



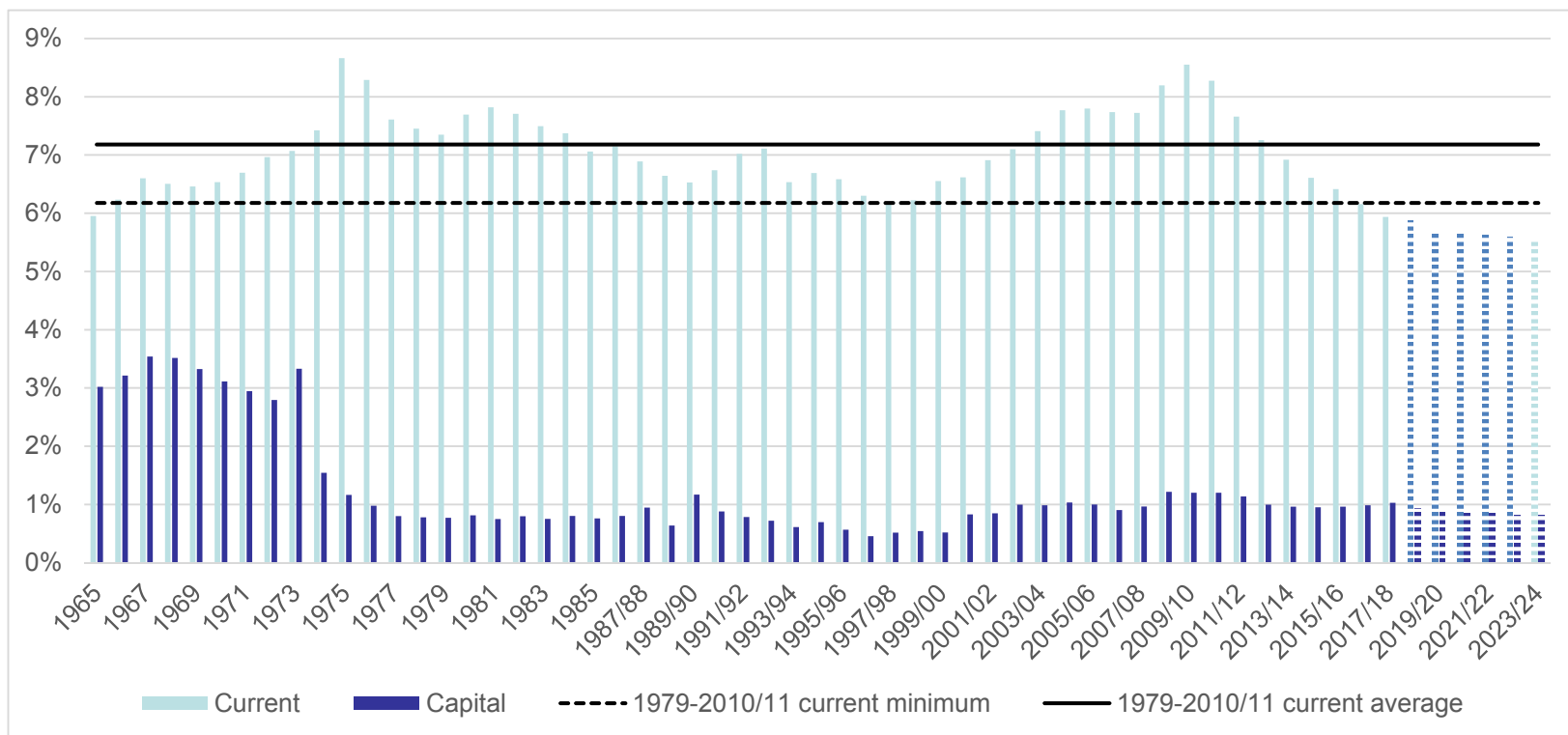
Association for Public Service Excellence

