Manchester Metropolitan University

e-space
Manchester Metropolitan University's Research Repository

**Please cite the Published Version**

Parker, CR, Ntounis, N, Quin, S and Millington, S (2016) High Street UK 2020 Project Report. Project Report. Institute of Place Management.

**DOI:** https://doi.org/10.23634/MMU.00611686

**Publisher:** Institute of Place Management

**Version:** Published Version

**Downloaded from:** https://e-space.mmu.ac.uk/611686/

**Usage rights:** © In Copyright

**Additional Information:** This is a freely available report published by and copyright The Institute of Place Management.

**Enquiries:**
If you have questions about this document, contact openresearch@mmu.ac.uk. Please include the URL of the record in e-space. If you believe that your, or a third party's rights have been compromised through this document please see our Take Down policy (available from https://www.mmu.ac.uk/library/using-the-library/policies-and-guidelines)

# High Street UK 2020

**Project Report**

# Identifying factors that influence vitality and viability

Cathy Parker, Nikos Ntounis, Simon Quin and Steve Millington

## Table of Contents



**Acknowledgements**

The authors gratefully acknowledge the support of the Economic and Social Research Council in funding this research (Grant number: ES/L005182/1) and the guidance of Ben Keegan when undertaking our systematic literature review. In addition, we would like to thank our 22 Delphi respondents and all our High Street UK partners for all their expertise and insight.

# Introduction

The purpose of this document is to report the progress of the High Street UK2020 (HSUK2020) project. Started in January 2014, HSUK2020 aims to bring evidence to 10 UK High Streets, to improve local decision making that will improve vitality and viability. The 10 partner locations are Alsager, Altrincham, Ballymena, Barnsley, Bristol (St George), Congleton, Holmfirth, Market Rasen, Morley and Wrexham. The report outlines the background to the project, the methods we have employed, the results we have found and a brief overview of how some of our partner towns are using these findings. By undertaking a systematic review of the literature and, through adopting a more ‘engaged’ model of scholarship, the project has identified 201 factors that influence the performance of the UK High Street. This has enabled us to classify the top 25 priorities for action our partner towns should focus on.

## Background

The changing nature of retail in the UK brings many benefits to consumers, but has significant consequences for communities and retailers. UK town centres are experiencing a period of turbulent change. Whilst 49.4% of retail spending took place in town centres in 2000, this fell to 42.2% in 2011 and is forecast to be under 40% in 2014 (BIS, 2011). 15,000 shop units closed in UK town centres between 2000 and 2009 and a further 10,000 by 2011 (BIS, 2011). The Centre for Retail Research forecasts that this trend will continue and a further 27,000 shops will close in town centres by 2018, leaving total shop numbers in all locations in the UK at 220,000 (CRR, 2013). Some 315 medium or large retail companies, employing nearly a quarter of a million people, and with 26,075 stores between them, have failed since January 2007 (CRR 2014b). Town centre retail unit vacancy levels rose from 7% in 2008 to a peak of 16.3% in 2012 (Wrigley and Lambiri, 2014) and many towns, particularly in the north and west of the UK experienced far higher rates. Overall vacancy is now falling and was 13.3% in August 2014 (LDC, 2014).

Online retailing in the UK is now widely adopted and was forecast to account for 13.5% of retail sales in 2014, the largest market share for any country (CRR, 2014). Leading department store group, John Lewis Partnership, reported in 2014 that online sales accounted for 30% of all sales by the group (Internet Retailing 2014). The total value of UK online sales in 2014 was estimated by IMRG to be £107 billion, a rise of 17% on the previous year (Internet Retailing 2014), though other researchers report considerably lower figures (CRR, 2014a). Much growth has been driven by 138% expansion in M-commerce for 2013 (Internet Retailing, 2014).

The recent shift from off-line to on-line channels is in line with other structural changes in retailing, such as the post 1970s shift from in-town to out-of-town provision. Academics have been studying retail change for over forty years (see for example Hollander, 1960; Jefferys and Knee, 1962; Dreesman, 1968; Schiller, 1986; Brown, 1987; Fernie, 1997; Hart, Doherty and Ellis-Chadwick, 2000; Coca-Stefaniak et al, 2005; Burt, 2010) and its effect on traditional retail centres (Agergaard, Olsen and Allpass, 1970; Davies, 1984; Hallsworth and Worthington, 2000; Adams et al, 2002; Weltevreden, 2007, Wang 2011).

There has been a long tradition of studying the high street in geography (Dickinson, 1947; Smailes, 1953, Freeman, 1958) but these are largely normative studies. There is an emergent critical literature on high streets – such as the study of declining High Streets being indicative of a broader deterioration of public space and local communities, diversification of retail geographies, gentrification and adaptive resilience (Dawson, 1988; Jackson, 2006; Gregson and Crewe, 2004, Hubbard, 2014, Wrigley and Dolega, 2011).

Despite years of academic research, the High Street data and reports, as well as extensive media coverage, it seems to have had little effect on the ground; it is far from clear that retailers and local actors and agencies responsible for managing change on the high street know how to respond effectively. For example, a headline from the Daily Mail (14th March 2013) reads, "Towns have spent just 7% of Mary Portas' £10 million fund to rescue High Streets... and most of it went on reindeer and Peppa Pig costumes". Even where supportive local institutional structures and business practices exist to manage change there is no empirical evidence to demonstrate they are effective (Wrigley and Dolega, 2011).

The difficulties localities face when planning for, and adapting to, change is in part due to the complexity and diversity of the problem (Peel, 2010). Understanding the dynamic nature of retail is itself a challenge, “there is a seemingly endless litany of change concerning retail formats” (Morganosky, 1997, p269). The people who need to understand the resultant changes in spatial requirement, must also understand the complexity of forces that influence change (Clarke, Bennison and Pal, 1997; Hernandez, Bennison and Cornelius, 1998; Pioch and Byrom, 2004); the multi-disciplinary nature of the evidence base (Palmer, Owens and Sparks, 2006) and the multitude of stakeholders (Pal and Sanders, 1997) that comprise the high street if they are to play a proactive role in shaping the future of it. The problem is that academic and professional knowledge is fragmented and the studies of retail change in particular geographic locations are limited (Wang, 2011).

## Project Aim

The main aim of the High Street 2020 project has been to channel the existing academic knowledge relating to retail and high street change directly to individual locations, so they can develop a sustainable high street by 2020. The approach is also informed by the work of Webber, who, in his seminal paper, “The Myth of rationality: development planning reconsidered,” (Webber, 1983) questions the model of development planning and concludes that comprehensive development planning is blocked on all sides by insufficient knowledge. He observed that there is usually a lack of factual data on extant conditions and little explanatory (causal) theory resulting in limited instrumental knowledge (Slater et al, 2012).

Our project is timely as it clearly supports the aim of 'ensuring the vitality of town centres' contained within the National Planning Policy Framework 2012 and the renewed focus upon town centres found in the regeneration strategies of Scotland and Wales and Northern Ireland's revised draft PPS5. It comes at a time of a variety of current government initiatives designed to promote innovative and multi-stakeholder approaches to town centre change, namely the High Street Innovation Fund; Future High Streets Forum; the Business Improvement District loan fund; the Portas Pilots and the Town Team Partners. The project is working directly with 10 locations, Alsager, Altrincham, Ballymena, Barnsley, Bristol (St George), Congleton, Holmfirth, Market Rasen, Morley and Wrexham. The project is helping the local agents of change (high street stakeholders in the private, public and third sectors) to identify and understand their information requirements and get access to accurate and relevant academic knowledge, to improve the quality of decision making and provide solid academic underpinning to their plans for action. Previous research has identified that many initiatives to support the high street are not nuanced enough to the needs of the locality (Byrom, Harris and Parker, 2000; Hudson-Davies, Parker and Byrom, 2002; Parker, Anthony-Winter and Tabernacle, 2003).

To tackle the problems arising from the limited use of existing academic knowledge in retailing to individual locations, as well as the problem of knowledge exchange of relevance and rigour for high street stakeholders, researchers, and practitioners (Pettigrew, 2001), we have applied a model of engaged scholarship. Engaged scholarship is a participative form of research for obtaining the views of key stakeholders to understand a complex problem in its particular context (Van de Ven, 2007). Our understanding of the High Street as a, "wicked problem" falls directly to the tenets of engaged scholarship. This realisation guided our research, as we engage, communicate and exchange knowledge and ideas with academics, practitioners, and local people, not only to provide a useful model of High Street performance that represents the reality (Rescher, 2003), but also one that can be easily interpreted by all High Street stakeholders and inform towns' action plans.

First, we conducted a systematic literature review to identify all the factors that may influence the performance of the High Street. Then we used a recognised method, the Delphi Technique, (see Dalkey & Helmer 1963 and Van de Ven & Delbecq 1974) that engaged a range of retail experts to establish, by 'blind consensus', how much these factors impact on the High Street and how much influence the High Street has over the factor, should stakeholders coordinate their activity. A review of the existing literature and the results that stemmed from the interactions and conversations with knowledge experts that have previously addressed the High Street problem are essential for theory building in an engaged scholarship project (Van de Ven, 2007). Like any other retail institution, the UK High Street, "must adapt to changing environments or risk being replaced by new institutions" (Markin & Duncan, 1981; page 64) - we hope our research will facilitate that adaptation.

