

APSE High Streets Policy Seminar, 9-10 July 2020

# Loving the Local: The role of councils in our High Streets and Town Centres

## Thursday - Session one:

**Opening Remarks:** Paul O'Brien, APSE Chief Executive  
Post Covid-19: Where to now for the future of our High Streets?'

**Responding to change: Looking to 2030**  
Dr. Steven Millington, Senior Lecturer, Manchester Metropolitan University

**The Value of the Retail Sector to Local Economies: A retail industrial strategy**  
Dave McCrossen, Deputy General Secretary, USDAW

@DrSDMillington

# High Street 2030: Achieving Change

**APSE High Streets Policy Seminar:** Loving the Local: The role of councils in our High Streets and Town Centres



# The High Street Report



## High Street 2030: Achieving Change

Dr Steve Millington, Dr Nikos Ntounis, Prof Cathy Parker,  
Simon Quin, Gareth Roberts, Dr Chloe Steadman

December 2018



[Placemanagement.org](http://Placemanagement.org)

What did local stakeholders think of changes that have happened?

What should be done to achieve this?



High Street  
2030

What challenges have they faced?

What would make their centre better?

What would they like to see in their centre by 2030?

# High Street 2030



Aldershot



Altrincham



Bristol



Holmfirth



Shrewsbury





BOLTON TEENAGE MARKET

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BOLTON TEENAGE MARKET

@boltonmarkets

 Bolton Markets

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 Bolton Markets

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# What achieves change?





Leadership

Knowledge

Communication



Leadership

Knowledge

Communication



Leadership

Knowledge

Communication



Leadership

Knowledge

Communication



Leadership

Knowledge

Communication





Transport

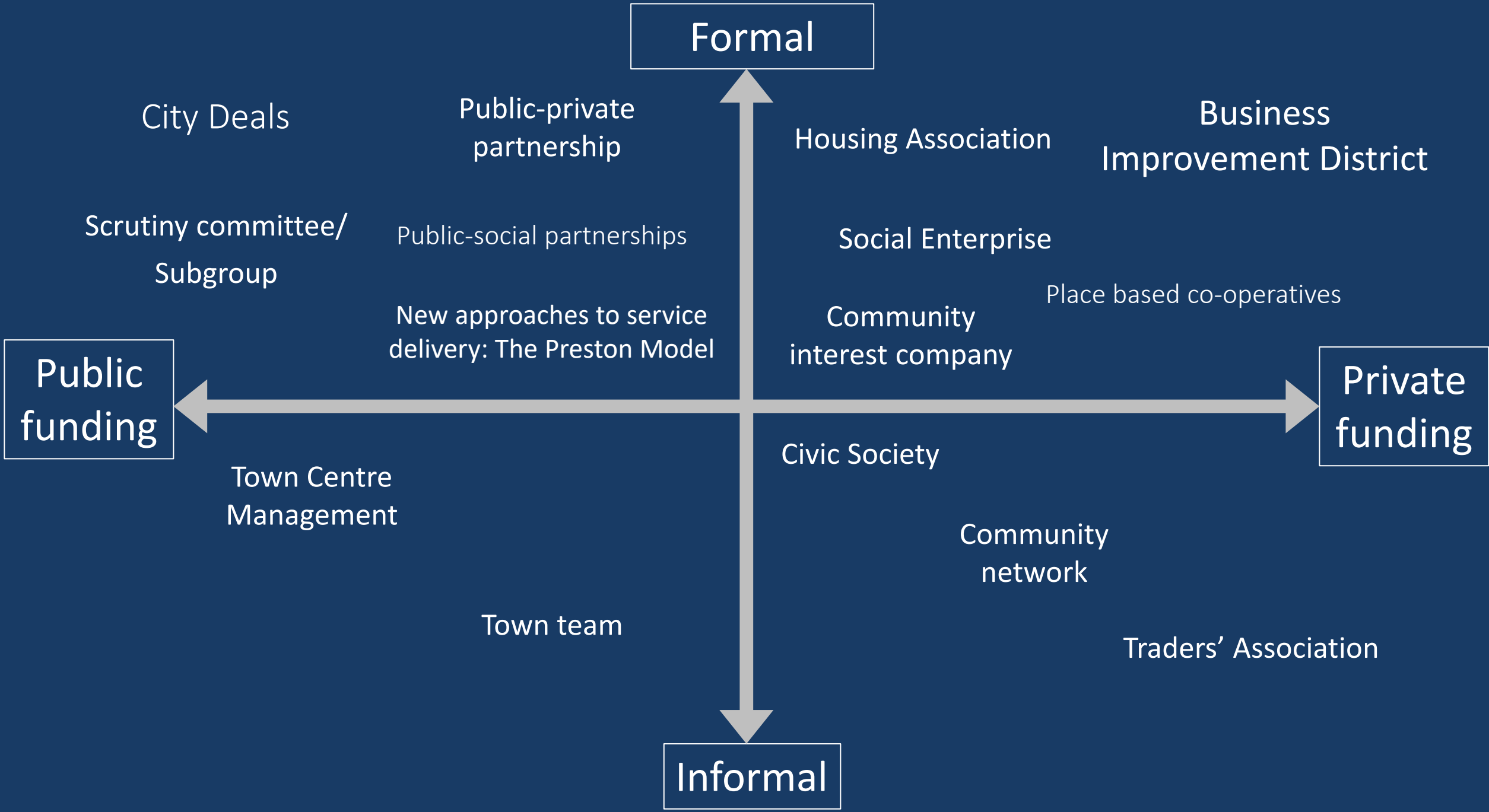
Housing

Education

Environment

Health

Lack of co-ordination and place leadership



Formal

Informal

Public funding

Private funding

City Deals

Scrutiny committee/  
Subgroup

Town Centre  
Management

Public-private  
partnership

Public-social partnerships

New approaches to service  
delivery: The Preston Model

Town team

Housing Association

Social Enterprise

Business  
Improvement District

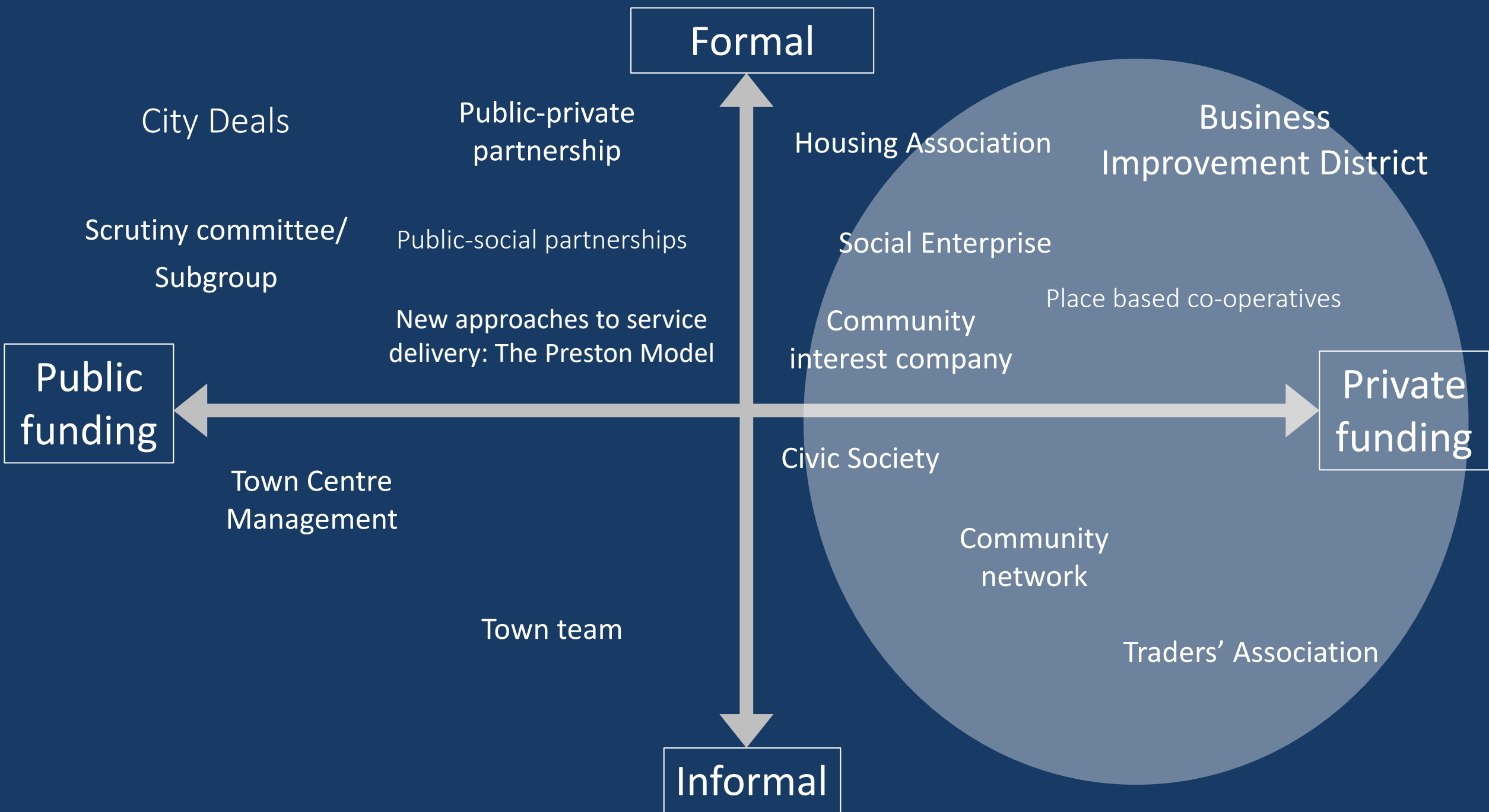
Place based co-operatives

Community  
interest company

Civic Society

Community  
network

Traders' Association



Formal

Informal

Public funding

Private funding

City Deals

Scrutiny committee/  
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Town Centre  
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New approaches to service  
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Civic Society

