funds had been budgeted.

How
- The centre identified a need for transport and set about bringing together the police and local car dealerships
- The centre team was the catalyst, enabling the relationship with a local Vauxhall dealership and the police
- The car was provided by the garage. The police took on insurance and servicing. Swanwalk provided the garage with four long weekends per annum to display and promote a car in the centre over a three year contact period
- This was valued at the equivalent of £6k p.a. to offset the car cost. In real terms there was no cost to the landlord or service charge.

Benefits
- Car was liveried with local Vauxhall dealership and Swanwalk branding as well as full police livery. Wherever the car was parked, in the town centre and/or surrounding villages it was evident that the centre was at the heart of community safety
- Response times improved and the whole town centre benefitted
- So successful was the initiative that the second three-year term was agreed and the centre received several calls from other dealerships looking to get involved in the future
- Occupier feedback very positive as it has helped raise the security profile of the centre.

For further information on this case study, please contact:
Gill Buchanan, Centre Manager
gillbuchanan@swanwalkshopping.co.uk
The Treaty Shopping Centre, Hounslow

Initiative: Crime and crime reduction

Size of centre: 20,000-40,000 sq ft
Cost: £10k

Background

The Treaty Shopping Centre situated in the heart of Hounslow has an average footfall of around 150,000. The catchment area is approximately 240,000.

The budget is very limited in what we can do within the community and this situation has only got worse in the wake of the recession. The centre tries to engage in a number of ways, mainly:

- crime and reduction of crime
- assisting and donating to charities
- promoting green credentials of the centre.

Why engage?

There is a perception of crime in Hounslow that is much greater than the actual crime itself; however, it is important for all our customers that we do the very best for them. One of the main problems the centre experiences is the number of youths that come into the centre after school. While these young people do not actually cause harm, they can be very off-putting to the older customer. This problem is not made any easier since the town's main library is situated within the centre.

Some time ago we tried to approach the main local schools in order to set up an apprentice style competition, where schools could suggest certain ideas and then be given the resources to carry them out, but this project never got off the ground since it was difficult to get the head teachers engaged, never mind the pupils. The driving force behind this idea was that if schools were in a competition, then their head teachers would encourage their pupils to conduct themselves better when in the centre, and in particular, when in school uniform.

The centre heard about the impending recruitment of the Town Centre Safety Manager, who would be tasked to co-ordinate the Hounslow Business Against Crime (HBAC) initiative that had been running for some time, but was mainly being run by the local town centre police sergeant on a part-time basis. With this news we approached the local authorities to volunteer a new permanent office, based at the centre free of charge.

The offer was simple. Since the new Town Centre Safety Manager would have to work very closely with the police it was natural to assume that the police would visit her during the course of the working day in uniform and therefore, give if nothing else, the illusion of an increased police presence.

Benefits and challenges

It has to be said that the initiative has worked. Incidents are very much down in the centre since police are more visible and seen many times in the day.

For further information on this case study, please contact:
Ronald Melia, Operations Manager
ronald.melia@treatyshoppingcentre.co.uk
How?
To facilitate this, an event was organised allowing groups to showcase their causes, groups, projects and activities and also to offer advice to new groups or individuals on how they could set up and organise their own initiatives and networks. One goal was to raise the profile of the centre and become involved in as many community events as possible working with the local authority and other agencies.

As we are the only shopping centre and covered area in Keighley it would not have been possible to hold an event of this scale without our support. We were also conscious that while the centre had supported many of the groups individually we had never been involved in an event like this and it had potential not only to bring in, but also to extend customers’ dwell time at the centre.

Challenges
There were many challenges identified mainly relating to pulling together several groups mostly consisting of members of the public; many of which had not worked in this type of arena or event before. Further challenges included the logistics of accommodating around 50 different groups, space, power, first aiders, weather and maintaining the day-to-day centre needs of the tenants.

There was no corporate agenda but there was one for Bradford District Council as part of the district-wide project to deliver a showcase event for the community with a limited budget and resources.

The theme for the event was identified by the council in that it was about active groups and individuals within the community, the spirit of which was captured in the title of the initiative ‘Active Citizen’. As this was a BCC project there were several stakeholders involved including; local authority, Keighley Town Council, Keighley Town Centre Association, MPs and local councillors, Metro transport, shopping centre, Keighley Cougars rugby league, Sport in the Community and various charities and social agencies.

To ensure all parties support and input, a committee was formed with regular meetings chaired by Liz Horn, Ward Officer, with minutes and action points from monthly to weekly as we approached the day of the event. All of the information was circulated on various websites including Bradford City Council, the centre’s, and also included in weekly town centre emails and briefing notes. The event was also advertised on poster sites, fliers, Facebook, Twitter, newsletters and via the various charities taking part.