## Literature Review

In Stage 1, a systematic literature review was conducted; such methodical reviews help to develop a reliable knowledge base by accumulating and synthesizing knowledge from a range of studies, which can be relevant to academics, practitioners and other stakeholders (Tranfield, Denyer, & Smart, 2003). At this stage, the aim was to review the literature to identify factors that impact on high street performance. Our conceptualisation of high street performance is mainly a reflection of retail performance, hence footfall and vacancy rates were used as key indicators. Footfall is a measure of the popularity of a centre or high street and is an indicator of potential spend (BIS, 2011), whereas vacancy is usually measured as either a percentage of floorspace in a centre or in terms of the percentage of empty property units (Wrigley & Lambiri, 2014). Inclusion criteria for this review were articles published in peer-reviewed journals, written in English, reporting studies of retail centres (such as High Streets and shopping centres). *Publish or Perish* was the software used for searching databases. Appendix 1 shows the search process in detail, as well as the review parameters for this study.

Our systematic literature review identified 156 factors that may influence the performance of the High Street. During our first project meeting, and in line with the engaged scholarship model, we presented these initial factors to academic and retail experts and our town team partners. Participants were asked to comment on the factors and also to identify additional performance factors that were not present. Partner towns identified 50 additional factors (Parker, Ntounis and Quin, 2014) that influence the High Street, which led to the review of 33 additional studies. Finally, 201 factors were identified (the ones which all had, at least, some support from the literature reviewed).

Given the multitude of interpretations, research philosophies (conceptual, empirical, etc.) and methods used to measure these factors, a meta-analysis would not be possible. In addition, the studies have not conceptualised 'performance' (or any other dependent variable) in any comparable manner. It is only fairly recently that researchers have been interested in the collaboration activities of stakeholders on the High Street – so we know little about the type of factors these initiatives seek to influence. This leads us to two research questions.

RQ1: How much influence does each factor have over High Street performance?

RQ2: How much influence could the High Street have over the factor?

## Methodology

The Delphi technique was the method we used for scoring all factors that may influence the performance of the High Street, following their identification from our systematic literature review. The method was firstly developed and conducted at the RAND corporation in the late 1950s (Dalkey & Helmer, 1963) as a way to predict future defence needs. It is a systematic, intuitive forecasting approach used to obtain, exchange, and develop expert opinion on a specific topic (Rayens & Hahn, 2000), through a set of carefully designed questionnaires that summarise information and feedback of respondents' opinions from earlier responses (Turoff, 1970; Van de Ven and Delbecq, 1974). The underlying objective in this exercise is to establish sufficient expert consensus to make a forecast or assignment of values believable or useful (Shields, Silcock, Donegan, & Bell, 1987). The Delphi technique is unique in its method of eliciting and refining group judgment as it is based on the notion that a group of experts is better than one expert when exact knowledge is not available (Paliwoda, 1983). It has been successfully used to help model the future in retail-related sectors such as tourism (Kaynak, Bloom, & Leibold, 1994; Taylor & Judd, 1989), emerging trends in retailing (Griffith & Krampf, 1997), consumer segmentation and targeting (Mitchell & McGoldrick, 1994) and multichannel retailing (Swaid & Wigand, 2012).

The basic two-round implementation of the Delphi technique, where two iterations of questionnaires and feedback forms are used, was followed for this study (Van de Ven and Delbecq, 1974). The key features for defining a procedure as a "Delphi" (anonymity, iteration, controlled feedback and statistical aggregation of group response) were also adhered to (Rowe and Wright, 1999). The statistical group response was presented numerically and graphically and was comprised of central tendency (mean and median) and dispersion (interquartile range, standard deviation) measures, as well as histograms (Dunn, 2004). Interaction between participants was achieved through the published findings of both questionnaires and feedback forms, which included participants' comments and suggestions (Paliwoda, 1983).

## The Delphi Process

The Delphi exercise started in April 2014 with invitations sent to 25 retail experts (practitioners and academics) targeted through a purposive sampling strategy, based on the research team's judgment that these participants had extensive expertise and knowledge regarding retailing. Taking part were 22 experts, representing leading retail academics, major UK retail chains, national retail property letting agency, shopping centre owners, and town and city centre managers (see Appendix 2 for a full list of participants).

In order to operationalise retail centre performance we used the most common UK policy interpretation; 'vitality and viability'. These terms were defined for town centres 20 years ago (DoE & URBED, 1994) and have since been used extensively by policy makers, practitioners and researchers. Though both are about life, vitality is reflected in how busy a centre is at different times and in different parts, whereas viability refers to the ability of the centre to attract continuing investment, not just for maintenance, but also to allow improvement and adaptation to changing needs (DoE, 1996).

In round one, a web-based questionnaire with the help of an online survey software and platform (Qualtrics) was developed and distributed via email to all participants. To establish the amount of influence the High Street may have over the factor we asked respondents to:

1) classify each one of the 201 factors as spatial, macro, meso or micro (See Figure 1). Then we asked respondents to 2) rate how influential each factor was on the vitality and viability of the High Street. A 5-point Likert scale was used for rating the influence of each factor on the High Street, with 1 being "not at all influential" and 5 "extremely influential". Participants were also free to write additional comments on each factor, which we incorporated in the first round of feedback. After the completion of round one, a statistical analysis of all surveys followed. The Interquartile Range (IQR) criterion for consensus was used; for 5-point unit scales, an IQR of 1 or less is found to be a suitable consensus indicator (Raskin, 1994; Rayens & Hahn, 2000). Factors that met this criterion were excluded from the second round, whereas factors with an IQR > 1 indicated a lack of consensus and were retained for the second round (Raskin, 1994).

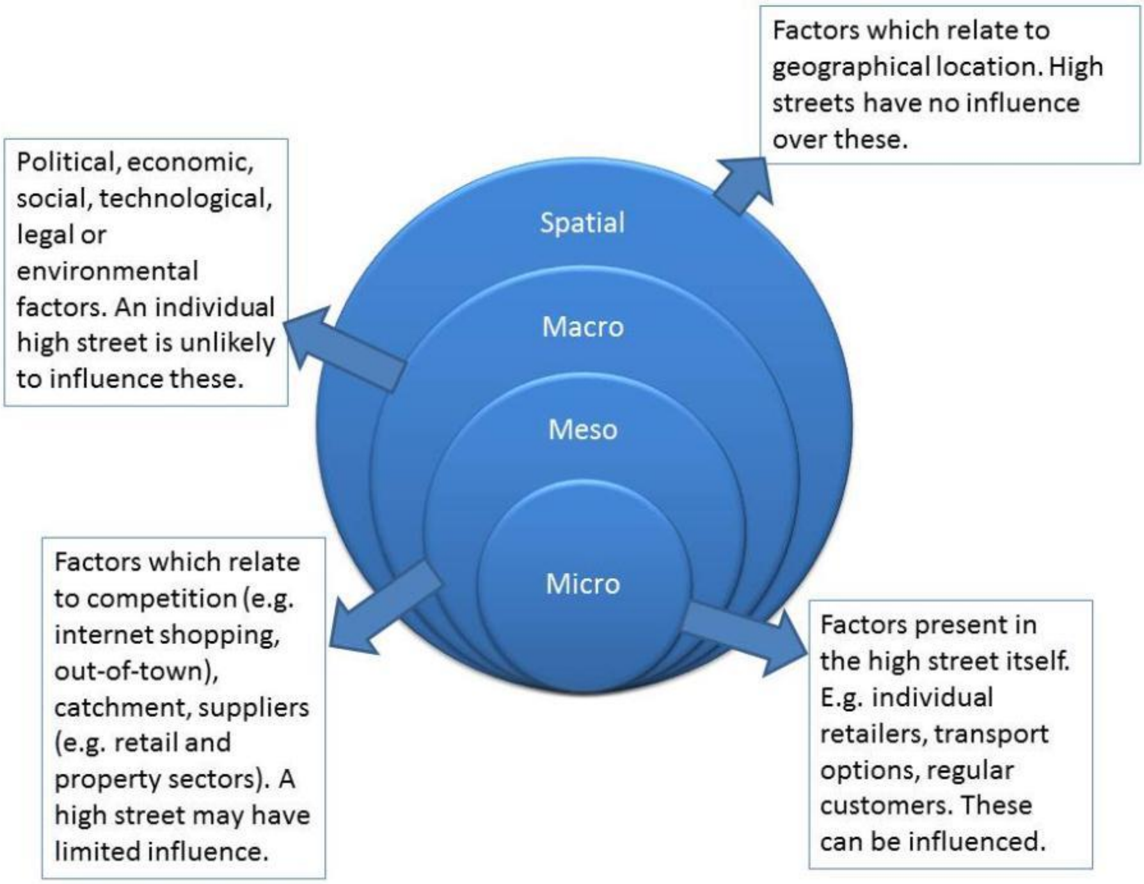


**Figure 1: Level of influence high streets have over factors**

In round two, a shorter, personalised web-based questionnaire (using Qualtrics again) was developed and distributed to each panel member. In the first part of the questionnaire, which was identical for every member, participants were asked to re-rate eight factors, based on their influence on the vitality and viability of the High Street, that had an IQR of two and for which no consensus was emerging. Definitions for each factor, as well as comments from participants were provided. The same 5-point Likert scale was used for rating. In the second part of the questionnaire, each participant had to rate a number of factors based on their influence on the vitality and viability of the High Street with an IQR > 1 but with an emerging consensus based on skewness and histogram plotting. The second part of the questionnaire varied for all participants; some of them had to re-rate only a few factors, because their answers on the first round were in the "emerging consensus" area, whereas others re-rated more than ten since their answers were outside this area. For each factor in the second part of the questionnaire, we provided participants with the mean and median response, their answer on the first round, a histogram indicating the emerging consensus and with all comments regarding this factor's influence from other panel members. In this round, participants were asked to either accept the emerging consensus or keep their original response, and provide evidence for their answer.