Community  
network

Business  
Improvement District

Place based co-operatives

Traders' Association



Pluralistic: fosters  
collective  
responsibility

Adaptable: never  
entirely  
concentrated in  
one organisation

Delegation

Place  
Leadership

Flatter/horizontal  
rather than  
hierarchical

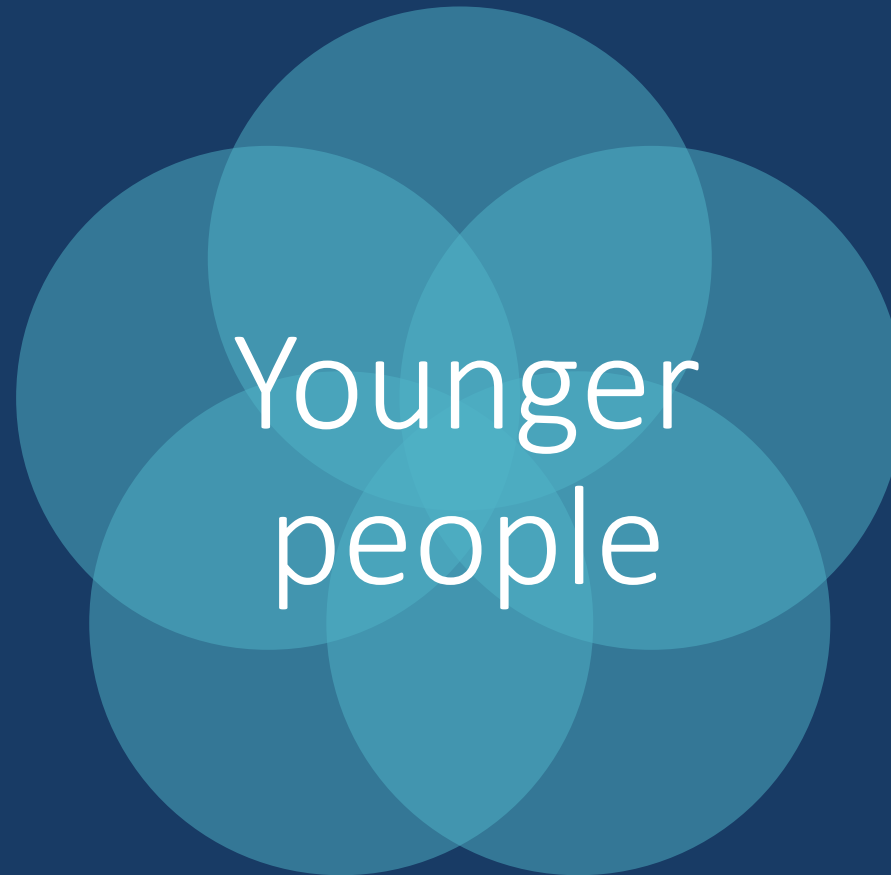
Nurturing

Reflexive and self-  
critical

Legitimacy through  
authority and trust

Offer new ideas,  
innovation, energy  
and enterprise

Institutional culture  
which excludes or  
marginalises them



Can refresh place  
partnerships and  
networks

Perceive decision  
making structures too  
rigid, formal,  
technocratic

Leadership

Knowledge

Communication

fluid and collective!



Leadership

Knowledge

Communication

fluid and collective!



Most town centres have lost their sense of purpose. Retail has “throttled” out other uses

Distressed Retail Property Taskforce



For the week 15<sup>th</sup> June to 21<sup>st</sup> June (inclusive) footfall volume compared to the same week in 2019

40%  
nationally

32%  
Greater London

45%  
Excluding London

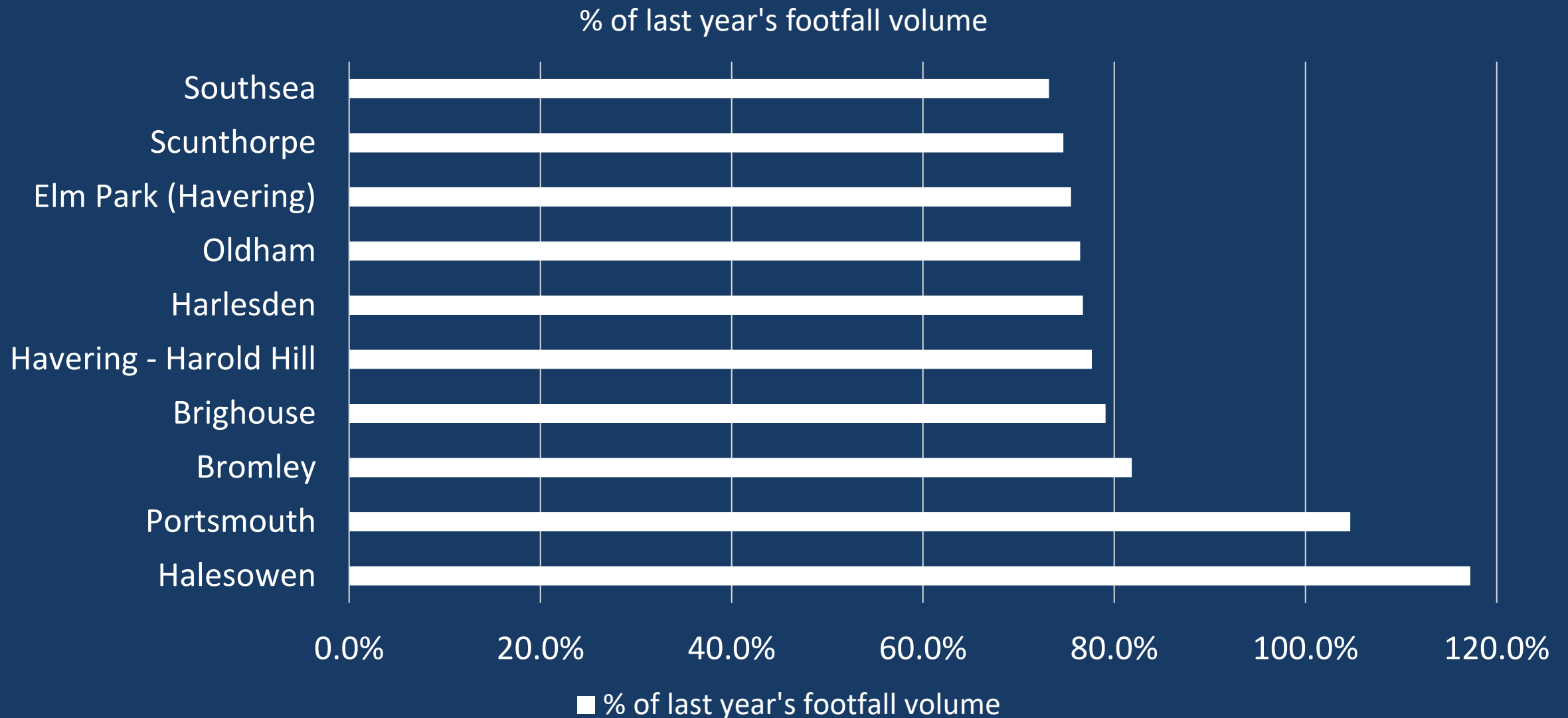
For the week 15<sup>th</sup> June to 21<sup>st</sup> June (inclusive) footfall volume compared to the same week in 2019

40%  
nationally

30%  
Large cities  
Inland tourist towns

70%  
Seaside towns  
Small multifunctional  
towns

# For the week 15<sup>th</sup> June to 21<sup>st</sup> June (inclusive) footfall volume compared to the same week in 2019: top 10 English towns with the highest footfall recovery