There was no specified budget allowed for the event other than by the local authority. The centre had the support of the centre owners to utilise vacant units and centre power supplies free of charge and the awards which were donated by local businesses.

Since the initiative the centre has continued to actively be involved in several events and projects including two arts exhibitions and two jobs fairs and we will be hosting the Council’s 2012 event called ‘Our Town, Our future, Our Voice’ event.
Benefits

The benefits were several including; increased footfall, raised awareness of the centre, positive PR including press and radio coverage, appreciation from the organisations involved and also local authorities and elected members. The event created a positive vibe and buzz within the centre team and occupiers as they actively participated and supported the event without having to be asked. Occupiers also commented at the tenant meeting that this was one of the best days the centre had organised, with a great atmosphere.

As with any event involving the public and so many groups there were issues on the day and some complaints about the noise the external events created however the overall outcome was positive and brought vibrancy to the town centre. This event involved a diverse spectrum of people and groups and created a fantastic feel good factor right across the community not only on the day but for months after.

As a direct result of this project the centre feels it has created a stronger bond and tie to the community and has been approached by councillors, charities and supporting agencies to be involved in other projects creating more positive PR and coverage for the centre.

For further information on this case study, please contact:
Liz Horn or Sue Gledhill
liz.horn@bradford.gov.uk
susan.gledhill@bradford.gov.uk

“Do not say ‘yes’ to every group that asks for support. Learn that it is more effective to focus.”
**CASE STUDY**

### The Centre, Feltham

**Initiative:** Feltham arts

**Size of centre:** 300,000 sq ft  
**Cost:** £7k per annum

#### Initiative

Fulfilling our role as the ‘centre of Feltham town’, in working for the local community.

#### Why engage?

The Centre, Feltham, is a mixed-use development comprising retail, residential and public sector health and library services. Hence it is the meeting, eating, shopping and socialising core of Feltham and local neighbourhoods.

Our role therefore is to serve and satisfy both our retail community through exceptional property management services and our residential community, but with more than just a retail provision. We believe it is our responsibility to integrate with the local community representatives, stakeholders and residents to galvanize them and involve them in community initiatives that resonate and are rewarding for all.

#### How? Who did we engage with?

We fund events organised by a community based arts association, Feltham Arts Association, which is based in the public sector area of the scheme.

Feltham Arts is a local government funded arts initiative which work with all the local schools (3,000 school children) in the shopping centre’s primary catchment. We have established a partnership with them to manage The Centre’s events programme. The programme caters primarily for children but this year will include ‘golden oldies’ events and art and craft workshops.

All activities are advertised on the community section on the shopping centre’s website, posters, direct mails and event driver marketing (EDM’s), and we pay Feltham Arts a management fee for their services. This means that local artists and entertainers are being paid (so we are investing in local residents businesses instead of bringing in a roster from far and wide). The arts association is being funded by us, so that it is less at risk, particularly at this time where local authority budgets and arts grants are being cut, and the community is being engaged and entertained.

Retailers are actively involved in this year’s programme, and Asda and the local library have fused their own smaller events programmes with ours to create a broad range of all year round events. Where local schools are involved in events that are a parade through Feltham from their schools to The Centre, the police volunteer their services to accompany the parade through the streets to ensure safety and promote good relations between children, the police and schools, and to assist The Centre with any crowd control issues when they reach the venue.

#### Benefits and challenges

We have not experienced any challenges with the programme and every event we have held has been over subscribed. Asda and the library have asked to join our programme and Feltham Arts have increased their output and are now eligible for further government grants.

Benefits we have experienced from this initiative are strengthening of the brand and loyalty from the local residents. It has also assisted in building more positive relationships with local schools and the police and continuing to build a fulfilling working partnership with Feltham Arts, which continue to generate ideas for events that will benefit the whole community and in turn, drive footfall into The Centre particularly during school holidays.
Cost of the initiative

The entire cost of the programme is £7k per annum, which is less than 9% of the overall marketing budget. (Although the cost of design and advertising of our partnership events with Feltham Arts is integrated into our general advertising campaign for The Centre and our retailers, Feltham Arts events get free advertising and design input from our design and printing team ‘piggy-backed with our general campaign design and costs for The Centre.)