### Identifying the Top 25 Priorities

The long list of 201 factors contained many that, either had the same meaning/definition, or were conceptually related. For example, 'opening hours' and 'shopping hours'. This prompted us to use a novel exploratory approach in order to combine factors that effectively meant the same thing or could be related such as 'visual appearance' and 'cleanliness'. Our objective was to create scales of factors. Firstly, potentially synonymous or related factors were identified by examining definitions from the literature, as well as using the comments from our Delphi participants (thematic analysis).

Then, we plotted all factors on a graph and compared all those who fell between 10% of the number of scale items on the x and y-axis, with the help of a rectangle (0.5 x 0.4). Using the rectangle enabled potentially related/synonymous factors to be identified visually, as a potential 'scale', before the necessary statistical tests are undertaken to check whether there is a significant difference between the factors (or not). Finally, after identifying potentially related/synonymous factors, a One Sample Hotelling's T-square test was run, in order to test the null hypothesis (there is no significant difference between scale means). For p-values greater than 0.05, we accepted the null hypothesis and concluded that combined variables (scales) can be formed.

## Results and Discussion

In round one of the Delphi process, consensus was reached in 174 of the 201 factors (86.6%), and another 17 factors reached consensus in the second round, resulting in a 95% consensus for all factors (191 out of 201).

Mean scores for all 201 factors were calculated based on participants' responses in both rounds. The first mean score in Appendix 1 shows the influence that each factor has over the High Street (Influence), whereas the second mean score shows the influence the High Street has over the factor (Hierarchy). Plotting each factor generates Figure 2 and 4 quadrants, 'Get on with it!', 'Live with it!', 'Ignore it!' and 'Forget it!'.

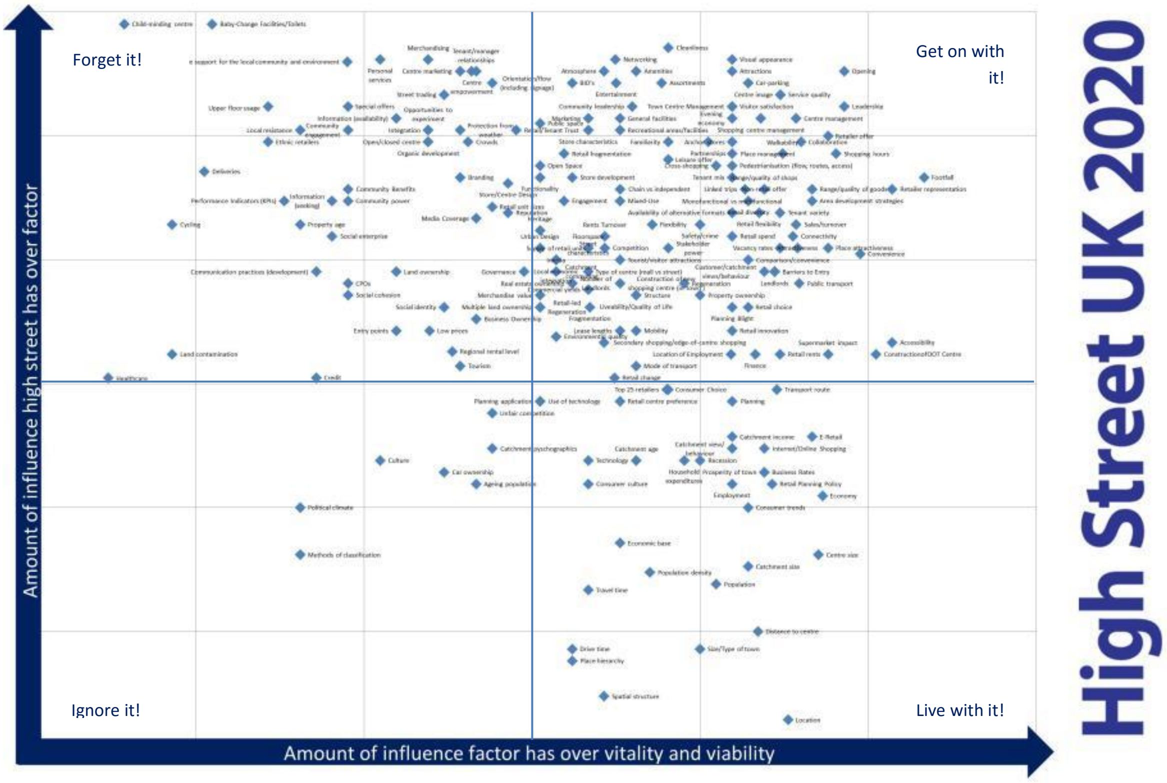


**Figure 2 : 201 factors affecting vitality and viability**

## Get on with it!

This quadrant represents all the factors that our Delphi respondents have identified as ‘micro’ – in other words, these factors could be influenced by the High Street stakeholders (>=2.5). The factors in Quadrant A are also the ones that have the greatest influence (>3.5) on high street vitality and viability.

From the very crowded nature of the quadrant, it is apparent that many of the factors (165) our systematic literature review and our HSUK2020 partners have identified are located here. This is heartening – as one hopes academics will study those factors of most relevance to High Street change. In order to bring further clarity – we identified the Top 25 priorities within this quadrant – as 165 ‘get on with it’ factors are too many. The method we employed to identify the Top 25 priorities in described above. The Top 25 priorities are presented in Figures 3 and 4. They represent 74 (or 37%) of the original 201 factors. Our intention, therefore, is for the High Street UK2020 towns to focus on these priorities. Any other UK High Street or town centre can use this list of 25 Top Priorities to help focus activity and resources on action that will have the most impact on vitality and viability.

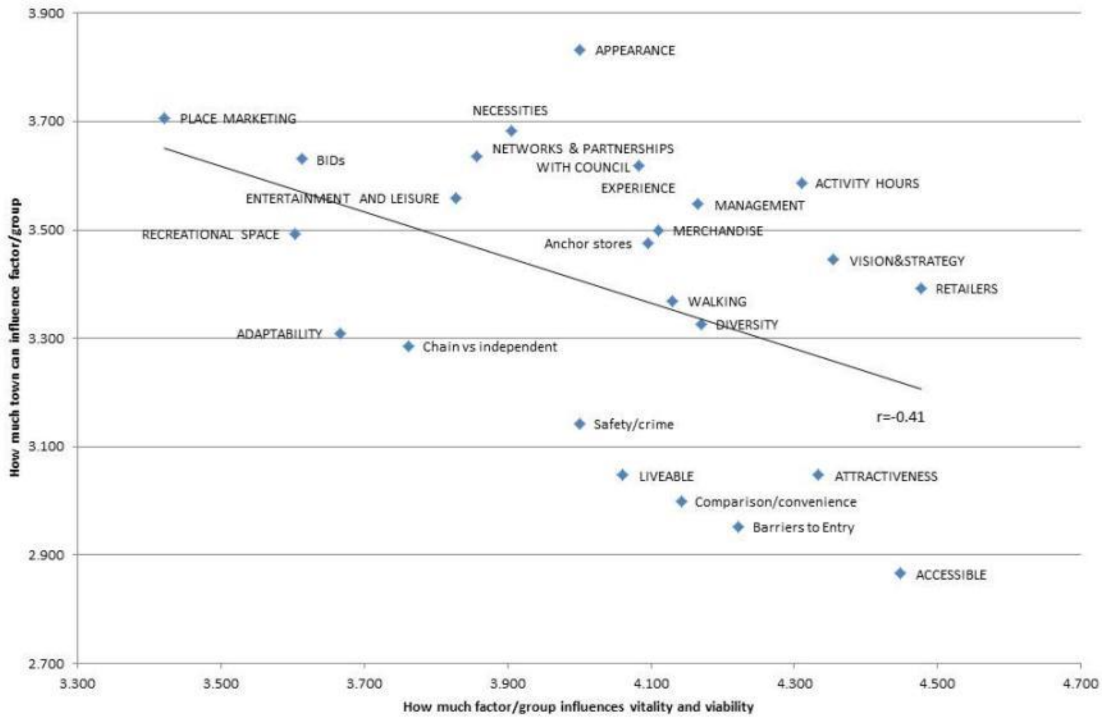


**Figure 3 : 25 top priorities**

## Live with it!

Live with it! represents the meso, macro and spatial factors that are also important in terms of influencing high street vitality and viability, but unlike the 'Get on with it!' factors – these are outside the High Street's ability to influence directly. Much of the early work relating to retail centre performance is in this quadrant. This work is still highly relevant for High Streets wanting to estimate their catchment, and do other profiling in order to develop their proposition. The premise is, of course, that sustainable High Streets will continue to meet the needs of their catchment.