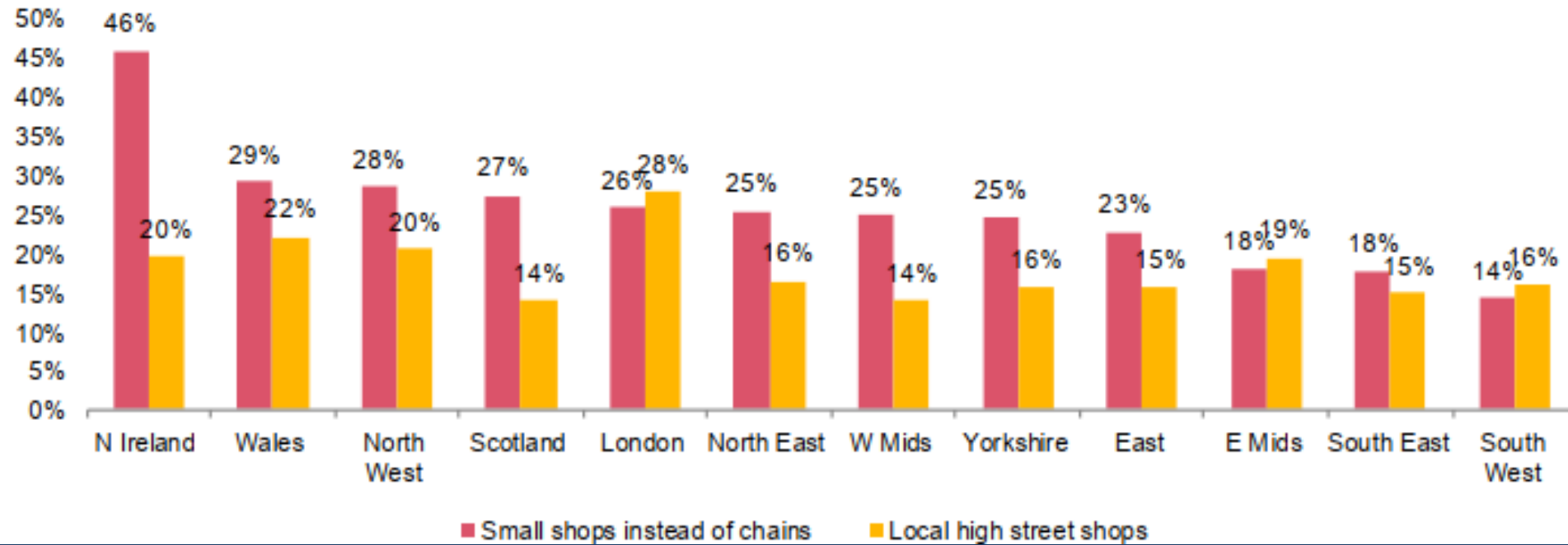
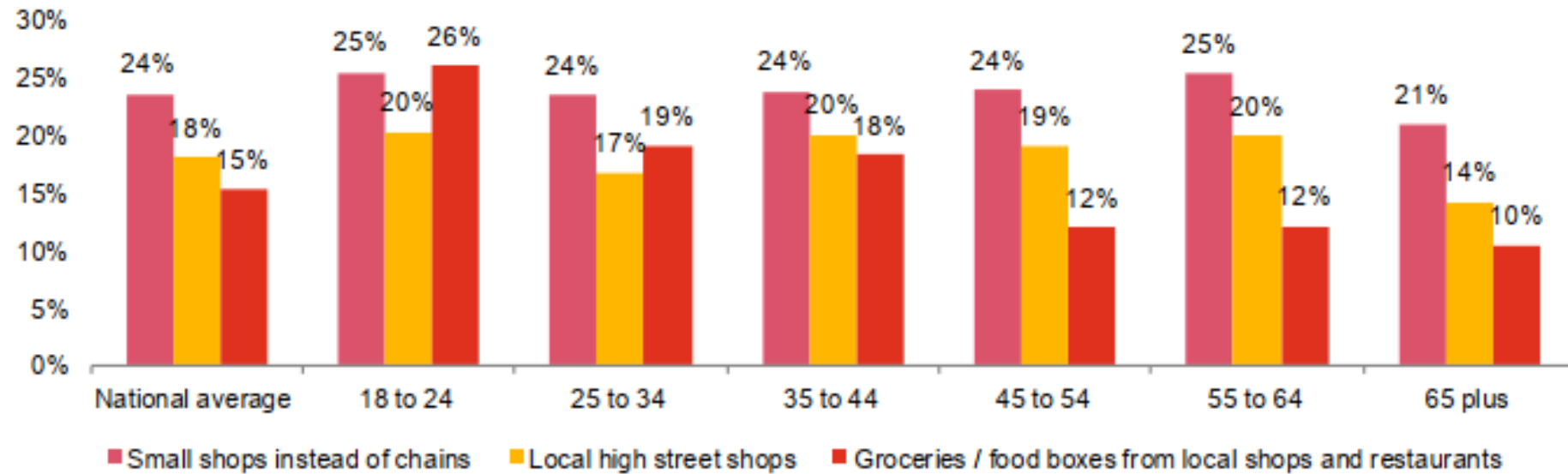