Reinventing Town Centres

Karen Bradford, National Secretary, APSE and
Paul O'Brien, Chief Executive, APSE

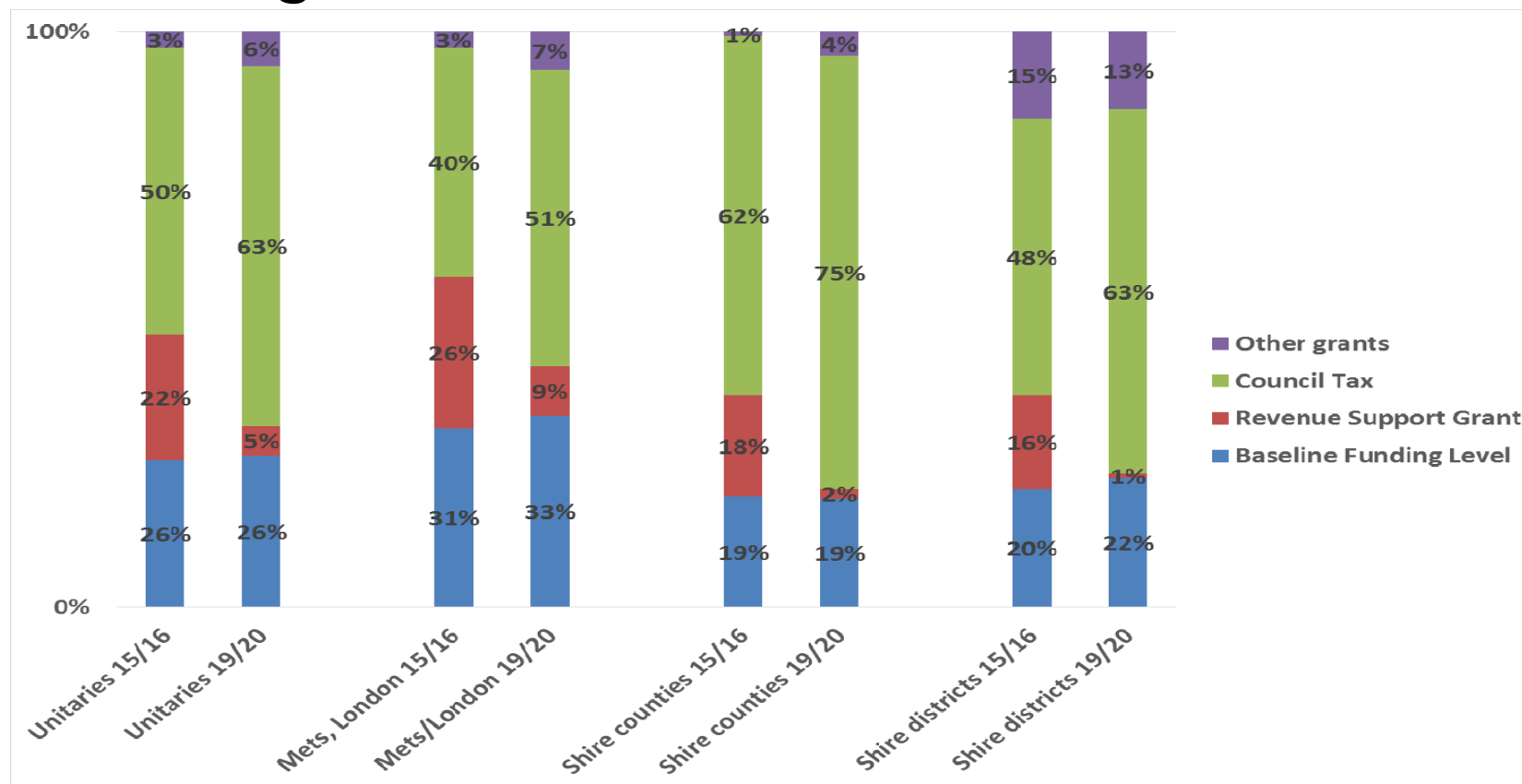


UK local government spending as a share of GDP: current spending, already below the 1979-2014 minimum, is projected to go on falling to 2020 and beyond