## Ignore it!

Just as Live with it! represents meso, macro and spatial factors that are more influential, then Ignore it! represents the less influential ones. Factors such as the political climate were not seen to be important by our Delphi respondents. In other words, different political administrations come and go, and whatever is enacted may soon be replaced by a different set of priorities that are likely to nullify or reverse the effects of the first administration.

| PRIORITY | FACTORS |
|---|---|
| **1. ACTIVITY HOURS** | Opening hours; shopping hours; evening economy |
| **2. APPEARANCE** | Visual appearance; cleanliness |
| **3. RETAILERS** | Retailer offer; retailer representation |
| **4. VISION&STRATEGY** | Leadership; collaboration; area development strategies |
| **5. EXPERIENCE** | Service quality; visitor satisfaction; centre image; familiarity |
| **6. MANAGEMENT** | Centre management; shopping centre management; TCM; place management |
| **7. MERCHANDISE** | Range/quality of goods; assortments |
| **8. NECESSITIES** | Car-parking; amenities; general facilities |
| 9. Anchor stores | Presence of anchor stores - which give locations their basic character and signify importance |
| **10. NETWORKS & PARTNERSHIPS WITH COUNCIL** | Networking; partnerships; community leadership |
| **11. DIVERSITY** | Attractions; range/quality of shops; non-retail offer; tenant mix; tenant variety; retail diversity; availability of alternative formats |
| **12. WALKING** | Walkability; pedestrianisation/flow; cross-shopping; linked trips |
| **13. ENTERTAINMENT AND LEISURE** | Entertainment; leisure offer |
| **14. ATTRACTIVENESS** | Place attractiveness; attractiveness |
| **15. PLACE ASSURANCE** | Atmosphere; BIDs; retail/tenant trust; store characteristics. |
| **16. ACCESSIBLE** | Convenience; accessibility; public transport |
| **17. PLACE MARKETING** | Centre marketing; marketing; tenant/manager relations; orientation/flow; merchandising; special offers |
| 18. Comparison/convenience | The amount of comparison shopping opportunities compared to convenience (usually in percentage terms) |
| **19. RECREATIONAL SPACE** | Recreational areas; public space; open space |
| 20. Barriers to Entry | Refers to obstacles that make it difficult for interested retailers to enter the centre's/High Street's market |
| 21. Chain vs independent | Number of multiples stores and independent stores in the retail mix of a centre/High Street |
| 22. Safety/crime | A centre KPI measuring perceptions or actual crime including shoplifting |
| **23. LIVEABLE** | Multi/mono-functional; connectivity; liveability |
| **24. ADAPTABILITY** | Retail flexibility; retail fragmentation; flexibility; mixed-use; engagement; functionality; store/centre design; retail unit size |
| 25. Store development | The process of building, upgrading, remodelling or renovating retail stores |

**Figure 4: Forming the 25 Top Priorities**

## Forget it!

The Forget it! factors are the ones that, although achievable, are not associated with improving vitality and viability, according to our Delphi respondents. Again, our respondents were asked to justify their opinions with evidence – and many of the Forget It factors, whilst sounding like a sensible approach to improving vitality and viability, do not currently have much empirical evidence to justify action in these areas. For example, place branding has enthusiastic academic and practitioner support – but suffers from very little investigation into the return on investment. More established elements of place branding, which have been investigated more throughly, like vision and leadership are not in the 'Forget It' category – as they do have an evidence base (so appear as Get on with it!). Some factors in this quadrant (e.g. cycling) do have an empirical evidence base – but this is outside of the UK. This was a point made by some of our Delphi experts.

## Impact and Implications

Half-day workshops have been run in all 10 partner locations, at times and in venues organised by our local partners. The aim of these workshops has been to share the 201 factors and 25 priorities with our partners, to get their feedback and to establish how the research can help inform future town centre decision making. In addition, action-planning seminars took place in all ten towns early in 2015. Again, these events targeted a wide range of local stakeholders and proffered an update on the reflection of the research findings, including a new forecasting tool that enabled each centre to consider different scenarios. The seminars discussed and agreed an action in a specific area for implementation in the final stages of the project, which contributed to developing the sustainability of that particular centre.

Over 350 local stakeholders have attended these events, including: town centre managers, major retailers, independent retailers, market managers, supermarkets, retail property owners, shopping centre managers, town and district councillors, MPs, Mayors, council officers (economic development, planning, tourism, town centre services), residents, volunteers, charities, head teachers, college heads, planning consultants, SMEs, youth workers, care workers, civic society and local history groups, gallery owners, banks, restaurant and bar owners, fast-food outlets, leisure operators and police.

Feedback from the workshops has been exceptionally positive. No delegate has scored, "overall the workshop was worthwhile" less than 4 on a 1 to 5 scale. A graph showing the evaluations of the workshops is shown in Figure 5 (with 1 = Strongly Disagree and 5 = Strongly Agree). The research and workshops have improved understanding of factors affecting town centres amongst a diverse group of stakeholders and raised awareness of the importance and availability of evidence for decision making.

Through HSUK2020, the media has also been engaged in communicating a more 'positive' story about town centre change, encouraging more collaboration across stakeholders. For example, the launch of the project was covered in the local press in all 10 of our partner locations. This has encouraged more local participation in workshops. The local workshops were also covered by local media - generating over 50 separate media hits, for example, one radio appearance was broadcast during eight separate news bulletins as well as stories in newspapers and online. Project staff gave radio interviews, appearing on BBC Radio Manchester, BBC Radio Stoke, BBC Radio Sheffield, BBC Radio Ulster, BBC Radio Wales and

Silk Radio in Macclesfield. The coverage of the local workshops and subsequent interviews all helped disseminate the priority actions that had been agreed by the towns, through the HSUK2020 project.

HSUK2020 was also acknowledged in Wrigley and Lambiri's (2015) report, "British High Streets: from Crisis to Recovery?". The authors pointed out the innovativeness of the project and its participatory research approach, while emphasising the importance, "…to identify key priority areas for action and focus on those areas where intervention can be most effective" (Wrigley and Lambiri, 2015; page 84). In addition, research findings have been presented to numerous conferences, symposiums, and meetings in the UK, Europe, Latin and North America, such as the International Downtown Association Conference in Ottawa, Canada, the Association of American Geographers Annual Meeting in Chicago, USA, the Smart City Expo in Puebla, Mexico, the Royal Institution of Chartered Surveyors' workshops across the UK, Association of Town Centre Management meetings in Blackburn and Nottingham, and the Place Management and Branding Conference in Poznan, Poland.

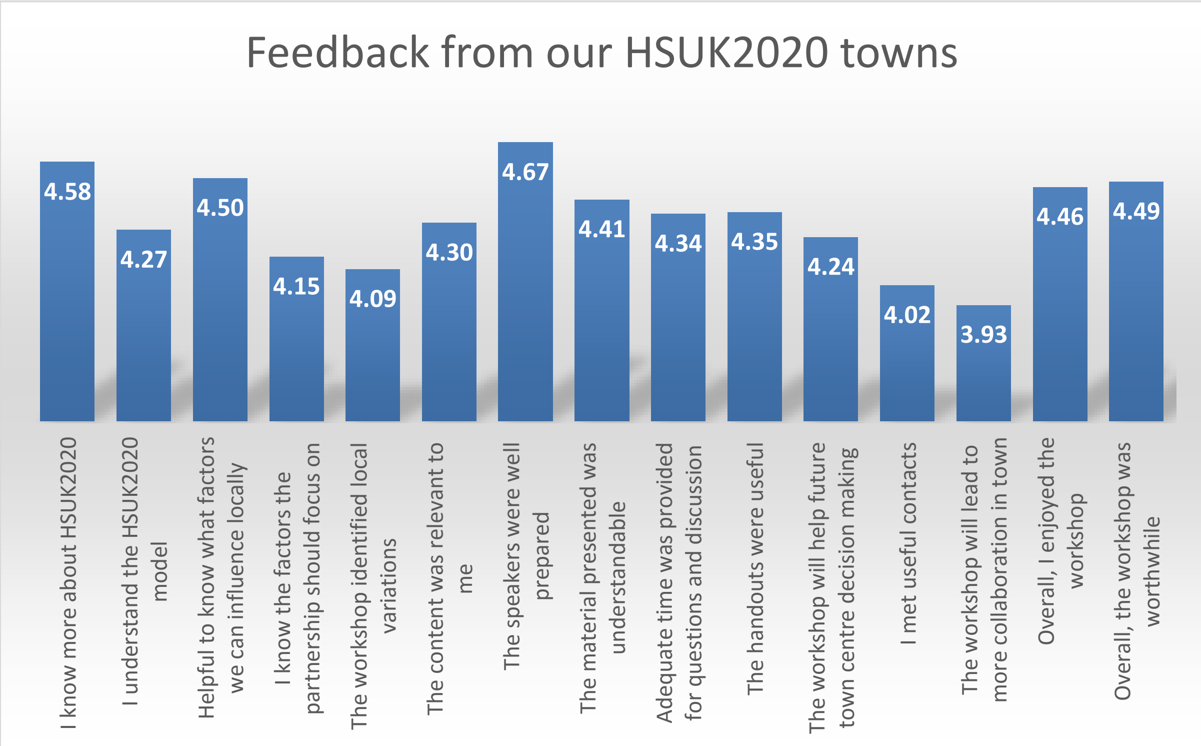


**Figure 5: Workshop feedback from partner towns**

Involving a wide range of local stakeholders is a key outcome of the project; enabling the research findings to be disseminated to anyone who is interested in high street change. This is illustrated in the two examples below.

In **St George, Bristol**, the High Street UK 2020 workshop was advertised through notices in local shops. Some 25 people attended from the surrounding area and as a direct result of what they heard at the workshop and the contributions they themselves made, the local Town Team grew that night from three local participants to over 20. Many of the new participants, retailers, residents and land-owners, agreed to volunteer and help develop projects. Bristol City Council had had no prior contact with the majority of them and the Town Team was previously unaware of them. The enthusiasm was engendered by what was presented and discussed at the workshop.