# "As a result of the Coronavirus restrictions, have you bought more from any of the following?"

PwC: Consumer Shopping Behaviour since Lockdown, May 2020

## Shopping **LOCALLY** since lockdown





We need more multifunctional places

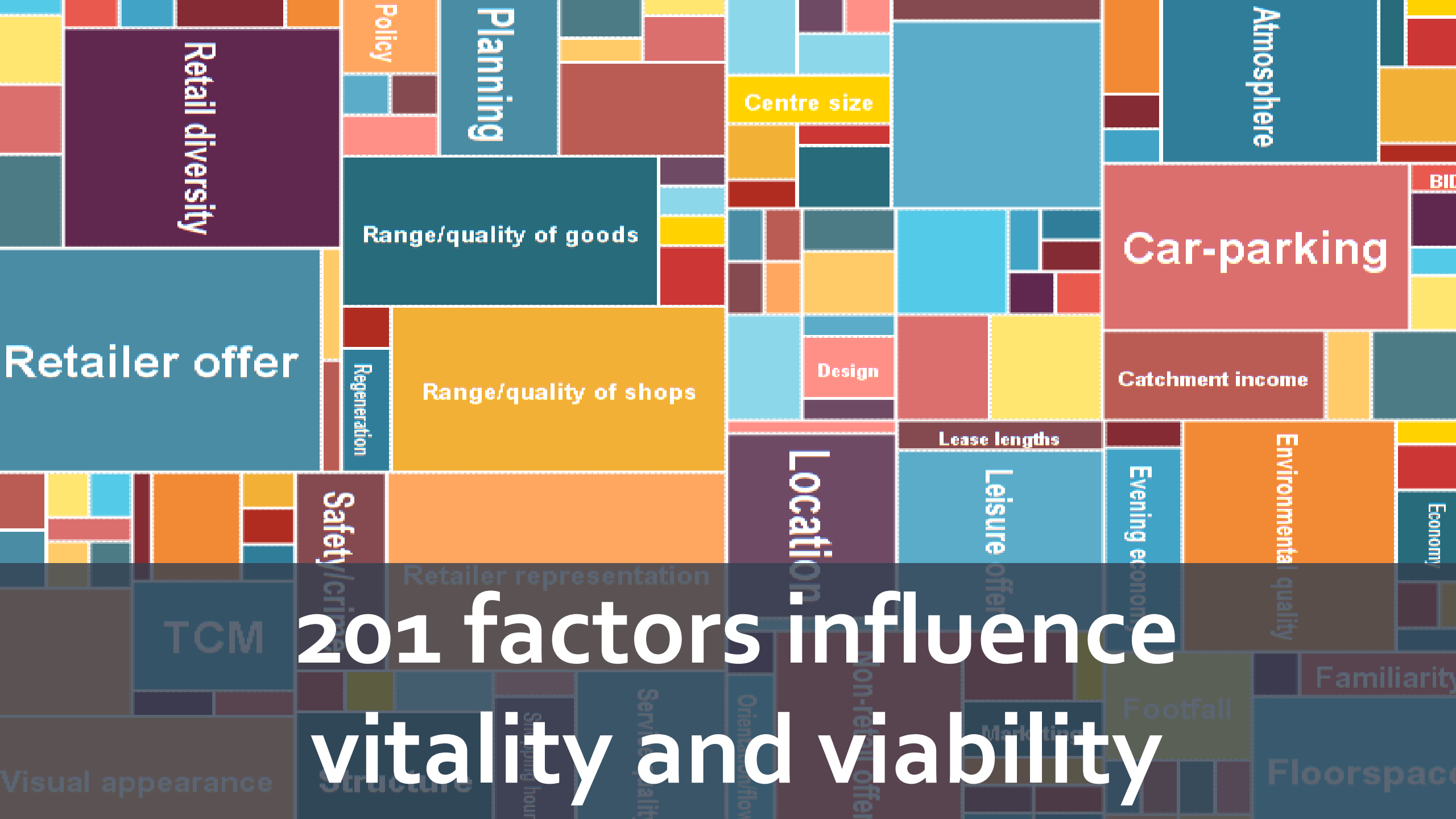


# SPRINGBOARD.

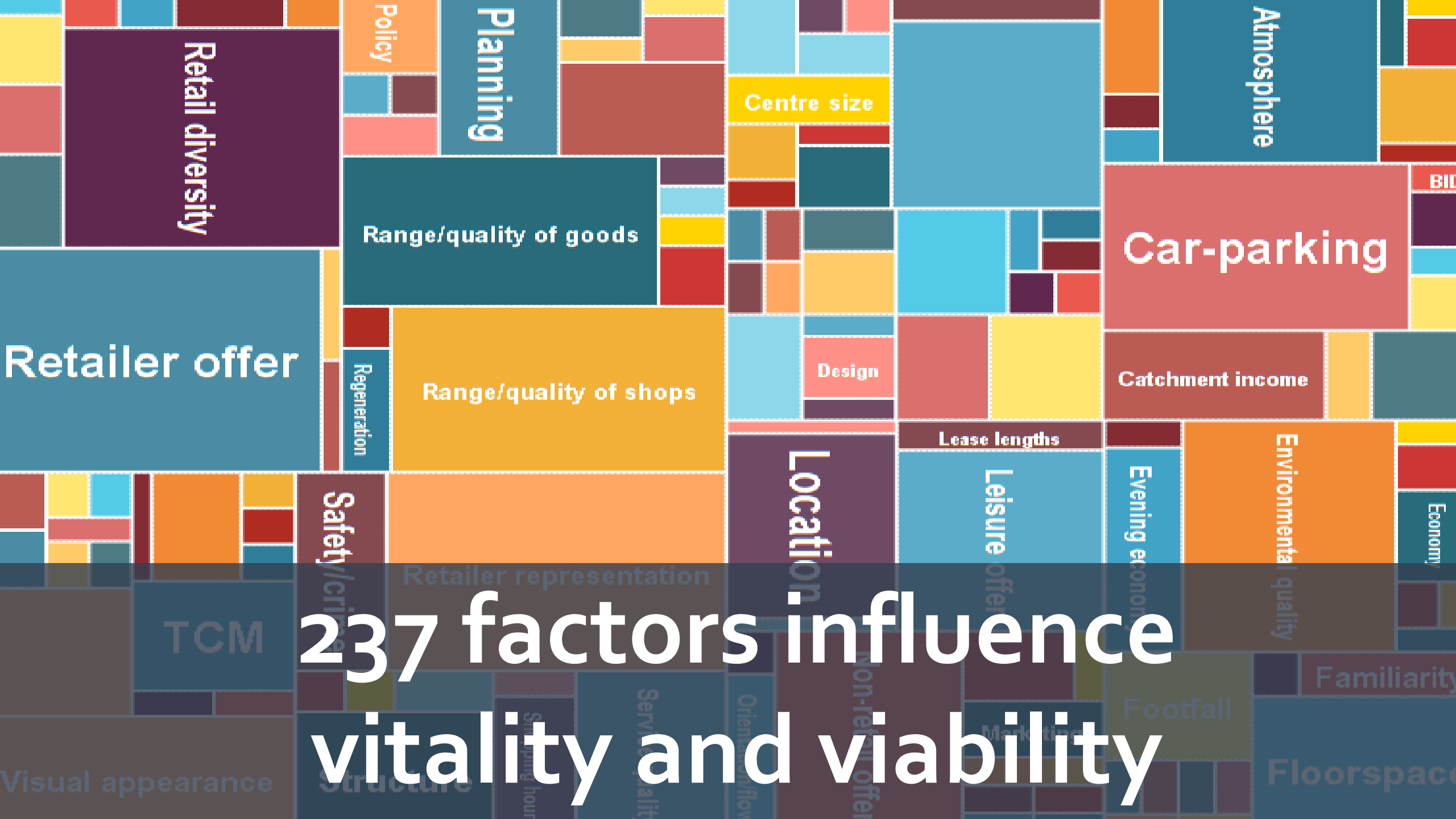
# High Street UK2020

## #HSUK2020





# 201 factors influence vitality and viability



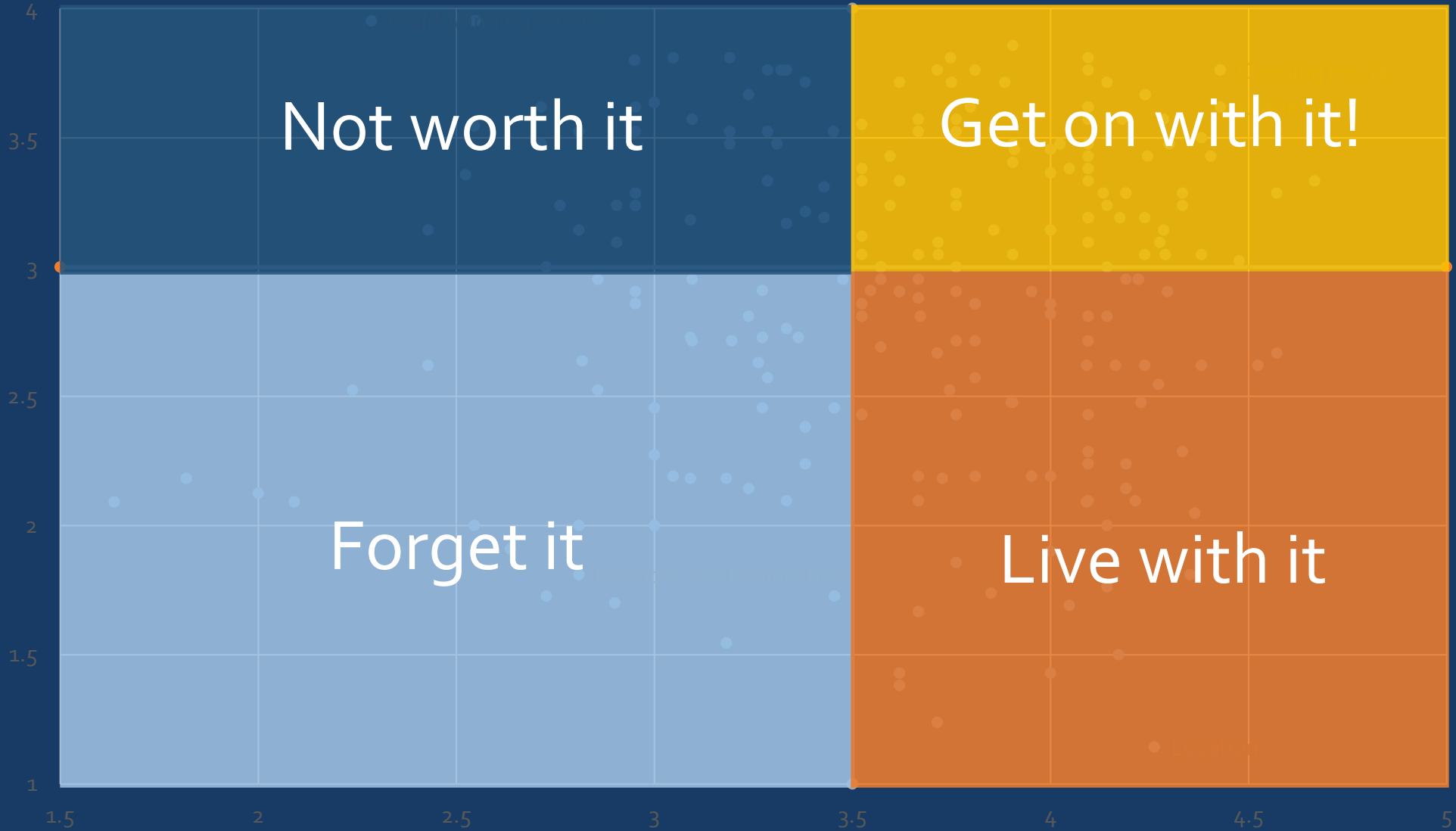
# 237 factors influence vitality and viability

#1 How much influence each factor has on the vitality and viability of the High Street?