For further information on this case study, please contact:
Lorraine Eggleton, Centre Manager
lorraine.eggleton@dtzms.com

“We believe it is our responsibility to integrate with the local community representatives, stakeholders and residents to galvanize them and involve them in community initiatives that resonate and are rewarding for all.”
CASE STUDY

Church Walk Shopping Centre, Caterham

Initiative: Community projects

Size of centre: 7,000-20,000 sq ft
Cost: Time

Why?
To increase centres profile in town as a host for events and a personnel interest in community events. In 2006 there was only one event which was the switching on of the Christmas lights; this has increased and past events can be viewed on our Facebook page under photographs.

How?
We offer centre space to be used to promote/host new events and provide PR opportunities to assist in projects.

Who engaged with?
Retailers, Caterham Business Partnership, District Council, Caterham Arts Festival, charities and schools.

Benefits and challenges

Challenges
Challenges were finding motivated people to set up new projects with. Setting up and maintaining Facebook and website without a marketing company.

Benefits
Caterham Festival events for a month. The centre hosts Art on Show, Festival books (people donate books which once read are left on a bench or in a café for someone else to read and pass on, like an open library), Photographic Displays and flash mobs; town centre has a food festival.

We are now into the fourth year of the award winning festival. The committee is open to other groups to link into including DeFest music festival and Waller Pain cycle ride. Other community projects we link with are the Salvation Army Toy Appeal supported by Superdrug.

For further information on this case study, please contact:
Shelley Filippi, Centre Manager
shelleyfilippi@btconnect.com
Freeport Fleetwood, Lancashire (outlet)

Initiative: Tourism – Fleetwood as a destination

Size of centre: N/A
Cost: Zero

Background
Freeport Fleetwood an outlet shopping village in Lancashire receives 1.4 million visitors per year. Located on the edge of the town of Fleetwood, there has been an underlying feeling amongst local parties that people come to the centre and then leave without knowing or exploring what else the town has to offer.

REALM, Freeport Fleetwood’s on-site management team decided to initiate a project alongside the local community with the aim of increasing awareness of visitors by providing signage in key locations around the centre.

Programme audience
The target audience for this initiative is the 1.4 million visitors to Freeport Fleetwood with a view to raising awareness and encouraging them to visit and interact with the town’s community.

Investment
Apart from time individuals devoted to consulting with the community groups associated with the initiative there was no significant financial investment required. Consultations included meetings with the Fleetwood Chamber of Trade and Commerce, Fleetwood Town Football Club and the Town Council.

Impact on shopping centre and town centre
The impact on the shopping centre and Fleetwood as a whole will be significant as time goes by. In the immediacy the benefits and impact are difficult to quantify but the aspiration is that visitors are made aware of additional opportunities available within Fleetwood and which in turn, will influence them to spend more time in the town to explore and to take advantage of what is on offer.

Benefit to the shopping centre and town centre
Working with local interested parties and groups has increased the profile of the shopping centre and the feeling is that we are now working closely with the town to promote it as a tourist destination. The increased interest in the area of Fleetwood as a destination will bring considerable benefits to the shopping centre and the town, mostly through increased footfall but also as more desirable location for occupiers to be. This will in turn bring more business into Fleetwood which will have positive economic and social benefits for the local business and community.

Overall benefits
We have received very positive feedback both verbally and by email from parties including Fleetwood Football Club, Fleetwood Chamber of Trade and Commerce members and Fleetwood Town Council.

Challenges
One of the challenges will be to quantify the benefits of the initiative to the shopping centre although improvements will be seen and felt by the people that visit Fleetwood on a regular basis. The interaction with all interest groups has reduced challenges faced at the centre by addressing key issues in their infancy.

For further information on this case study, please contact:
Lydia Booth, Consultant
lydia.booth@eu.jll.com
Where?
Using one of the empty shop units in The Trafford Centre we created over three days, a Charity Fashion Boutique where the proceeds from sales went to the Royal Manchester Children’s Hospital Charity (RMCHC). We just needed to bring in some extra rails, put a sign above the door and bring in a till for the weekend.

How?
- It was promoted as part of The Trafford Centre’s September fashion campaign with coverage on the website, emails and social media
- Working in collaboration with a number of our retail partners stock was sourced from stores, particularly Marks & Spencer, and staff at Gap, John Lewis and The Trafford Centre
- The management of the store and pricing was done by Gap
- The store was merchandised by Gap, Marks & Spencer and John Lewis. It looked like a stylish boutique so fitted in well with other stores in the centre and it did not have the image of an average charity shop
- Over the weekend it was staffed by Gap, Marks & Spencer and John Lewis with some support from The Trafford Centre security and duty managers to put cash in the centre safe
- PR support came from the charity and they obtained some special items to sell such as footballers wives’ shoes and celebrity signed merchandise
- The shop’s staff wore RMCHC t-shirts and we displayed their logo and balloons in the shop window to increase branding for the charity
- No direct costs, as it was incorporated into the fashion campaign. Value of use of the unit for five days including set up at ERV was £7.7k.