In **Wrexham**, the High Street UK 2020 workshop was well attended, with more than 30 participants. As a direct result of the enthusiasm generated at the event, a new Business Group met on 2nd September to look at how to build on the discussions and how to find champions for the 25 top priorities identified in the HSUK2020 research. This group meeting is seen as a forerunner for a town centre focused group drawn from businesses, the community and the public sector. New dialogue routes between the Council and the business community have been established. To date a lot of effort has been focused on new structures and partnerships but the group are very keen to start taking actions forward. The group says the HSUK2020 research has been "a catalyst for action". HSUK2020 is already influencing town centre decision making through making academic research available to such a wide group of local stakeholders.

## Case study: the success of Altrincham

One of the biggest success stories of the towns that took part in the project was **Altrincham** where footfall was regularly more than 50% higher than would be expected given its location, with competition from Manchester and the Trafford Centre. Altrincham is repositioning itself as, 'the modern market town' and, unlike other locations where these straplines remain unattainable pipe-dreams, Altrincham is delivering on this promise.

"Altrincham is ticking all the boxes," said Professor Cathy Parker. "It is developing a retailer and service mix, anchored around the market, offering the catchment something special as well as benefiting from better access and connectivity, with improved transport links and a £19m overhaul of the Altrincham Interchange."

In many cases, town centre decline can be halted, the researchers concluded.

"Effective local leadership, collaboration and clear visions and strategies work," offered Simon Quin. "The towns that took part in the project demonstrated that if the right people work together on the right actions it can bring people back to the high street." Councillor Michael Young, Altrincham Forward Board member and Executive Member for Economic Growth and Planning, said:

"We are delighted to see that High Street 2020 has identified Altrincham as one of the major success stories of the project. Altrincham Forward's progress in rejuvenating Altrincham town centre has come about through effective collaboration with partners from different sectors across the town, and the study recognises that strong leadership, collaboration and vision have been fundamental to driving sustainable improvement in Altrincham." (Altrincham Forward, 2016).

## References


Adams, D., Disberry, A., Hutchison, N., & Munjoma, T. (2002). Retail Location, Competition and Urban Redevelopment. *The Service Industries Journal*, 22(3), 135–148.

Agergård, E., Olsen, P. A., & Allpass, J. (1970). The interaction between retailing and the urban centre structure: a theory of spiral movement. *Environment and Planning*, 2(1), 55–71.

Altrincham Forward (2016). *Altrincham leads the way on high street success.* 8th February. Accessed online 11th February 2016. http://www.altrinchamforward.com/News/Articles/2016/20160205-altrincham.aspx

BIS. (2011). *Understanding High Street Performance*. Report by Genecon LLP and Partners. London.

Brown, S. (1987). Development in Northern Ireland : A Borderline Case, 12–16.

Burt, S. (2010). Retailing in Europe: 20 years on. *The International Review of Retail, Distribution and Consumer Research*, 20(1), 9–27.

Byrom, J., Harris, J., & Parker, C. (2000). Training the independent retailer: an audit of training needs, materials and systems. *Journal of European Industrial Training*, 24(7), 366–374.

Clarke, I., Bennison, D., & Pal, J. (1997). Towards a contemporary perspective of retail location. *International Journal of Retail & Distribution Management*, 25(2), 59–69.

Coca-Stefaniak, A., Hallsworth, A. G., Parker, C., Bainbridge, S., & Yuste, R. (2005). Decline in the British small shop independent retail sector: exploring European parallels. *Journal of Retailing and Consumer Services*, 12(5), 357–371.

CRR (2013). *Retail Futures 2018*. Centre for Retail Research. Newark, Nottinghamshire.

CRR (2014a). Who's gone bust in retailing 2010-2014?. Centre for Retail Research. Newark, Nottinghamshire. Accessed online 7th October 2014 http://www.retailresearch.org/whosegonebust.php.

CRR (2014b). *Online Retailing: Britain, Europe and US 2014*. Centre for Retail Research. Newark, Nottinghamshire.

Crewe, L., Gregson, N. and Brooks, K., (2003). Alternative retail spaces. In: *Alternative Economic Spaces* Sage Publications Ltd, London, UK. 74-106

Dalkey, N., & Helmer, O. (1963). An Experimental Application of the Delphi Method to the Use of Experts. *Management Science*, 9(3), 458–467.

Davies, R. (1984). *Retail and Commercial Planning* (RLE Retailing and Distribution). Routledge.

Dawson, J.A. (1988), 'Futures for the high street', *Geographical Journal*, 154, 1-12

Dickinson, R.E. 1947. *City region and regionalism*. London, Kegan Paul.

DoE, & URBED. (1994). *Vital and Viable Town Centres: Meeting Challenge*. London.

DoE. (1996). *Planning Policy Guidance No .6: Town Centres and Retail Developments*, Revised PPG6. London.

Dreesmann, A. C. R. (1968). Patterns of evolution in retailing. *Journal of Retailing*, 44(1), 64–81.

Dunn, W. N. (2004). *Public policy analysis: An introduction* (3rd ed.). New Jersey: Prentice Hall.

Fernie, J. (1997). Retail change and retail logistics in the United Kingdom: past trends and future prospects. *Service Industries Journal*, 17(3), 383–396.

Freeman, T.W. 1958 . *Geography and Planning*. London. Hutchinson.

Griffith, D. A., & Krampf, R. F. (1997). Emerging trends in US retailing. *Long Range Planning*, 30(6), 847–852.

Hallsworth, A. G., & Worthington, S. (2000). Local resistance to larger retailers: the example of market towns and the food superstore in the UK. *International Journal of Retail & Distribution Management*, 28(4/5), 207–216.

Hart, C., Doherty, N., & Ellis-Chadwick, F. (2000). Retailer adoption of the internet–implications for retail marketing. *European Journal of Marketing*, 34(8), 954–974.

Hernandez, T., Bennison, D., & Cornelius, S. (1998). The organisational context of retail locational planning. *GeoJournal*, 45(4), 299–308.

Hollander, S. C. (1960). The wheel of retailing. The Journal of Marketing, 37–42.

Hubbard, P. 2014. Whose high street? Class and disgust in visions of town centre regeneration. Working Paper. University of Kent. Accessed online 10th December 2014. https://www.academia.edu/7799558/Whose_high_street_Class_and_disgust_in_visions_of_town_centre_regeneration

Hudson-Davies, R., Parker, C., & Byrom, J. (2002). Towards a healthy high street: developing mentoring schemes for smaller retailers. *Industrial and Commercial Training*, 34(7), 248–255.

Internet Retailing (2014). UK shoppers spent £91bn online in 2013 - and look set to spend £107bn in 2014. Accessed online 7th October 2014. http://internetretailing.net/2014/01/uk-shoppers-spent-91bn-online-in-2013-and-look-set-to-spent-107bn-in-2014/.

Jackson, P., Perez del Aguila, R., Clarke, I., Hallsworth, A., de Kervenoael, R. and Kirkup, M. (2006). Retail restructuring and consumer choice 2: Understanding consumer choice at the household level. *Environment and Planning A*, 38, 47-67.

Jefferys, J. B., & Knee, D. (1962). *Retailing in Europe: Present structure and future trends*. Macmillan London.

Kaynak, E., Bloom, J., & Leibold, M. (1994). Using the Delphi Technique to Predict Future Tourism Potential. *Marketing Intelligence & Planning*, 12(7), 18–29.

LDC (2014). Matthew Hopkinson blog, 5th September. Accessed online 7th October 2014. http://www.localdatacompany.com/blog/news/britain%E2%80%99s-shop-vacancy-rate-in-august-falls-to-its-lowest-level-since-june-2010.

Markin, R. J., & Duncan, C. P. (1981). The Transformation of Retailing Institutions: Beyond the Wheel of Retailing and Life Cycle Theories. *Journal of Macromarketing*, 1(1), 58–66.

Mitchell, V.-W., & McGoldrick, P. J. (1994). The role of geodemographics in segmenting and targeting consumer markets: a Delphi study. *European Journal of Marketing*, 28(5), 54–72.

Morganosky, M. A. (1997). Retail market structure change: implications for retailers and consumers. *International Journal of Retail & Distribution Management*, 25(8), 269–274.

Pal, J., & Sanders, E. (1997). Measuring the effectiveness of town centre management schemes: an exploratory framework. *International Journal of Retail & Distribution Management*, 25(2), 70–77.

Paliwoda, S. J. (1983). Predicting the Future Using Delphi. *Management Decision*, 21(1), 31–38.

Palmer, M., Owens, M., & Sparks, L. (2006). Interdisciplinary (retail) research: the business of geography and the geography of business. *Environment and Planning A*, 38(10), 1775–1783.

Parker, C., Anthony-Winter, T., & Tabernacle, D. (2003). Learning by stealth: introducing smaller retailers to the benefits of training and education in Barnet. *International Journal of Retail & Distribution Management*, 31(9), 470–476.

Parker, C., Ntounis, N., & Quin, S. (2014). *Additional Factors that Affect High Street Performance: as Identified by HSUK2020 Partners*. Institute of Place Manchester and Manchester Metropolitan University, Manchester.

Peel, D. (2010). Making an Impact in the Built Environment? *Journal for Education in the Built Environment*, 5(1), 1–6.