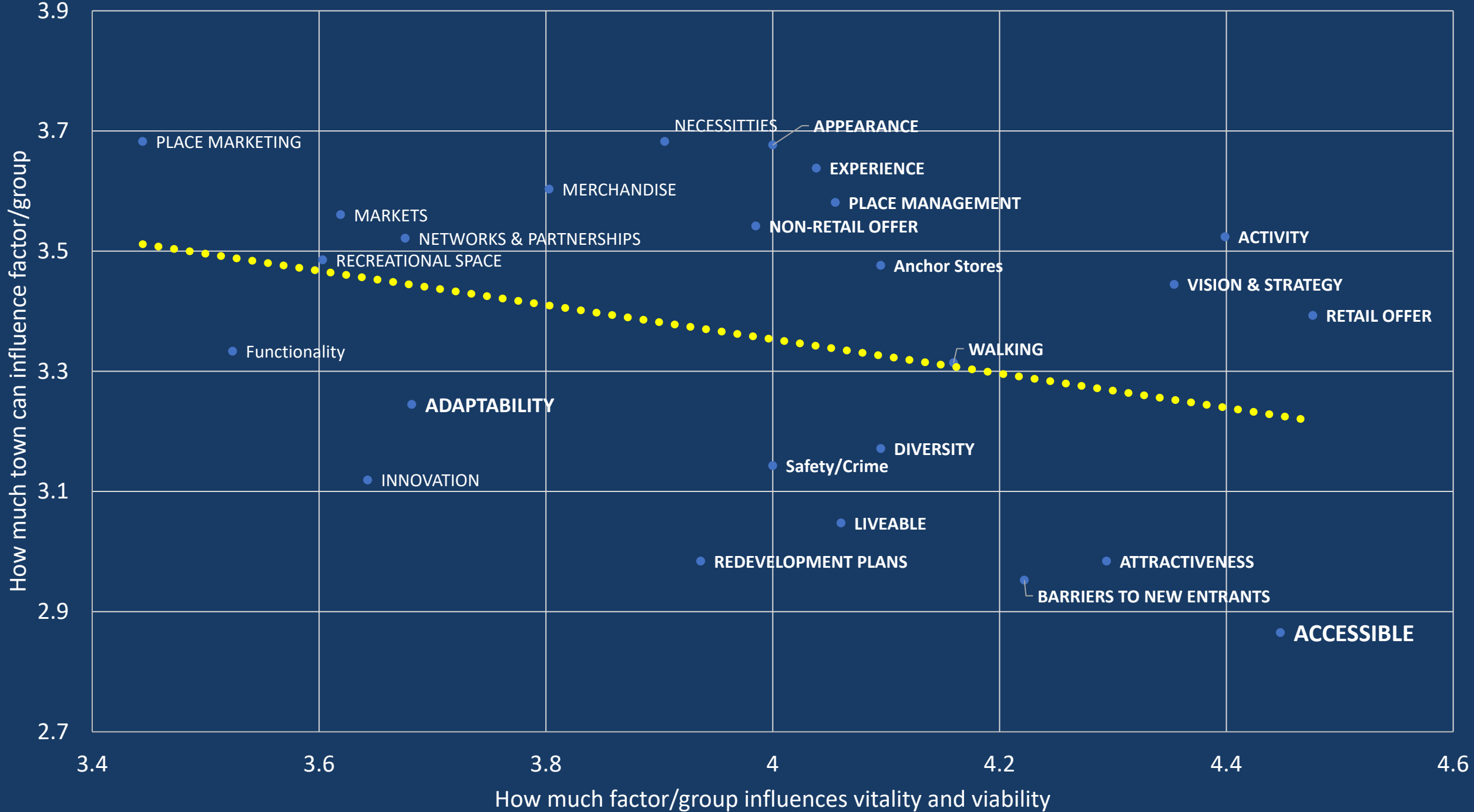
#2 How much control a location has over the factor?



How much control over a factor



How much each factor influences vitality and viability





# 25 Factors download from the High Streets Task Force website

[www.highstreetstaskforce.org.uk/frameworks/25-vital-and-viable-priorities/](http://www.highstreetstaskforce.org.uk/frameworks/25-vital-and-viable-priorities/)





**SPRINGBOARD.**

**Bringing Big Data to Small Users**

**#BDSU**



Over 200 UK centres



Over 200 UK centres  
477 counter locations



Over 200 UK centres  
477 counter locations  
12 years +



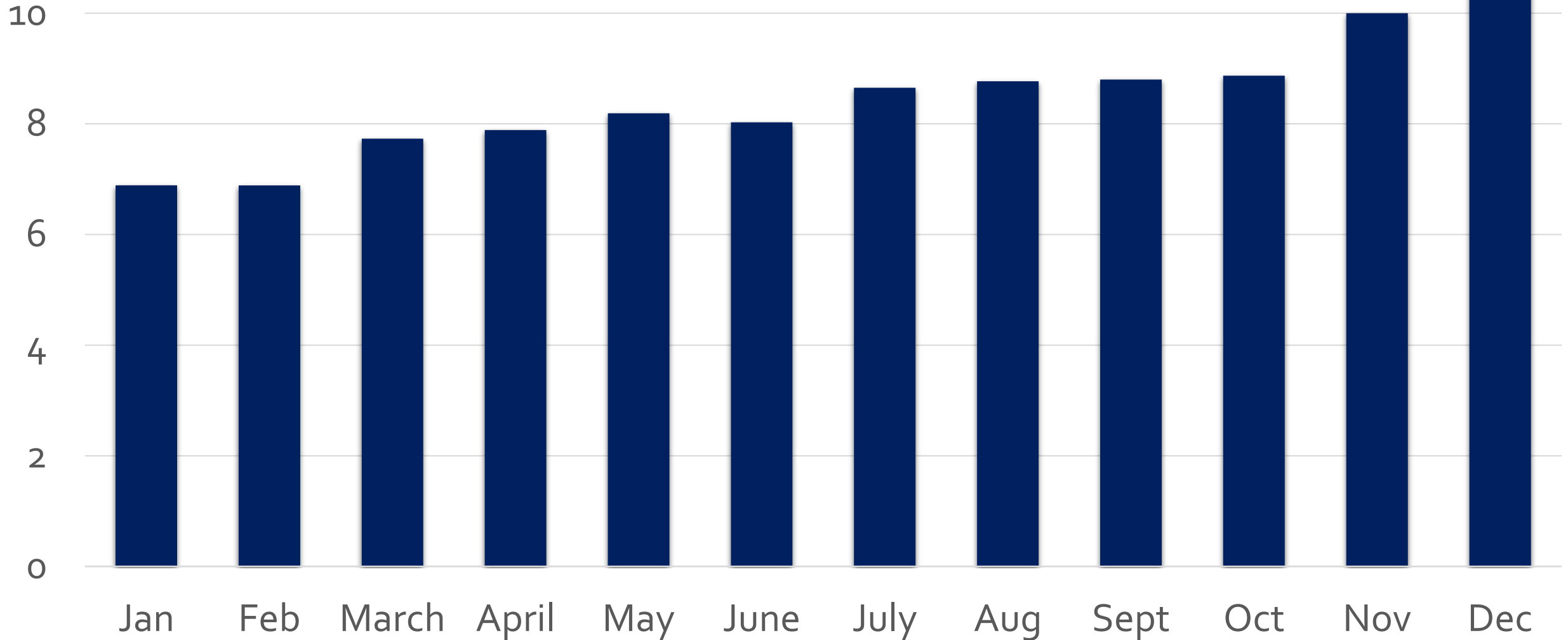
Over 200 UK centres  
477 counter locations  
12 years + by the hour