Benefits
We managed to raise over £8.5k for this excellent cause, which was topped up by Gap with matched funding and a donation for the hours each member of their staff spent on the event, to a total of £21.5k.

For further information on this case study, please contact:
Ali Reid, Community Development Manager
areid@traffordcentre.co.uk
Nicky Matthews, Gap:

“Not only did Fashion Aid raise a lot of money for a fabulous charity, it created great interest in the centre, and it was tremendously enjoyable to be a part of.”

Sarah Naismith, Royal Manchester Children’s Hospital Charity:

“The Trafford Centre has been a long term supporter of Royal Manchester Children’s Hospital Charity and their range of creative and innovative fundraising activity has been very welcome.”
A number of charities each gain for three months from the shop’s profits, details as follows:

**First quarter: Autism Plus - £3k**
Autism Plus is a charity that supports adults and young people with autism, learning disabilities and mental health conditions. Every part of what they do is about supporting people to take control over their lives.

**Second quarter: Whirlow Hall Farm Trust - £2.2k**
Whirlow Hall Farm is an Educational Trust set up as centre for all inner city children to come and experience the wonders of the countryside and develop their understanding of where their food comes from. Children and young people visit the farm on day visits or residential stays. Children who stay at the farm are encouraged to participate in a variety hands on farm jobs and activities including pony riding. Day visits can include a tour of the farm and one of their wide range of educational environmental sessions.

**Third quarter: currently supporting Cathedral Archer Project**
The Cathedral Archer Project supports people from a variety of backgrounds associated with homelessness including rough sleepers, drug and alcohol addicts, women street workers, probation clients, asylum seekers and refugees. With support most will be able to establish secure lifestyles free from drugs and alcohol and the lifestyle that accompanies them.

Council Leader and supporter of the project, Julie Dore unveiled First In - Best Dressed on 9th September 2011. The project is supported by Sheffield City Council, the Skills Funding Agency and The Source Skills Academy.

**Impact**
The First In - Best Dressed Charity Shop asks for charity nominations from the residents of Sheffield to enable the shop to support a different charity every three months. This initiative means a number of local charities get to benefit from the scheme and the local community can nominate their charity of choice.

In additional to supporting thousands of local people through the charity donations, First In - Best Dressed is giving young people a real opportunity to gain practical work experience in a retail environment. As part of their learning, they gain a retail qualification which gives them the confidence to enter full time employment.

For further information on this case study, please contact: Ann Cadman, Managing Director, The Source Skills Academy ann.cadm@thesourceacademy.co.uk

Ann Cadman, Managing Director, The Source Skills Academy:

"First In - Best Dressed is an exciting new charity shop that not only supports local charities, but gives young people the opportunity to gain practical experience in a retail environment."
Julie Dore:

“This is an excellent project, supporting local charities, young people and revitalising an empty unit in the city centre. By donating your unwanted items, you are providing the fuel to develop young people and raising vital funds for local charities. I’m sure people will be pleased with what First In - Best Dressed has to offer; come down and take a look!"
From the outset the centre has been supported by a local garden centre which donates the trees which arrive at the Octagon in the first week of December. Over a three day period between 40 and 50 five foot traditional real Christmas trees are decorated by local schools, business’, charity groups and other organisations, often with whole classes of school children coming to the centre to help decorate ‘their’ tree. Over this time the centre is transformed into a festival of colour. Many organisations use their tree to help promote their individual good cause and the way in which some of these trees are decorated has frequently been both inspiring and thought provoking.

The wider general public then have an opportunity to vote for their favourite tree and the winning tree (and therefore the organisation which has decorated it) wins a prize (£100 of nursery vouchers donated by the same nursery as the trees) which they can use directly or use to aid their own charitable activities. In 2011 we received more than 400 votes for the trees.

The decorated trees are displayed in the centre for 10 days during which time the voting takes place. At the end of this period the decorated trees are passed onto families and individuals who, for whatever reason, cannot afford to buy a tree for themselves. This last stage is completed by working in conjunction with organisations such as the YMCA, Homestart, the Salvation Army and other similar charities.

**Staff time**
Staff time used on this activity probably averages about two man hours per week from mid-September until after the festival and is mostly related to contacting the donors, the decorators and producing related PR activity.

**Benefits**
The community spirit at the Christmas Tree Festival is fantastic. Hundreds of people are involved in this in some way or another and all find it uplifting and enjoyable - they would not do it if they did not!