Pioch, E., & Byrom, J. (2004). Small independent retail firms and locational decision-making: outdoor leisure retailing by the crags. *Journal of Small Business and Enterprise Development*, 11(2), 222–232.

Raskin, M. S. (1994). The Delphi study in field instruction revisited: Expert consensus on issues and research priorities. *Journal of Social Work Education*, 30(1), 75–89.

Rayens, M. K., & Hahn, E. J. (2000). Building consensus using the policy Delphi method. *Policy, Politics, & Nursing Prac*tice, 1(4), 308–315.

Rowe, G., & Wright, G. (1999). The Delphi technique as a forecasting tool : issues and analysis. *International Journal of Forecasting*, 15, 353–375.

Schiller, R. (1986). Retail decentralisation: the coming of the third wave. *The Planner*, 72(7), 13–5.

Shields, T. J., Silcock, G. W. H., Donegan, H. A., & Bell, Y. A. (1987). Methodological problems associated with the use of the Delphi technique. *Fire Technology*, 23(3), 175–185.

Smailes, A.E. 1953. *The Geography of Towns*. London Hutchinson.

Swaid, S. I., & Wigand, R. T. (2012). The Effect of Perceived Site-to-Store Service Quality on Perceived Value and Loyalty Intentions in Multichannel Retailing. *International Journal of Management*, 29(3), 301.

Taylor, R. E., & Judd, L. L. (1989). Delphi method applied to tourism. In S. Witt & L. Moutinho (Eds.), *Tourism marketing and management handbook* (pp. 95–98). New York: Prentice Hall.

Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*, 14(3), 207–222.

Turoff, M. (1970). The design of a policy Delphi. *Technological Forecasting and Social Change*, 2(2), 149–171.

Van de Ven, A. H. (2007). *Engaged Scholarship: A Guide for Organizational and Social Research*. Oxford University Press.

Van de Ven, A. H., & Delbecq, A. L. (1974). Effectiveness of Nominal, Delphi, and Interacting Group Decision Making Processes. *Academy of Management*, 17(4), 605–621.

Wang, E. (2010). Understanding the “retail revolution” in urban China: a survey of retail formats in Beijing. *The Service Industries Journal*, 31(2), 169–194.

Webber, M. M. (1983). The myth of rationality: development planning reconsidered. *Environment and Planning B: Planning and Design,* 10(1), 89–99.

Weltevreden, J. W. J. (2007). Substitution or complementarity? How the Internet changes city centre shopping. *Journal of Retailing and Consumer Services*, 14(3), 192–207.

Wrigley N, Dolega L, 2011. Resilience, fragility, and adaptation: new evidence on the performance of UK high streets during global economic crisis and its policy implications. *Environment and Planning A,* 43(10), 2337 – 2363.

Wrigley, N., & Lambiri, D. (2014). *High street performance and evolution: a brief guide to the evidence*. University of Southampton.

Wrigley, N. & Lambiri, D. (2015). *British High Streets: from Crisis to Recovery?: A Comprehensive Review of the Evidence.* University of Southampton.

## Appendix 1 – Systematic Literature Review


The authors gratefully acknowledge the guidance of Ben Keegan in the design of this strategy

Review Parameters

1. Type of study (empirical, exploratory, conceptual)
2. Methodological evidence
3. Data source (primary, secondary, tertiary)
4. Dependent variable (retail area performance measure)
5. Independent variables (factor affecting performance)
6. Significance (major findings and statistical significance if available)
7. Limitations (flaws, weaknesses etc.)
8. Author, date, publisher
9. Geographical location (UK, US, Europe, e.g.)
10. Size of retail/shopping centre (Different geographical scales of place, e.g. city centre, town centre, high street, neighbourhood centre, district centre, suburban centre)

## Appendix 2 – Delphi Participants

| NAME | INSTITUTION |
|---|---|
| **Cathy Parker (Academic)** | Manchester Metropolitan University |
| **Paul Swinney (Practitioner)** | Centre for Cities |
| **Alan Hallsworth (Academic)** | University of Portsmouth |
| **Gary Warnaby(Academic)** | University of Manchester |
| **David Bennison (Academic)** | Manchester Metropolitan University |
| **Andrew Godfrey (Practitioner)** | Boots Plc |
| **John Pal (Academic)** | University of Manchester |
| **Nikos Ntounis (Academic)** | Manchester Metropolitan University |
| **John Orchard (Practitioner)** | Welbeck Retail Management |
| **Simon Quin (Practitioner)** | Institute of Place Management |
| **Les Dolega (Academic)** | University of Liverpool |
| **Steve Millington (Academic)** | Manchester Metropolitan University |
| **John Byrom (Academic)** | University of Manchester |
| **Neil Mitchenall (Practitioner)** | Lunson Mitchenall |
| **Mihalis Kavaratzis (Academic)** | University of Leicester |
| **Jonathan Reynolds (Academic)** | University of Oxford |
| **Donna Towe (Academic)** | Manchester Metropolitan University |
| **Deborah Peel (Academic)** | University of Dundee |
| **Ojay McDonald (Practitioner)** | Association of Town Centre Management |
| **Cathy Hart (Academic)** | Loughborough University |
| **Dominic Medway (Academic)** | University of Manchester |
| **Paul Wright (Practitioner)** | New River Retail |

## Appendix 3 – 201 Factors

| Influence Factor | Definition/interpretation used in study | Example study/studies | Influence | Hierarchy |
|---|---|---|---|---|
| 1.Footfall | Number of pedestrians counted over a specific time period, in a specific location | Warnaby and Yip, 2005 | 4.67 | 3.33 |
| 2.Accessibility | Centre accessible by a variety of transport modes (walking, bike, car, bus etc.) | Brockman, 2008; Clark, 2006 | 4.57 | 2.67 |
| 3.Retailer representation | Types of retailers in centre (goods/services, independents/multiples etc.) | Wrigley and Dolega, 2011 | 4.57 | 3.29 |
| 4.Construction of OOT centre | The construction of out-of-town retail parks or malls | Guy, 1998a | 4.52 | 2.62 |
| 5.Convenience | The ability to reach, browse, and shop in a centre easily and without much effort | Leo and Philippe, 2010 | 4.48 | 3.02 |
| 6.Leadership | Refers to the provision of vision and strategy for the High Street/centre | Tomalin and Pal, 1994 | 4.43 | 3.62 |
| 7.Opening hours | What hours does the town centre, high street, shopping centre, retail park, etc. open? | Hart et al., 2013 | 4.43 | 3.76 |
| 8.Shopping hours | What hours do the shops in the centre open? | Hart et al., 2013 | 4.40 | 3.43 |
| 9.Place attractiveness | Links to the overall attractiveness of an urban place and its incentives for visiting it e.g. shopping | Teller and Elms, 2012 | 4.38 | 3.05 |
| 10.Retailer offer | Retailer representation, large/small, specialist/generalist, high service/no-frills | Brown, 1987 | 4.38 | 3.50 |
| 11. Supermarket impact | The impact of supermarket development on small retailers and the High Street | Clulow and Reimers, 2009 | 4.38 | 2.62 |
| 12.Economy | Refers to the general state of production and supply and supply of money in the country | De Magalhaes, 2012 | 4.36 | 2.05 |
| 13.Centre size | Size of centre as a measure of overall drawing power | Yuo et al., 2003 | 4.35 | 1.81 |
| 14.Area development strategies | Ways of redeveloping existing retail centres - e.g. pedestrianisation, new shopping centre etc. | Karrholm et al., 2014 | 4.33 | 3.24 |
| 15.E-Retail | The sale of goods and services through the Internet | Weltevreden, 2007 | 4.33 | 2.29 |
| 16.Range/quality of goods | Range (wide vs. narrow) of retail goods on the High Street and the overall or perceived quality of them | Hart et al., 2013 | 4.33 | 3.29 |
| 17.Collaboration | Various stakeholders from different sectors working together for physical, commercial and general improvement of the High Street/Centre | Hardill et al., 2012 | 4.30 | 3.48 |
| 18.Public transport | Range of fixed route modes of public transportation to and from the High Street | May et al, 2012; De Nisco, 2013 | 4.30 | 2.90 |
| 19.Attractiveness | The ability of a centre to attract customers from a catchment area. | Dennis et al, 2003 | 4.29 | 3.05 |
| 20.Centre management | Control, coordination, guidance of a centre's activities and of its tenants/retailers | Teller, 2008 | 4.29 | 3.57 |
| 21.Sales/turnover | Total amount of retail sales made in a certain period (specific store or all High Street stores, shopping centre revenue, etc.) | Tomalin and Pal, 1994 | 4.29 | 3.14 |