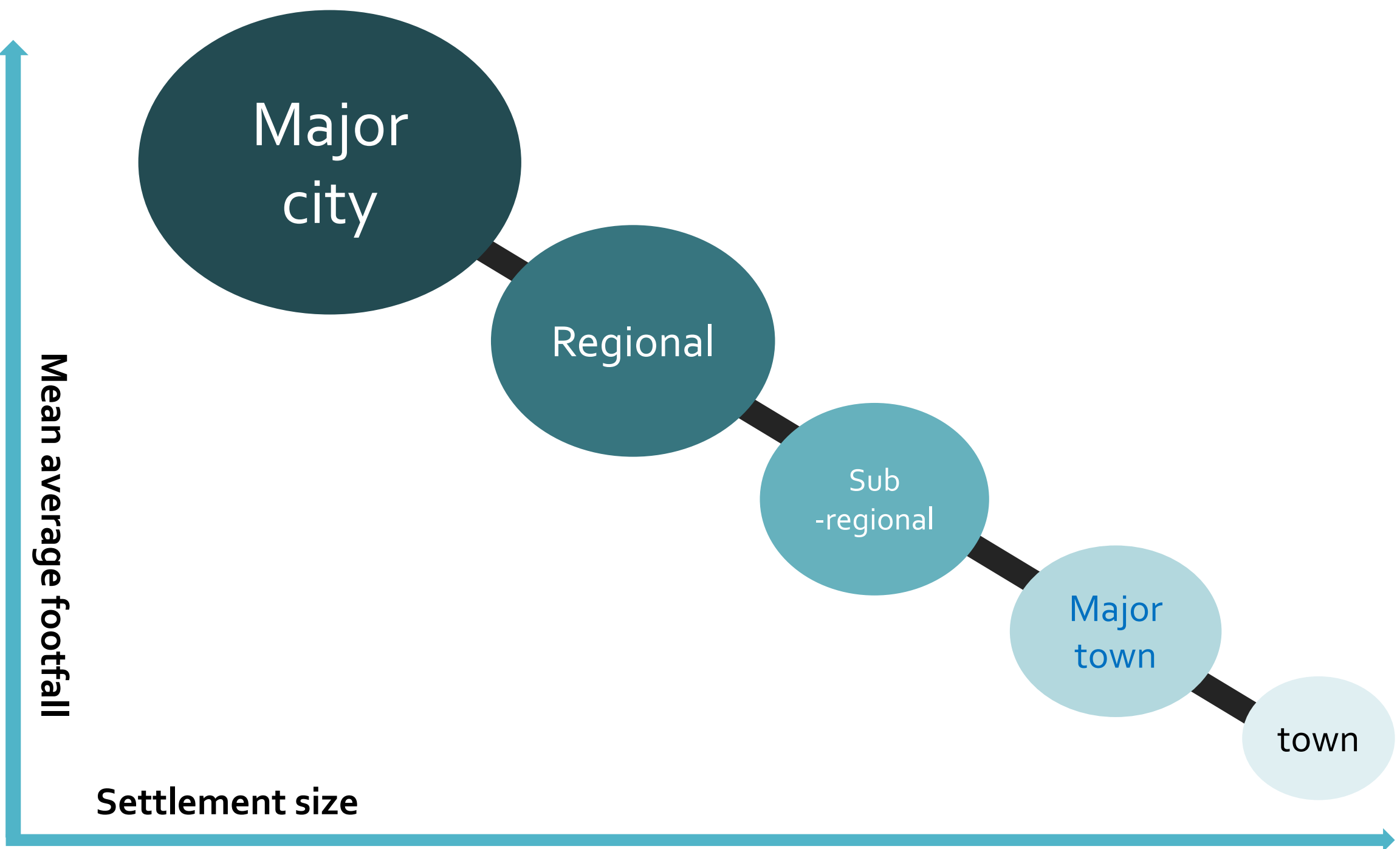
# 2 billion people and counting



# Footfall: The perceived wisdom







Major  
city

Regional

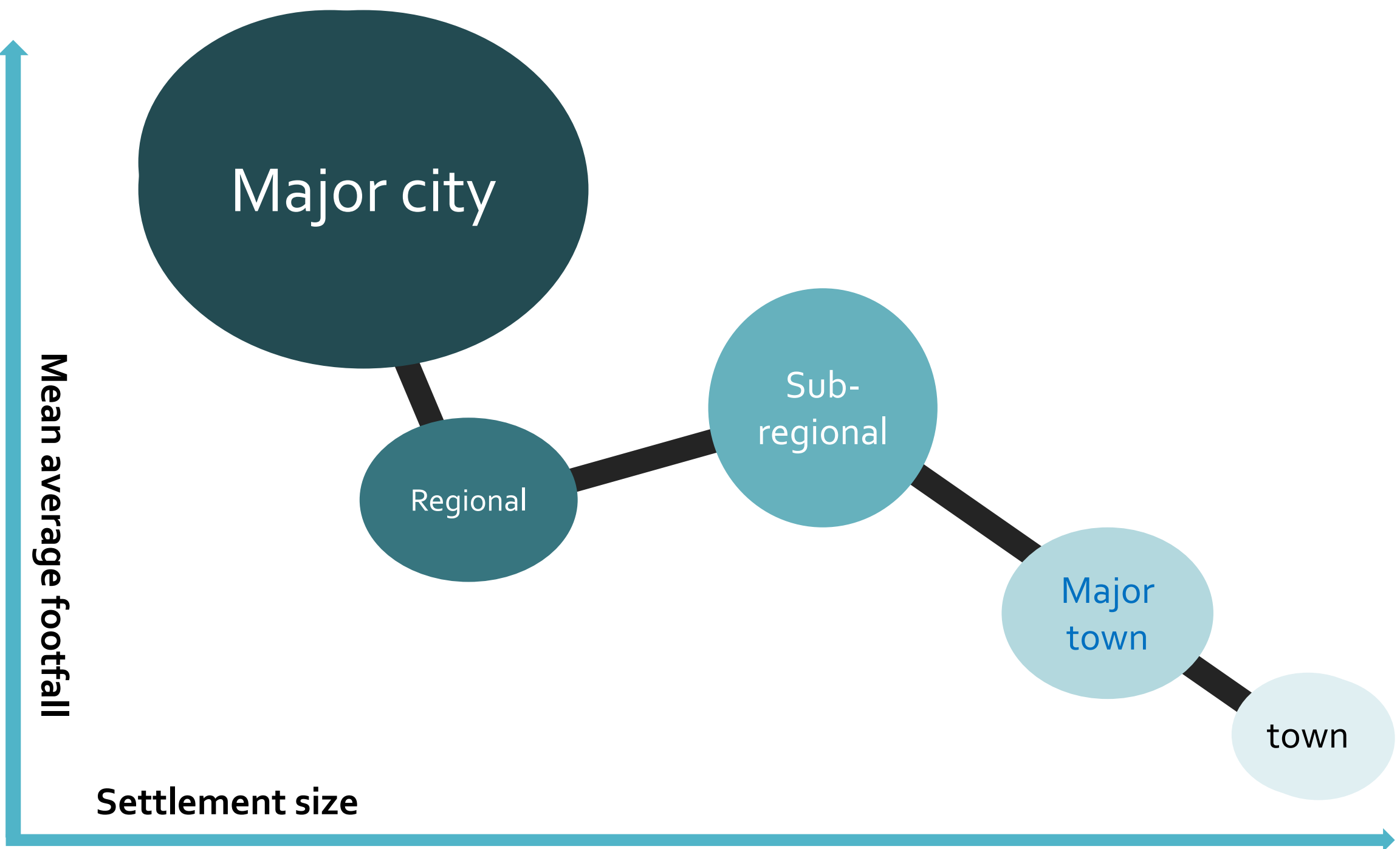
Sub  
-regional

Major  
town

town

Mean average footfall

Settlement size



Major city

Regional

Sub-regional

Major town

town

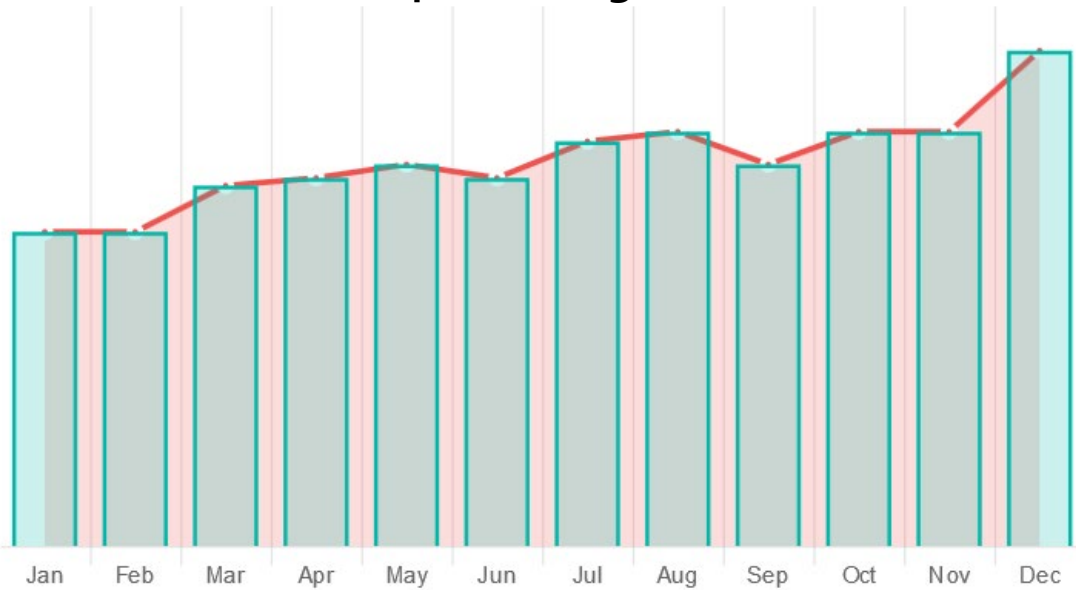
Mean average footfall

Settlement size

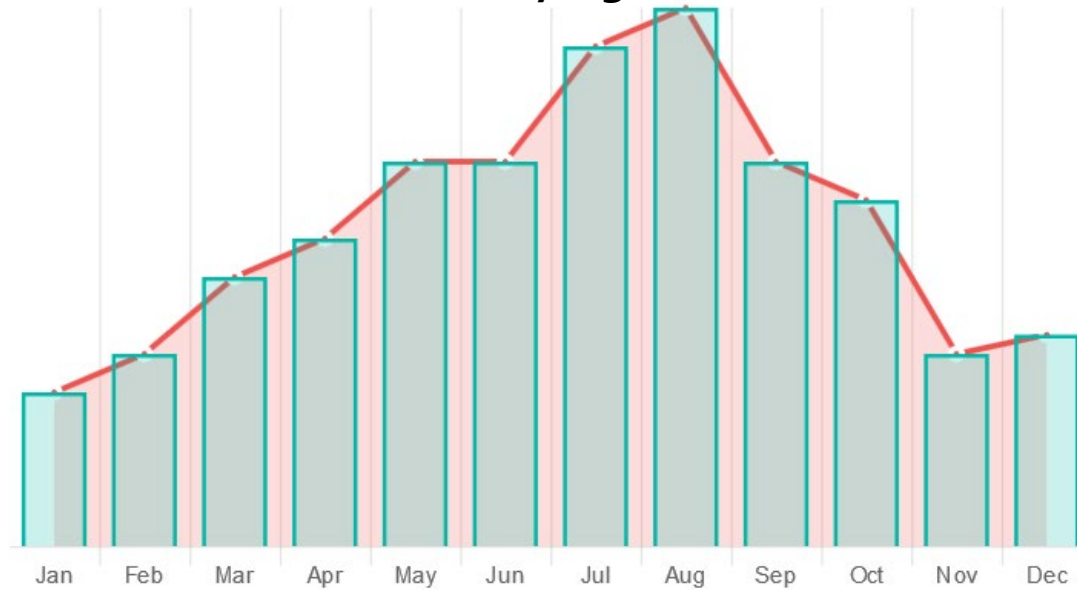
# Are all centres the same?