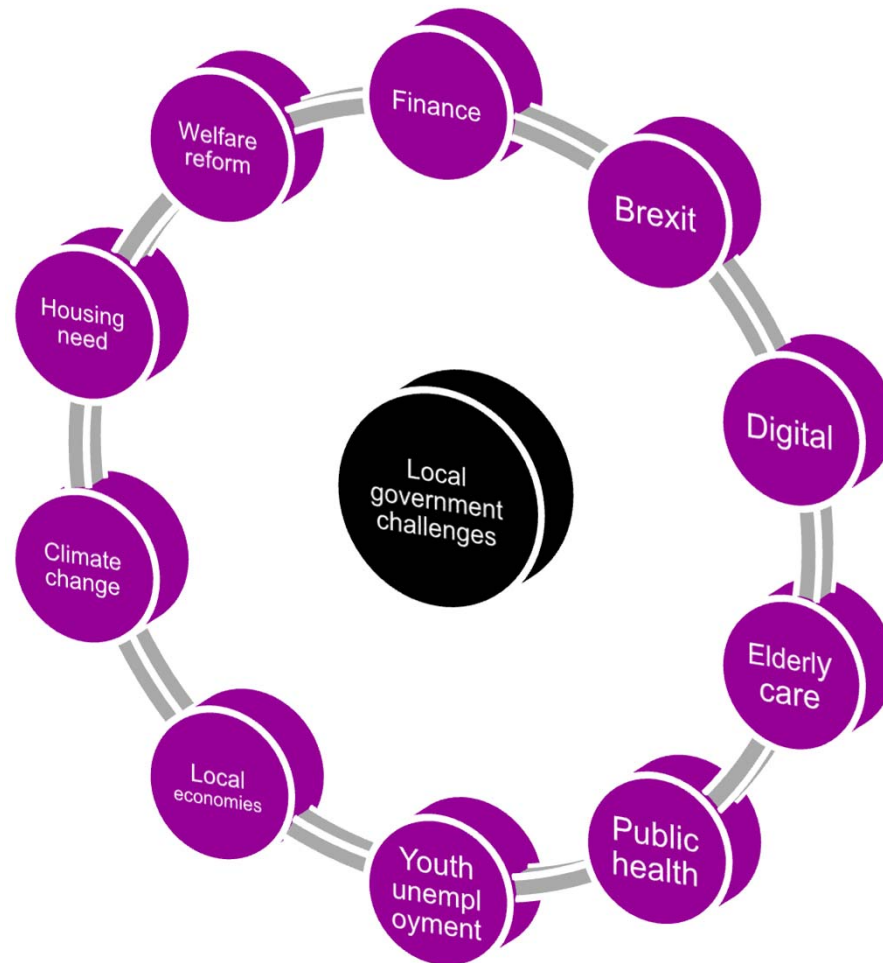


Balance of core spending power 15/16 and 19/20: as RSG shrivels beyond London and the Mets, most LA funding will come from council tax





Public policy challenges



THE CHANGING FACE OF THE BRITISH HIGH STREET



DECLINE

Retail units from the high street

-  **Banks:** Around 12,000 banks have closed over the past 30 years and around 1500 towns currently have no bank.
-  **Physical entertainment:** HMV and Blockbuster went into administration in 2013. Blockbuster has since closed all stores and HMV has closed 70 stores.
-  **Post offices:** A net figure of around 35 post offices each year are closing.
-  **Fashion retailers:** A net figure of 184 fashion retailers shut in the first 6 months of 2016.
-  **Travel agencies:** Thomas Cook closed 28 stores last year, and Thompson had to close 100 stores.

GROWTH

Retail units on the high street

-  **Coffee shops:** There was a 6% growth in 2015 and a predicted 26% increase by 2020.
-  **E-cigarette shops:** 2 e-cigarette shops are opening each day. More than 1700 shops have opened, half of these in 2016.
-  **Estate agents:** There are more estate agents in London than independent butchers, fishmongers and grocers put together. 200+ opened in 2016 alone.
-  **Beauty salons:** Female spend is up 19% and male 23%. 90% of salon owners are optimistic about business prospects in 2017.
-  **Convenience shops:** Around 50,000 exist in the UK and store opening growth is up 16%.



Reinventing the high street

- Rapidly changing
- If not local government, then who?
- Shift to mix of retail, residential, recreation
- Borrowing for a public policy purpose
- Local economic growth



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**The role and value of
local authority assets in
town centres**



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Assets and property portfolios

- CiPFA
- Investments in retail and residential
- Move to self financing
- Sevenoaks
- Mansfield
- Southampton
- Canterbury
- Balance of risk / due diligence



Recommendations

- Establish what you have got
- Measure how well you are doing
- Strategy (appetite for risk)
- Geographic boundaries (out of boundary investments)
- Funding (PWLB? Self-funded?)
- Skills and capacity
- Delivery models
- Acquire carefully (risk management)
- Acquisition and management
- Monitor, review, adapt



How are councils responding now?

- 27 councils purchased shopping malls
- £800m investment
- Borrowing rates low
- Government £675m Future high streets fund
- £1.6B stronger towns fund
- Future towns taskforce



Conclusions

- Budgets continuing to drop up to and beyond 2020
- Sector response been good in terms of cost reduction, efficiency and improving productivity
- Multiple policy crisis – high street one of many
- Match solutions to funding sources
- Now need to think about local finance base and community wealth
- Municipal entrepreneurship
- Time to forge a new municipalism