There are the 40+ families or individuals that benefit at the end with a decorated tree. Each year we have found a home for all the decorated trees but I think 50 is the most that are needed to satisfy the local ‘demand’ for the decorated trees. We have many repeat visits by organisations/charities and a waiting list for those that want to get involved in the decorating - all of which presumably also believe the Christmas Tree Festival is a good way to engage with local people and the local community.

**Expenditure**
Very little. The trees are donated and while for the first three years we had to purchase the bases for these trees, for 2012 the local B&Q store has agreed to provide these via a contra-space deal we have made with them in the centre; previously this cost us around £400 each year.
Some posters to promote the Festival within the centre are produced and the voting forms are also printed. Total cost for this - also around £400 per year.

We get widespread local media coverage, the local newspaper decorates one of the trees and the local radio station has also broadcast from the Octagon while they have decorated their tree in years gone by. The Festival was also featured in its second year by the local commercial TV’s Evening News programme with coverage all across the Central TV area.

For further information on this case study, please contact:
Peter Hardingham, Centre Manager
Hardingham.peter@btconnect.com

“Many organisations use their tree to help promote their individual good cause and the way in which some of these trees are decorated has frequently been both inspiring and thought provoking.”
This exercise sought to understand how our industry is engaging with communities and how effective we are at doing so. We have learnt that shopping centres are not a separate entity but part of the community.
Through the surveys and workshops, this guide demonstrates that the engagement is very diverse, where the benefits to both centres but particularly to communities can be personal and far reaching. Through the collation of the case studies, the value of engagement is self evident.

For those centres seeking to engage which previously did not know how to, hopefully this guide will act as a reference point of how to commence that process. We hope that this guide will serve to provoke thought as you sit down with your teams and understand how your centre can create a mutually positive outcome for your community while achieving a commercial benefit for yourself. There are benefits to be derived for all through some very quick wins.

BCSC will seek to continue this work by collating further studies while demonstrating to Government how our centres are the catalysts for bringing communities together. Sitting in a unique position at the heart of our communities, centres not only support the local economy but the benefits they are able to give back to communities whether through employment, skills, arts, tourism, health and wellbeing initiatives and more, are ample.

In helping BCSC build up its knowledge bank, if you would like to know how other centres are engaging with communities or if you would like to share a case study/ies of how your centre is involved, please submit to: www.bcsc.org.uk/community

“We need to be the veins and arteries of our communities.”
Appendices

Appendix 1: Detailed survey results
Appendix 2: List of workshop participants
Appendix 3: Toolkits
Appendix 4: Links to other case studies
Appendix 1:
Detailed survey results

Evidence was collated through two research methodologies. At the end of 2011 a comprehensive survey was sent to the membership seeking to understand the initiatives shopping centres were employing in seeking greater community engagement, how they engaged, the benefits reaped, costs involved, stakeholder participation and more.

The survey was circulated to shopping centre managers, owners and retailers. From the 126 responses received we were able to understand the following:

- the main community initiatives shopping centres engage on
- stakeholder groups engaged with
- top benefits to the local community
- top benefits to the centre
- expenditure levels
- indicators used to track performance of engagement
- programme/s communicated and profiled to the community
- resources required to encourage involvement in community initiatives.

The survey results are as follows:

<table>
<thead>
<tr>
<th>Initiatives featuring in shopping centres community programme (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
</tr>
<tr>
<td>Skills development</td>
</tr>
<tr>
<td>Education – schools, college, universities</td>
</tr>
<tr>
<td>Ex-offender rehabilitation</td>
</tr>
<tr>
<td>Support for homeless</td>
</tr>
<tr>
<td>Charity donations, fundraising, volunteering</td>
</tr>
<tr>
<td>Providing community facilities</td>
</tr>
<tr>
<td>Health campaign</td>
</tr>
<tr>
<td>Sports</td>
</tr>
<tr>
<td>Environment/carbon reduction</td>
</tr>
<tr>
<td>Support local supply chain</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder groups which centres engaged with on programmes (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local authorities/Town centre management</td>
</tr>
<tr>
<td>Schools, colleges, universities other training providers</td>
</tr>
<tr>
<td>Health organisations</td>
</tr>
<tr>
<td>Emergency services</td>
</tr>
<tr>
<td>Charities/community organisations</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>‘In-kind’ resources provided (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Space on the mall</td>
</tr>
<tr>
<td>Temporary units</td>
</tr>
<tr>
<td>Equipment</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>
Benefits to the local community of centres programmes (%)
There was a breadth of benefits derived by local communities from initiatives which centres engaged with. Such benefits ranged from increased confidence and self-esteem (84.9%), improved health and wellbeing (81%), reduced anti-social behaviour (74.6%), improved attitude towards and engagement in schools (65.9%) and gaining qualifications (50.8%). These benefits are obviously derived from the various initiatives engaged on and cited by centres themselves.