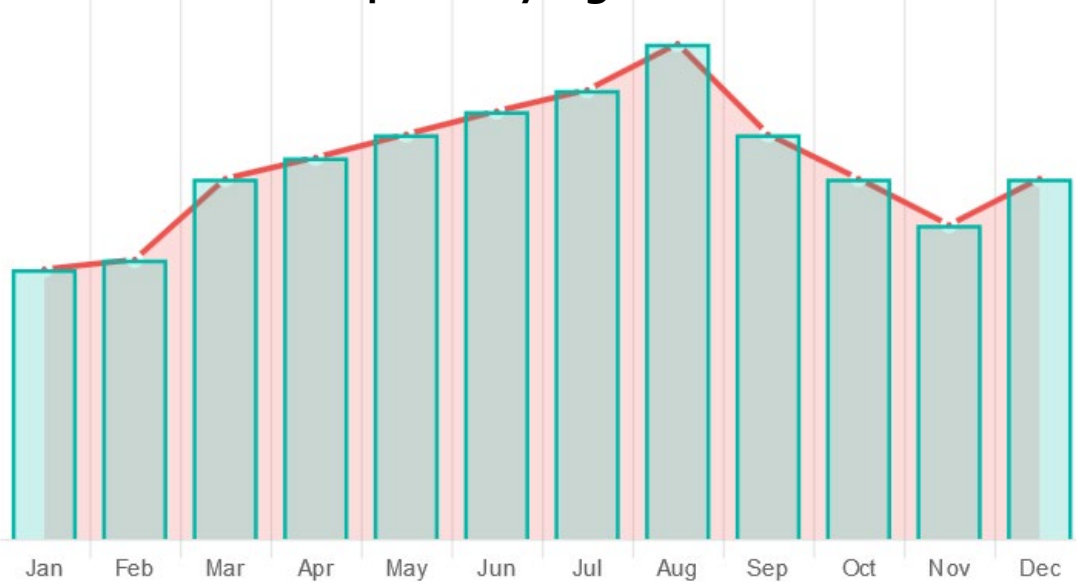
### Comparison signature



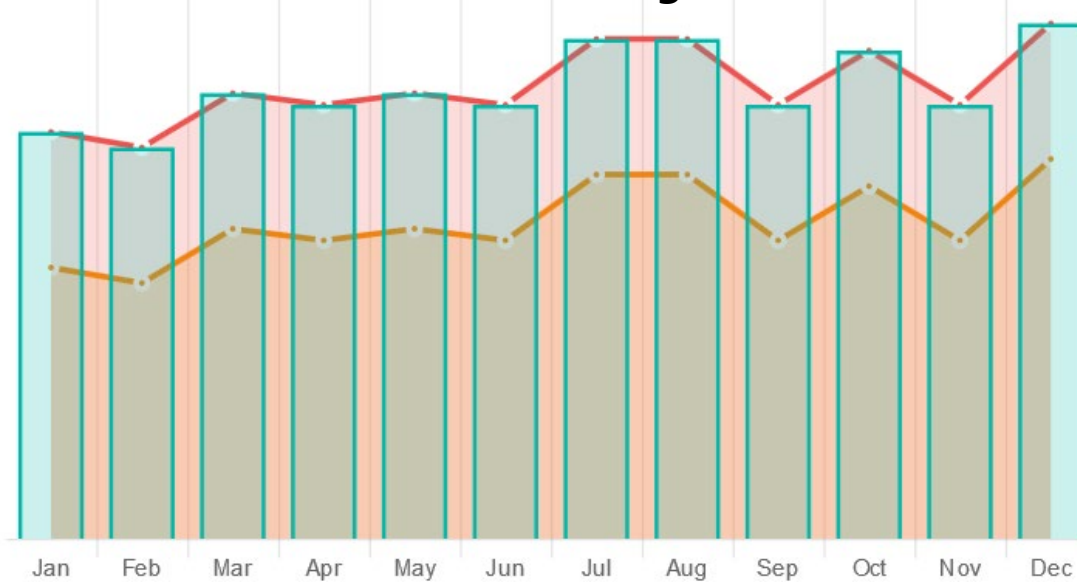
### Holiday signature



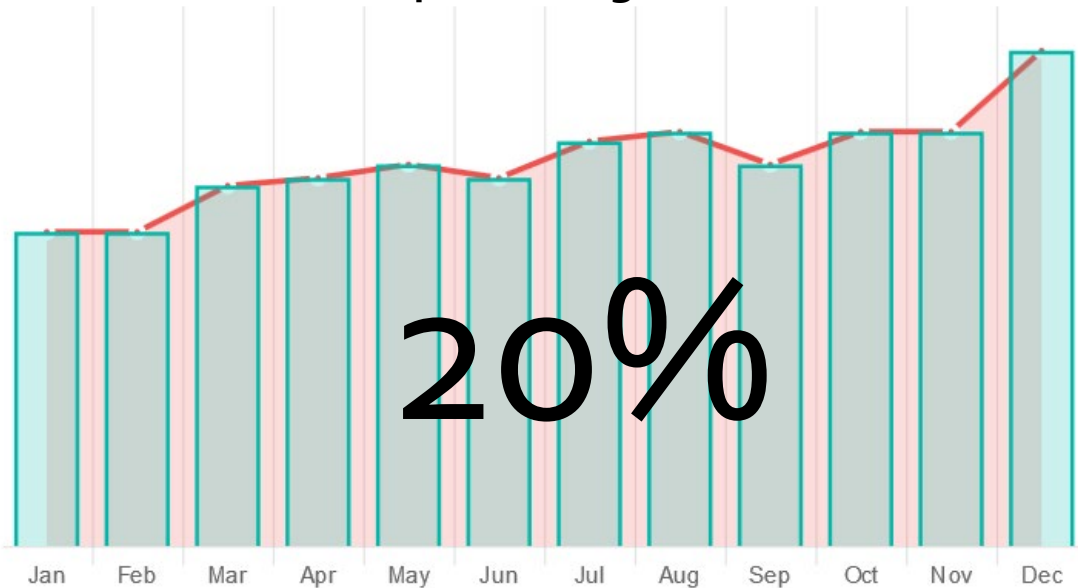
### Speciality signature



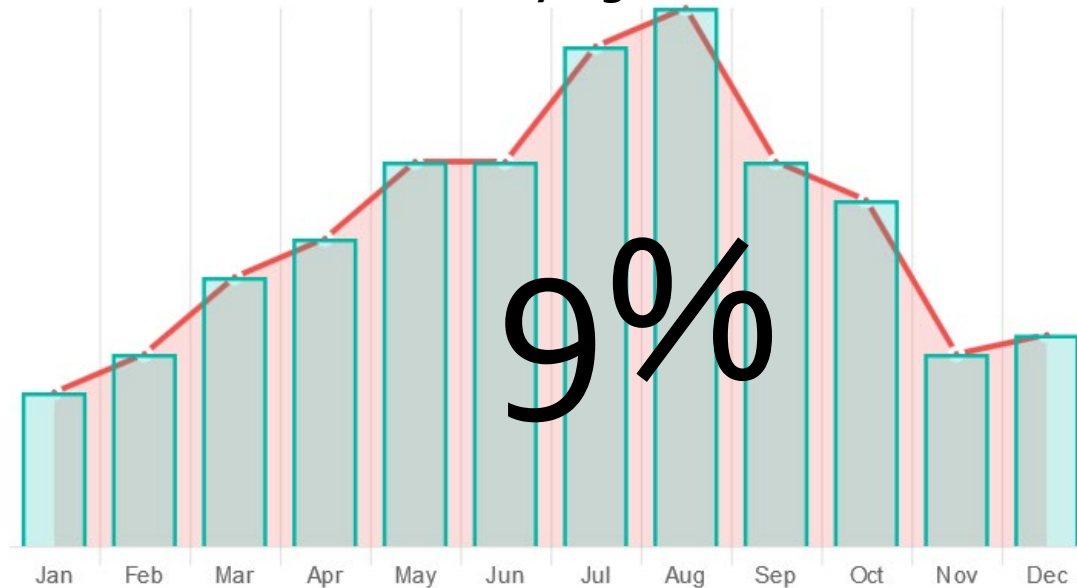
### Multifunctional signature



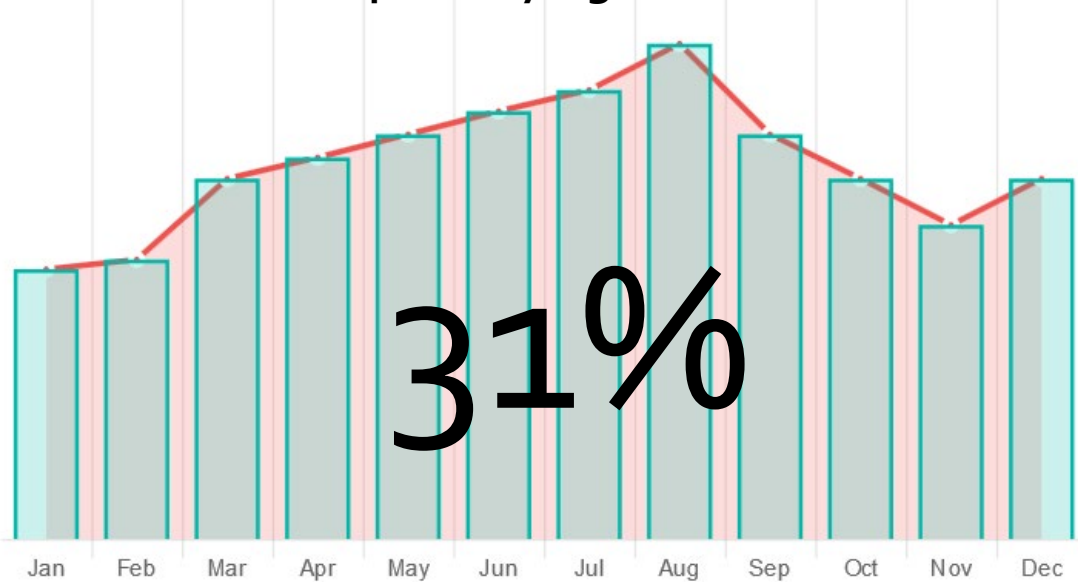
Comparison signature



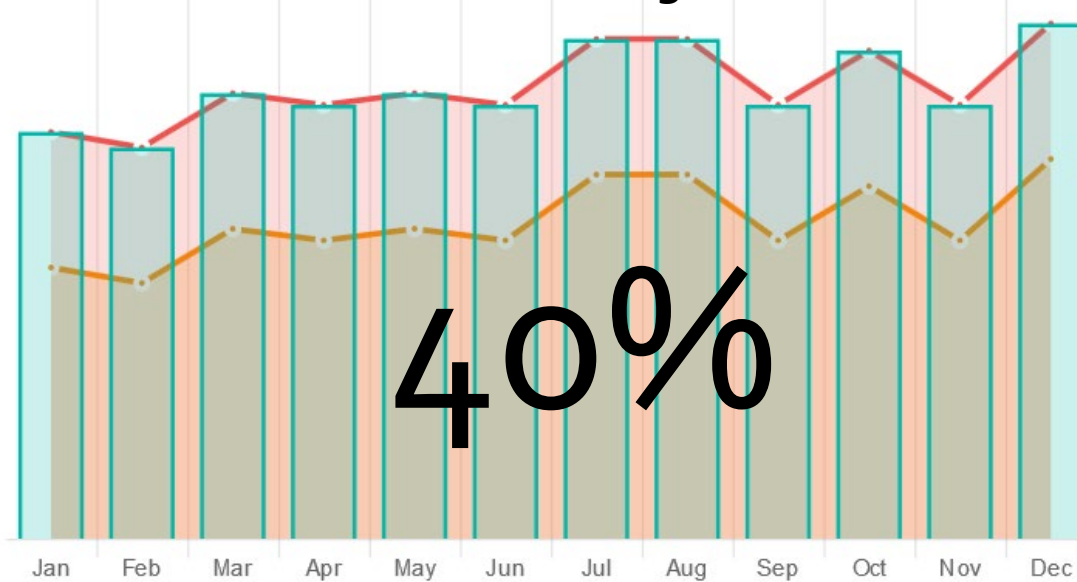
Holiday signature



Speciality signature



Multifunctional signature



# Mismatches between town centre action plans and how places are actually used





**Praise for council's bold plan to demolish shopping centre and change face of high street: The Build Back Better report singled out Stockton Council for praise for its multi-million pound plans**  
TeesideLive, 28<sup>th</sup> June 2020

# Read about Recovery and District Centres: Vital and Viable neighbourhoods Council

<http://blog.placemanagement.org/2020/06/17/recovery-and-district-centres/>





blend expert and local  
knowledge!

Leadership

fluid and collective!

Knowledge

collect and share data!

Communication



blend expert and local  
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Leadership

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Communication



Fuzzy nature of  
place  
communication

Place audiences  
change!

Impossibility of  
total power and  
control

Development of  
consensus and  
common perceptions  
= authentic place  
messages



Use social media to  
listen!

Communication is a  
process not a one-  
off

Amplify positive  
messages

Fuzzy nature of  
place  
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Place audiences  
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Listening!

Use social media to  
listen!

Communication is a  
process not a one-  
off

Amplify positive  
messages

See town centres as places of  
sociality to meet friends and family

Active on social  
media!

Value events and  
markets

Experience and  
atmosphere



Listening to  
younger people!

Prefer  
independents,  
tailored, unique  
products

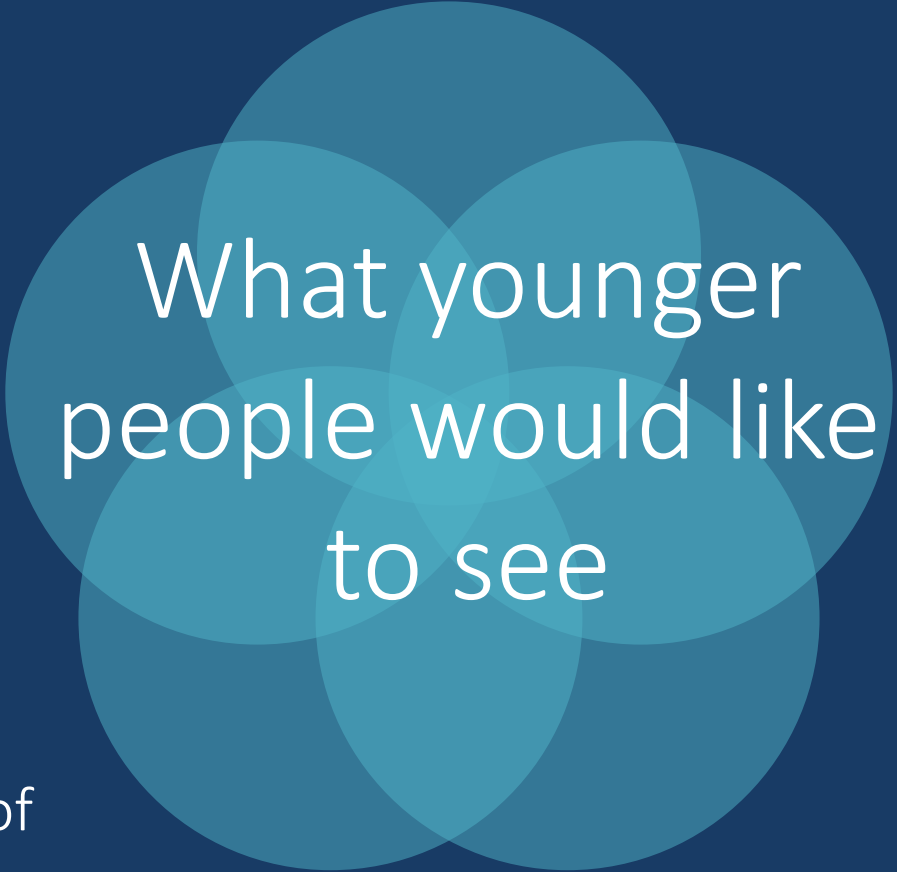
Retail, but also leisure,  