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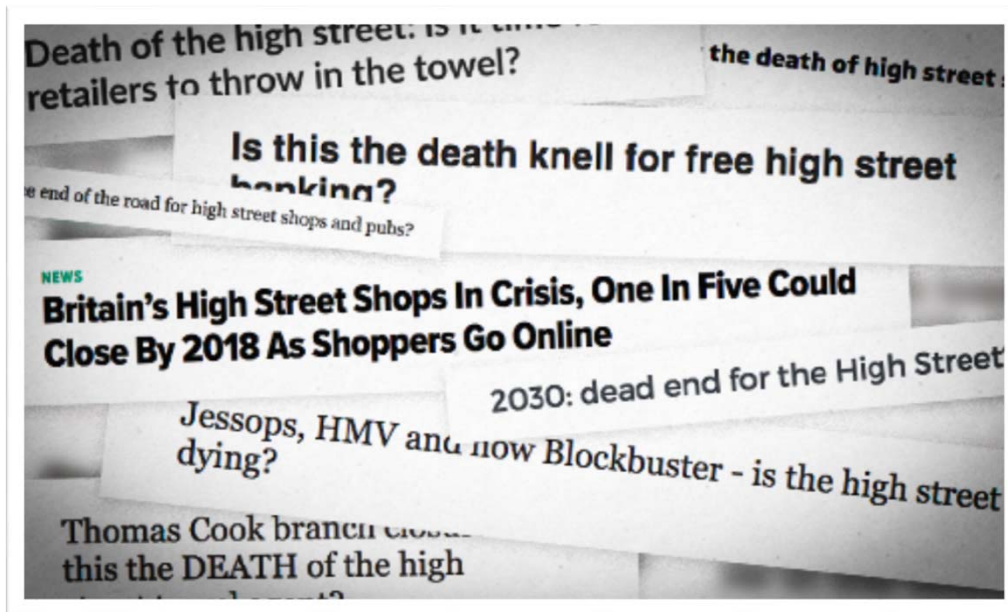


Reinventing Town Centres

Karen Bradford
Chief Executive

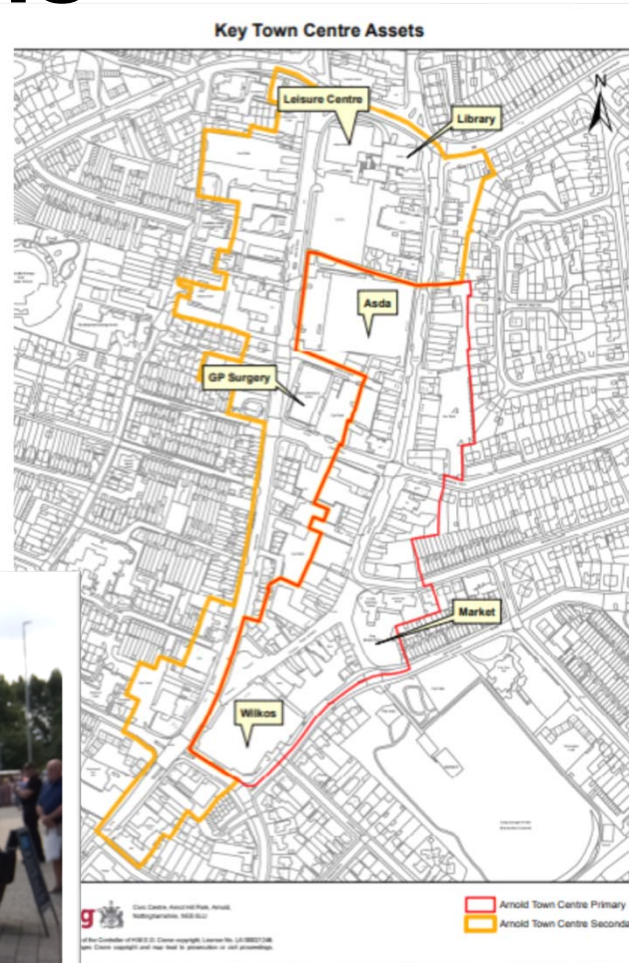


Changing role of the High Street



- Changing behaviours
- Growth in on-line shopping
- Business Rates
- Funding
- Move from shopping to experience

Some options



4G 19:10

Gedling Borough Council

3 hrs · 🌐

The new temporary stalls are going up at Arnold Market today and they look great 🙌 To celebrate, we're hosting a number of exciting events over Easter, starting on Friday 19 April. For all the details, visit our what's on page http://socsi.in/Whats-on_z24NA

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Like Comment Share

Rachel Hallam is with Kim Hewitt and 2 others.

Commercialisation



- Investment
- Planning
- Aspirational
- Improving the offer



Conclusions

- High Street needs to become the destination
- Working with the Community to support regeneration
- Investment in public realm and heritage
- Need to move with the times (and quickly)
- Centres are changing
- Interventions – Events and Festivals
- Be brave to intervene
- Innovation

NEW MUNICIPALISM

Delivering for local people and local economies



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Contact details

Paul O'Brien, Chief Executive

Email: po'brien@apse.org.uk

[@apsetweets](#)



GB 11409



GB 11132



GB 14074

Association for Public Service Excellence

3rd floor, Trafford House, Chester Road,
Old Trafford, Manchester M32 0RS.

telephone: 0161 772 1810

web: www.apse.org.uk