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased confidence and self-esteem</td>
<td>84.9</td>
</tr>
<tr>
<td>Improved health and wellbeing</td>
<td>81.0</td>
</tr>
<tr>
<td>Reduced anti-social behaviour</td>
<td>74.6</td>
</tr>
<tr>
<td>Improved attitude to and engagement in schools</td>
<td>65.9</td>
</tr>
<tr>
<td>Gaining formal qualifications</td>
<td>50.8</td>
</tr>
<tr>
<td>Ability to provide new services, or sustain existing ones</td>
<td>24.6</td>
</tr>
<tr>
<td>Reduced water, energy use, increased recycling</td>
<td>11.9</td>
</tr>
<tr>
<td>Increased awareness/fundraising</td>
<td>11.1</td>
</tr>
<tr>
<td>Other</td>
<td>5.6</td>
</tr>
</tbody>
</table>

Benefits to the shopping centre from the community programme/s (%)
Conversely, the top five benefits derived by shopping centres from engagement range from greater communication with the community (100%), customer loyalty (97.1%), occupier engagement (95.2%), decrease in anti-social behaviour (86.5%) and positive media coverage (75%).

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established greater communication with community</td>
<td>100.0</td>
</tr>
<tr>
<td>Customer loyalty</td>
<td>97.1</td>
</tr>
<tr>
<td>Occupier engagement</td>
<td>95.2</td>
</tr>
<tr>
<td>Decrease in anti-social behaviour</td>
<td>86.5</td>
</tr>
<tr>
<td>Positive media coverage</td>
<td>75.0</td>
</tr>
<tr>
<td>Increased PR</td>
<td>60.6</td>
</tr>
<tr>
<td>Positive team morale</td>
<td>34.6</td>
</tr>
<tr>
<td>Value for money</td>
<td>18.3</td>
</tr>
<tr>
<td>Other</td>
<td>1.9</td>
</tr>
</tbody>
</table>

Indicators used by centres to measure performance
Measuring the value of engagement can be a challenging exercise to understand and qualify, however the research posed a question to this effect. The indicators of measurement used by centres in understanding the impact and value ranged from social media activity (83.3%), followed by feedback on customer comment cards (67.5%) and footfall (63.5%).

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media</td>
<td>83.3</td>
</tr>
<tr>
<td>Customer comment cards</td>
<td>67.5</td>
</tr>
<tr>
<td>Footfall</td>
<td>63.5</td>
</tr>
<tr>
<td>Customer research</td>
<td>38.9</td>
</tr>
<tr>
<td>PR</td>
<td>26.2</td>
</tr>
<tr>
<td>Retailer feedback</td>
<td>11.9</td>
</tr>
<tr>
<td>Increased PR</td>
<td>60.6</td>
</tr>
<tr>
<td>Positive team morale</td>
<td>34.6</td>
</tr>
<tr>
<td>Value for money</td>
<td>18.3</td>
</tr>
<tr>
<td>Other</td>
<td>1.9</td>
</tr>
</tbody>
</table>

How programme/s are communicated and profiled to the community/particular audiences
The profiling of initiatives is largely conducted via community radio and local TV station (91.3%), newspapers (85.7%), events involving local stakeholders (77.8%) and the website (73.8%).

<table>
<thead>
<tr>
<th>Audience</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community radio/Local TV station</td>
<td>91.3</td>
</tr>
<tr>
<td>Newspapers</td>
<td>85.7</td>
</tr>
<tr>
<td>Events involving local stakeholders; mayor, business leaders, sports clubs</td>
<td>77.8</td>
</tr>
<tr>
<td>Website</td>
<td>73.8</td>
</tr>
<tr>
<td>Posters</td>
<td>69.0</td>
</tr>
<tr>
<td>Press releases/PR</td>
<td>45.2</td>
</tr>
<tr>
<td>Social media</td>
<td>31.0</td>
</tr>
<tr>
<td>Advertising</td>
<td>18.3</td>
</tr>
<tr>
<td>Promotional activities on the mall</td>
<td>7.9</td>
</tr>
</tbody>
</table>
Resources required to further aid involvement in community initiatives
Resources required by shopping centres to further aid involvement in community initiatives range from guidance (84.9%), signposting (31.7%) and sharing of best practice (9.5%).