| | | | | |
|---|---|---|---|---|
| 22.Connectivity | Refers to the number and quality of connection points between the built-up fabric in the High Street/Centre | Nase et al., 2013 | 4.28 | 3.10 |
| 23.Location | Spatial positioning of the centre | Coelho and Wilson, 1976 | 4.26 | 1.14 |
| 24.Walkability | Friendliness of an area to walking | Frank et al, 2006 | 4.25 | 3.43 |
| 25.Service quality | Overall impression of the level of service from centre. | DeNisco and Warnaby, 2013 | 4.24 | 3.67 |
| 26.Retail rents | The cost of renting retail space (usually by m2) | Yuo et al, 2003 | 4.24 | 2.62 |
| 27.Tenant variety | Range of goods/services and range of fascias | Teller and Elms, 2012 | 4.24 | 3.19 |
| 28.Vacancy rates | Unoccupied/non-rented rental units, expressed as a percentage of the number of shops in the town | Wrigley & Dolega, 2011 | 4.24 | 3.05 |
| 29.Transport route | All public transport routes (railway tracks, bus lanes, tram lanes, cycle routes, etc.) to the centre | Pantano et al., 2010 | 4.23 | 2.48 |
| 30.Barriers to Entry | Refers to obstacles that make it difficult for interested retailers to enter the centre | Clarke, Bennison, Guy, 1994 | 4.22 | 2.95 |
| 31.Landlords | Owners of retail, commercial, and other types of property | Roberts et al., 2010 | 4.22 | 2.95 |
| 32.Retail Planning Policy | National policy, principles and guidelines for town centres that local councils are encouraged to comply with | Cheshire, Hilber, Kaplanis, 2011 | 4.21 | 2.10 |
| 33.Business Rates | Local tax based on commercial premise's rateable value | Singleton, 2014 | 4.19 | 2.14 |
| 34.Customer/ catchment views and behaviour (inc. patronage) | The perceptions of the centre held by customers/catchment and use of the centre by customers/catchment | Powe and Hart, 2008; Oppewal et al, 2007 | 4.19 | 2.95 |
| 35.Internet/ Online Shopping | The ability to browse, compare and shop goods and services via the Internet rather than going to the actual store | Weltevreden, 2007 | 4.19 | 2.24 |
| 36.Non-retail offer | Total amount of units that are not considered as part of a shopping trip and usually augment it (hair salon, banking, amusements, recreational spaces, etc.) | Teller and Schnedlitz, 2012 | 4.19 | 3.29 |
| 37.Prosperity of town | Links to the financial flourishing of a town's citizens or the town overall. | Wrigley et al., 2009 | 4.19 | 2.14 |
| 38.Range/quality of shops | Range (wide vs. narrow) of retail shops on the High Street and the overall or perceived quality of them | Hart et al., 2013 | 4.19 | 3.29 |
| 39.Shopping centre management | How the physical space is managed in order to attract retail traffic to shopping centre tenants | Roberts et al., 2010 | 4.18 | 3.57 |
| 40.Retail flexibility | Degree of adaptation to change type or style of retailing activities | Findlay and Sparks., 2010 | 4.18 | 3.19 |
| 41.Distance to centre | Amount of linear space between the consumer and the city centre | Nase et al., 2013 | 4.17 | 1.50 |
| 42.Finance | A centre's/ High Street's funding from inward/outward investment, public or private | Peel, 2003 | 4.16 | 2.62 |

| | | | | |
|---|---|---|---|---|
| 43.Car-parking | The number or availability of parking spaces | Borgers and Timmermans, 1998 | 4.14 | 3.71 |
| 44.Catchment size | Whether a catchment area of a centre is large or small | Hardill et al., 2012 | 4.14 | 1.76 |
| 45.Comparison/ convenience | The amount of comparison shopping opportunities compared to convenience (usually in percentage terms) | Reimers and Clulow, 2004 | 4.14 | 3.00 |
| 46.Consumer trends | Habits or behaviours currently prevalent among consumers of goods or services. | Auport, 2005 | 4.14 | 2.00 |
| 47.Retail choice | Links to everyday consumer patterns and how they alternate and influence retail offer | Clarke et al., 2004 | 4.14 | 2.81 |
| 48.Retail diversity | A mix of multiples and independents, range of goods, a strong anchor. | Findlay and Sparks, 2009 | 4.14 | 3.24 |
| 49.Linked trips | Consumers' propensity to visit other stores after fulfilling their main shopping need (e.g. grocery shopping) | Thomas and Bromley, 2003 | 4.13 | 3.29 |
| 50.Anchor stores | Presence of anchor stores - which give locations their basic character and signify importance | Thorpe, 1968 | 4.10 | 3.48 |
| 51.Attractions | Anything that brings people into the centre and is not a part of its fixed retail offer (e.g. Christmas markets, events, museums, etc.) | Peel, 2003 | 4.10 | 3.76 |
| 52. Availability of alternative formats | Department stores, speciality stores, discount stores. Linked to cross-shopping and retail offer. | Morganosky, 1997 | 4.10 | 3.19 |
| 53.Catchment income | Income profile of catchment | Shields and Deller, 1998 | 4.10 | 2.29 |
| 54.Catchment view/behaviour | Shopping behaviour, preferences and intentions of catchment | Clulow and Reimers, 2009 | 4.10 | 2.24 |
| 55.Centre image | Merchandising, accessibility, service and atmospherics. Adapted from shopping centre image. | Sit, Merrilees and Birch, 2003 | 4.10 | 3.71 |
| 56.Employment | The amount of people in the catchment area that have got jobs | Biddulph, 2011 | 4.10 | 2.10 |
| 57.Evening economy | All economic activity taking place in the evening after many people finish daytime employment, such as eating and drinking, entertainment, and nightlife | Biddulph, 2011 | 4.10 | 3.57 |
| 58. Monofunctional vs multifunctional | Centres used only for retail use (monofunctional) or for other uses as well, e.g. office use (multifunctional) | Irazabal and Chakravarty, 2007 | 4.10 | 3.19 |
| 59. Pedestrianisation (flow, routes, access) | The provision and type of pedestrian space (streets, open malls, 'skywalks' etc.) | Cui, Allan and Lin, 2013 | 4.10 | 3.38 |
| 60.Place management | A philosophy of how to improve towns and cities through more flexible and inclusive management | Coca-Stefaniak et el., 2009 | 4.10 | 3.43 |
| 61.Planning | The strategic management of land and buildings for economic and social benefits | Guy, 1998 | 4.10 | 2.43 |

| | | | | |
|---|---|---|---|---|
| 62.Planning Blight | Reduction of economic activity or property values in a particular area resulting from expected development or restriction of development | Imrie and Thomas, 1997 | 4.10 | 2.81 |
| 63.Retail innovation | Representation of new forms of retailing (e.g. click and collect) | Gibbs, 1987 | 4.10 | 2.71 |
| 64.Retail spend | The amount of money spent during a shopping trip | Dennis et al., 2002 | 4.10 | 3.10 |
| 65.Tenant mix | Range of goods/services and range of fascias | Teller and Elms, 2012 | 4.10 | 3.33 |
| 66.Town Centre Management | Decision of town to use town centre management to coordinate resources and activity | Pal and Sanders, 1997 | 4.10 | 3.62 |
| 67.Visitor satisfaction | Global attitude gained by visiting the high street, a mental process | Leo and Philippe, 2010 | 4.10 | 3.62 |
| 68.Visual appearance | Includes building appearance, lightning, cleanliness, is the centre appealing to people? | Hart et al, 2013 | 4.10 | 3.81 |
| 69.Location of employment | Refers to whether employers operate in, nearby, or out of the High Street/City Centre | Powe and Hart, 2008 | 4.09 | 2.62 |
| 70. Cross-shopping | Visiting more than one store when visiting a retail centre | Bodkin and Lord, 1997 | 4.05 | 3.38 |
| 71.Population | All the inhabitants at a particular place | Hall, 2011 | 4.05 | 1.69 |
| 72.Partnerships | Integration between public and private high street stakeholders amongst a variety of public, private and community interests | Williams, 1999; Peel, 2003 | 4.02 | 3.48 |
| 73.Property ownership | Type of ownership of retail properties in the high street (sole owner, tenant, landlord, etc.) | De Magalhaes, 2012 | 4.00 | 2.86 |
| 74.Recession | The overall impact of the economic downturn on the high street | De Magalhaes, 2012 | 4.00 | 2.19 |
| 75.Safety/crime | A centre KPI measuring perceptions or actual crime including shoplifting | Jones, 1990; Hogg et al, 2004 | 4.00 | 3.14 |
| 76.Size/Type of town | Small Town, Market Town, Rural Town, Metropolitan, etc. | Carruthers, 1967 | 4.00 | 1.43 |
| 77.Household expenditures | The sum of household consumption expenditure and non-consumption expenditures | Thorpe, 1968 | 3.95 | 2.19 |
| 78.Regeneration | Strengthening economic linkages, development attracting commercial investment and consumers | Smith, 2004 | 3.95 | 2.90 |
| 79.Cleanliness | Look of centre, tidiness | Bennison and Davies, 1980 | 3.90 | 3.86 |
| 80.Consumer Choice | Consumer consumption expenditure preferences | Clarke et al., 2004 | 3.90 | 2.48 |
| 81. Familiarity | How comfortable people feel in the city centre/High Street | Leo and Philippe, 2010 | 3.90 | 3.48 |
| 82. Leisure offer | Facilities that offer activities which are associated with pleasure, enjoyment, and free time in a centre | Howard, 2007 | 3.90 | 3.40 |
| 83.Stakeholder power | Links to the degree of influence on decision-making by various High Street stakeholder groups | Pal and Sanders, 1997 | 3.90 | 3.05 |
| 84.Top 25 retailers | Links to the volatility of the covenant strength risk ratings of the top 25 retailers | Hutchison et al., 2008 | 3.90 | 2.48 |
| 85.Assortments | The breadth and depth of merchandise | Teller, 2008 | 3.88 | 3.71 |