culture, markets

In general had a positive  
perception of the centre

More frequent and  
cheaper public  
transport

More creative use  
of existing space  
e.g. pop-ups

More bars and  
restaurants



What younger  
people would like  
to see

Better marketing of  
events

Improved  
walkability and  
public space

I think Bolton has something for everyone, it's getting lots of food. It's got the Vaults - that's underground, under the old market. There's mini-golf, and Nandos, and the cinema. I went there with my boyfriend on our first date. But I go there a lot especially to the cinema with my family and friends. **Its where we meet – its where we go out.**

*Young Female Trader: jewellery*



@boltonmarkets



Bolton Markets



boltonmark

During lockdown: Over 3.2b consumers now spend over 4 hrs per day on social media ... however ...

Independent  
businesses

Pre COVID 19

Only 43% were active  
on social media on a  
daily basis

National  
businesses

Pre COVID 19

68% were active on  
social media on a  
daily basis



# During lockdown: Over 3.2b consumers now spend over 4 hrs per day on social media ... however ...

Independent  
businesses

Pre COVID 19

Only 43% were active  
on social media on a  
daily basis

Post COVID 19

down 5%

National  
businesses

Pre COVID 19

68% were active on  
social media on a  
daily basis

Post COVID 19

down 26%

blend expert and local  
knowledge!

Better engagement  
with users

Leadership

Knowledge

Communication

fluid and collective!

collect and share data!

Inform and listen



Leadership

Knowledge

Communication



In summary ...



Place  
leadership and  
partnerships

to be served  
by place  
professionals

to blend local  
and expert  
knowledge



Places need

input from  
diverse  
voices

communication to  
flow

# What you can do next ...



# Join the IPM! 😊

[www.placemanagement.org/membership/](http://www.placemanagement.org/membership/)





# Register your interest in the High Streets Task Force

[www.highstreetstaskforce.org.uk/register/](http://www.highstreetstaskforce.org.uk/register/)

**HIGH  
STREETS  
TASK  
FORCE**