<table>
<thead>
<tr>
<th>Resource</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guidance</td>
<td>84.9</td>
</tr>
<tr>
<td>Signposting</td>
<td>31.7</td>
</tr>
<tr>
<td>Greater sharing of best practice</td>
<td>9.5</td>
</tr>
<tr>
<td>BCSC assistance</td>
<td>2.4</td>
</tr>
<tr>
<td>Other</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Budget for local community engagement (sample size 104 centres, %)
The level of investment employed by centres in engaging with community initiatives are diverse, ranging from a zero cost to above £20k. This is largely dependent on whether a centre is part of a larger portfolio or an independent entity. 34.6% of centres surveyed indicated a zero cost of engaging on community initiatives, while 21.2% of centres incurred a cost of between £2k and £5k. 9.6% of centres surveyed indicated a cost of over £20k, possibly reflecting the size of an organisation under the larger corporate umbrella.

<table>
<thead>
<tr>
<th>Budget Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>£0</td>
<td>34.6</td>
</tr>
<tr>
<td>Up to £500</td>
<td>2.9</td>
</tr>
<tr>
<td>Between £501 - £1,000</td>
<td>6.7</td>
</tr>
<tr>
<td>Between £1,001 - £2,500</td>
<td>8.7</td>
</tr>
<tr>
<td>Between £2,501 - £5,000</td>
<td>21.2</td>
</tr>
<tr>
<td>Between £5,001 - £10,000</td>
<td>10.6</td>
</tr>
<tr>
<td>Between £10,001 - £20,000</td>
<td>5.8</td>
</tr>
<tr>
<td>Above £20,000</td>
<td>9.6</td>
</tr>
</tbody>
</table>

Staff hours provided for the community programme (sample size 104 centres, %)
In terms of the human effort required in engaging, 39.4% of centres dedicate between 5 days to up to a month on initiatives, while 29.8% of centres dedicated between 1 to 5 days of effort.

<table>
<thead>
<tr>
<th>Engagement Duration</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between 1 and 5 days</td>
<td>29.8</td>
</tr>
<tr>
<td>Between 5 days and 1 month</td>
<td>39.4</td>
</tr>
<tr>
<td>Up to 7 hours</td>
<td>18.3</td>
</tr>
</tbody>
</table>

Locations of shopping centres responding to survey (sample size 104 centres, %)

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Midlands</td>
<td>5.8</td>
</tr>
<tr>
<td>East of England</td>
<td>9.6</td>
</tr>
<tr>
<td>Greater London</td>
<td>17.3</td>
</tr>
<tr>
<td>North East England</td>
<td>3.8</td>
</tr>
<tr>
<td>North West England</td>
<td>8.7</td>
</tr>
<tr>
<td>Northern Ireland</td>
<td>1.0</td>
</tr>
<tr>
<td>Scotland</td>
<td>7.7</td>
</tr>
<tr>
<td>South East England</td>
<td>22.1</td>
</tr>
<tr>
<td>South West England</td>
<td>7.7</td>
</tr>
<tr>
<td>Southern Ireland</td>
<td>1.9</td>
</tr>
<tr>
<td>West Midlands</td>
<td>6.7</td>
</tr>
<tr>
<td>Yorkshire and the Humber</td>
<td>7.7</td>
</tr>
</tbody>
</table>

Size of shopping centres responding to survey (sample size 104 centres, %)

<table>
<thead>
<tr>
<th>Size Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,000sqm - 20,000sqm</td>
<td>16.3</td>
</tr>
<tr>
<td>20,000sqm - 40,000sqm</td>
<td>20.2</td>
</tr>
<tr>
<td>40,000sqm - 60,000sqm</td>
<td>18.3</td>
</tr>
<tr>
<td>60,000sqm - 80,000sqm</td>
<td>10.6</td>
</tr>
<tr>
<td>80,000sqm - 100,000sqm</td>
<td>8.7</td>
</tr>
<tr>
<td>100,000sqm - 120,000sqm</td>
<td>7.7</td>
</tr>
<tr>
<td>120,000sqm+</td>
<td>17.3</td>
</tr>
</tbody>
</table>
Appendix 2: List of workshop participants

In gathering further qualitative evidence BCSC held two workshops with shopping centre managers in London and Sheffield, engaging with shopping centres directly to understand the nature of their work in this area. Workshop participants were as follows:

Gill Buchanan
Swanwalk Shopping Centre, Horsham

Rubie Charalambous
The Brewery, Romford

Neil Churchill
Southside, Wandsworth

Peter Cook
White Rose, Leeds

Maria Cooper
The Glades, Bromley

Andrew Dudley
Land Securities

Lorraine Eggleton
The Centre, Feltham, London

Shelley Filippi
Church Walk, Caterham, Surrey

Stella Lindsay
Brent Cross, London

Jen MacCarthy
The Harlequin, Watford

Ronald Melia
Treaty Shopping Centre, Hounslow

Alison Reid
The Trafford Centre, Manchester

Mark Rycraft
Middleton Grange, Hartlepool

Steve Seymour
Airedale, Keighley

Susie Wilson
Lend Lease

BITC CommunityMark
http://www.bitc.org.uk/community/community
mark/about_the_commmunitymark/five_communitymark.html

Responsible Business Check-Up
http://www.bitc.org.uk/west_middles/progr
mnes/responsible_business.html

CR Index
http://www.bitc.org.uk/cr_index/about_the_c
r_index/

Community Footprint
http://www.bitc.org.uk/community/community
_footprint/

BITC Retail Development Investment
Framework supported by BCSC
http://www.bcsc.org.uk/publication.asp?pub
_id=456

Future High Streets
http://www.bitc.org.uk/resources/publications
/future_high_streets.html
There is a checklist of 10 actions at the back of the study for business which is essentially aimed at senior directors.

BCSC Sustainability Charter
http://www.bcsc.org.uk/media/downloads/
BCSCSustainabilityCharter2011.pdf

BCSC Sustainability Portal
http://www.bcsc.org.uk/research/sustainability
/index.asp

National Apprenticeship Service
http://www.apprenticeships.org.uk
Foreword

Shopping centres are the hub of local communities. They provide safe, secure clean environments for people to shop, dine, meet, relax and be entertained.

They also offer significant levels of support to the communities they serve such as:

• providing jobs and developing skills of the local workforce
• supporting marginalised community groups
• raising funds and awareness of local charities
• investing time and energy into improving the local landscape, and
• creating partnerships between local organisations and providing leadership needed to transform the local communities in which they operate.

BCSC has a wealth of anecdotal stories from across the UK highlighting the role that members play in their local community, but little is known of the value and benefits that they can deliver. We are aware that some centres have been struggling to identify how they could best support their communities.

With the Government’s commitment to the Localism agenda and public spending cuts across local government affecting frontline community services, there is an even greater business imperative for our shopping centres to connect and contribute to their local community.

The benefits of successfully engaging with the community engagement can also raise a centre’s profile, creating additional footfall, occupier engagement and more. In a bid to further understand the level of community engagement across the industry, the BCSC Sustainability and Community Engagement Committee commissioned a working group to collate and understand good practice across the industry.

Through consultation and research with a range of key stakeholders, the group has produced findings and case studies that are relevant to a broad section of our membership from shopping centre managers, owners, investors, operators on the high street, local authorities and other industry bodies.

This good practice guide highlights the plethora of community based initiatives our members are delivering within the communities they are located. The guide aims to encourage and aid those centres who do not currently deliver any initiatives. We have provided a range of case studies from across the UK and findings from the working group’s research to help all centres, whatever their size, to think creatively and engage in their local community.

BCSC is committed to a wide sustainability agenda and showcasing the important work that our industry does through the BCSC Sustainability Charter. The role that our industry can play to develop thriving local communities is vital.

We hope that the work of the BCSC Community Engagement Working Group will be taken forward by members who can use this guide to both reflect and provide input, to positively engage and contribute to local communities, maximising the benefits for all.

Peter Drummond
BCSC President, 2012
BDP Chief Executive

Appendix 4:
Links to other case studies

For further case studies please visit:
www.bcsc.org.uk/community

‘Touchwood, Solihull
Community Relations, ‘Your Space’
For further information on this case study, please contact:
Lucy Burnett, Marketing Manager
lucy.burnett@lendlease.com

British Land case studies
• Biodiversity – Tinsley Community Allotment
• Improving a Love for Reading – Teesside Shopping Park
• Outward Bound and Anti-gang at Glasgow Fort
• Retail Training and Apprenticeships – St Stephen’s Shopping Centre in Hull
• The Apprentice – Parkgate
• The Source Skills Academy – Meadowhall, Sheffield
• Volunteering, Hull and Sheffield.
For further information on the British Land case studies, please contact:
Anna Devlet
anna.devlet@britishland.com

Chapelfield’s Custody & Community Project
Purple Apple Purple Apple Award Winner
http://purpleapple.bcsc.org.uk/winners/2012/details.asp?Type=3&Category=0&Seq=0
SHOPPING CENTRES:
At the heart of the community

BCSC, 1 Queen Anne’s Gate, Westminster, London, SW1H 9BT
t: 0207 217 4480  e: info@bcsc.org.uk  w: www.bjsc.org.uk
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