| | | | | |
|---|---|---|---|---|
| 86.Flexibility | The degree of change and adaptability of a centre's built environment and services in order to meet local conditions, trends, and consumer needs | Roberts et al., 2010 | 3.86 | 3.14 |
| 87.Population density | Measurement of population in a catchment area | Hall, 2011 | 3.85 | 1.74 |
| 88.Catchment age | Age profile of catchment | Shields and Deller, 1998 | 3.81 | 2.19 |
| 89.Amenities | Facilities such as toilets, places to sit and rest etc. | Sit et al, 2003 | 3.81 | 3.76 |
| 90.Liveability | Centres are accessible without a car and consumers can fulfil needs without travelling to another centre | Rotem-Mindali, 2012 | 3.81 | 2.86 |
| 91. Mobility | How freely and easily can people move to, from and in the high street/shopping centre | Rotem-Mindali, 2012 | 3.81 | 2.71 |
| 92.Mode of transport | How do customers come to the High Street (bus, car, foot, tram, metro, bicycle, etc.) | Timmermans et al., 1992 | 3.81 | 2.57 |
| 93.Structure | Physical layout of centre, store location, external appearance (fascias, etc.) | Dawson, 1988 | 3.81 | 2.86 |
| 94.Community leadership | Used here to describe Local Authorities leadership role with communities | Kures and Ryan, 2012 | 3.80 | 3.62 |
| 95. Chain vs independent | Number of multiples stores and independent stores in the retail mix of a centre/High Street | Borgers and Vosters, 2011 | 3.76 | 3.29 |
| 96. Construction of new shopping centre (in town ) | Refers to the construction of new shopping centres and their effects in inner city areas | Timmermans et al., 1992 | 3.76 | 2.90 |
| 97. Economic base | Total number of businesses that generate employment in a community or a geographical area. | Shields and Deller, 1998 | 3.76 | 1.86 |
| 98.General facilities | Facilities that contribute to a retail centre's/High Street's convenience | Teller, 2008 | 3.76 | 3.57 |
| 99.Lease lengths | Average time of lease agreements between retailers and landlords for use of retail property | Nase et al., 2013 | 3.76 | 2.71 |
| 100.Mixed-Use | Developments that include not only retail activities, but also offices and even housing ones | Balsas, 2008 | 3.76 | 3.24 |
| 101.Recreational areas/facilities/ activities | Areas to relax or simply spend time in and, therefore, satisfy social needs | Teller and Reutterer, 2008 | 3.76 | 3.52 |
| 102.Retail centre preference | Type of centre that consumers are choosing based on attitudinal criteria | Clulow and Reimers, 2009 | 3.76 | 2.43 |
| 103.Tourist/ visitor attractions | All place attractions that are associated with spending free time, sightseeing, relaxation, leisure, etc. | De Nisco and Napolitano, 2006 | 3.76 | 3.00 |
| 104. Entertainment | All activities that can provide enjoyment and amusement to consumers | Teller et al., 2008 | 3.75 | 3.71 |
| 105.Networking | Interaction between High Street stakeholders for assistance and support | De Magalhaes, 2012 | 3.75 | 3.81 |
| 106. Retail change | Any change in regulations, infrastructure, technology, consumer behaviour, etc. that influences and alternates the retail offer on the High Street and beyond | Clarke, Bennison and Guy, 1994; Pioch and Byrom , 2004 | 3.75 | 2.52 |

| | | | | |
|---|---|---|---|---|
| 107.Competition | Refers to the activities of retailers to gain more profit/sales than others in a particular area | Clarke, Bennison, Guy, 1994 | 3.72 | 3.05 |
| 108. Rents Turnover | Financial incentive given to tenants in which the rent is calculated by reference to the turnover generated by the tenant | Kirkup and Rafiq, 1994 | 3.72 | 3.10 |
| 109.Atmosphere | A global assessment of a retail centre, made up of a number of factors such as manoeuvrability, orientation and sales personnel | Teller and Elms, 2012 | 3.71 | 3.76 |
| 110.Secondary shopping/edge-of-centre shopping | Any type of shopping/retail activity in secondary locations out of High Street, e.g. Edge of City Centre locations | NRPF, 2004, Bennison et al, 2010 | 3.71 | 2.67 |
| 111. Spatial structure | Links to city centre/high street structures, nodal, bi-nodal, multi-nodal and polycentric regions and how they influence hierarchy of centres within metropolitan areas. | Bennison and Davies, 1980; Williams, 1999 | 3.71 | 1.24 |
| 112. Fragmentation | The degree of detachment in the High Street (political, retail, ownership, etc.) | Williams, 1999 | 3.67 | 2.81 |
| 113.Commercial yields | Level of return on commercial property investment | Hutchinson et al, 2008 | 3.67 | 2.88 |
| 114.Consumer culture | The current state that encourages consumption of goods/services | Clarke et al., 2004 | 3.67 | 2.10 |
| 115.Floorspace | Total amount of floor area that is used for retail, leisure and other town centre uses | Gibbs, 1987 | 3.67 | 3.05 |
| 116.Marketing | Town centre effort in marketing | Kavaratzis and Ashworth, 2008 | 3.67 | 3.57 |
| 117.Store characteristics | Perceptions on characteristics like store location, environment, staff, etc. | Pantano et al., 2010 | 3.67 | 3.52 |
| 118.Street characteristics | Physical characteristics of the street/route that leads to or contains shopping/retail areas | Borgers and Timmermans, 1986 | 3.67 | 3.05 |
| 119. Technology | As an environmental factor that affects retailers, e.g. RFID | Coca-Stefaniak et al, 2005 | 3.67 | 2.19 |
| 120.Travel time | Links to length of trip to the shopping centre, high street, etc. | Rotem-Mindali, 2012 | 3.67 | 1.67 |
| 121. Type of centre (mall vs street) | Retail Parks, Shopping Centres, Malls, Out-of-town, etc. | Hart et al, 2013 | 3.67 | 2.95 |
| 122. BID's | Establishment of a Business Improvement District enabling local businesses, services and council to collaborate | De Magalhaes, 2012 | 3.62 | 3.71 |
| 123. Drive time | Total number of minutes travelling by car to a desired location | Lowe, 2000 | 3.62 | 1.43 |
| 124. Number of landlords | Refers to the number of property owners that are renting out High Street premises | Whysall, 2011 | 3.62 | 2.90 |
| 125. Place hierarchy | Hierarchy of places based on their centrality and size (national, metropolitan, major regional, minor regional, major district, minor district, etc. | Reynolds and Schiller, 1992; Guy, 1998 | 3.62 | 1.38 |
| 126. Real estate ownership | Links to type real estate ownership (single or multiple ownership, commercial company) | Teller, 2008 | 3.62 | 2.90 |

| | | | | |
|---|---|---|---|---|
| 127. Store development | The process of building, upgrading, remodelling or renovating retail stores | Clarke, 2000 | 3.62 | 3.33 |
| 128. Engagement | Formal arrangement between High Street stakeholders (e.g. BIDs and council, community) | De Magalhaes, 2012 | 3.60 | 3.24 |
| 129. Retail fragmentation | Dividing up areas of high retail activity with areas of low activity | Hart et al, 2013 | 3.60 | 3.43 |
| 130. Catchment commuting | Amount of catchment that works in another centre | Shields and Deller, 1998 | 3.57 | 2.95 |
| 131. Environmental quality | Varied characteristics that refer to the natural fabric and built environment of the High Street/centre | Thomas and Bromley, 2003 | 3.57 | 2.69 |
| 132. Inertia (behavioural) | Tendency of consumers to repeat the same shopping trip in a centre as part of daily routines | Clarke et al., 2004 | 3.57 | 3.00 |
| 133. Local economic integration | Coordination of economic activities and reduction of barriers with an aim to reduce costs to both local consumers and retailers | Findlay and Sparks, 2010 | 3.57 | 3.00 |
| 134. Supply of retail units | Number of units/properties that are available for retail use only | Jones and Orr, 1999 | 3.57 | 3.00 |
| 135. Functionality | The degree to which a centre fulfils a role - e.g. service centre, employment centre, residential centre, tourist centre. | Powe and Hart, 2008 | 3.52 | 3.33 |
| 136. Heritage | All parts of city centre/High Street 'offer' that are part of a place's history (landmarks, old buildings, etc.) | Whitehead et al., 2006 | 3.52 | 3.12 |
| 137. Merchandise value | Links to the overall value of retail goods and the amount of pricing, discounts, samples, and other retail-related factors that customers can benefit from | Teller, 2008 | 3.52 | 2.86 |
| 138. Multiple land ownership | Pieces of land/buildings/stores on the High Street/Town Centre that are owned by more than one owner | Robertson, 1997; Henderson, 2011 | 3.52 | 2.81 |
| 139. Open space | Amount of space that is not in private ownership, that citizens can freely use | Cohen, 1996 | 3.52 | 3.38 |
| 140. Planning application | Permission in order to be allowed to build on land, or change the use of existing land or buildings | Dabinett et al., 1999 | 3.52 | 2.43 |
| 141. Public space | Amount of space that is not in private ownership, that citizens can freely use | Cohen, 1996 | 3.52 | 3.55 |
| 142. Retail-led Regeneration | The impact that retail has had on the regeneration (in its widest sense – social, economic and physical) of town centres and local high streets | Findlay and Sparks, 2009 | 3.52 | 2.81 |
| 143. Urban Design | Process of designing and shaping cities, towns and villages. | De Nisco and Warnaby, 2014 | 3.52 | 3.05 |
| 144. Use of technology | Use of technology by retailers, to control costs, develop new markets, and new strategies | Kures and Ryan, 2012 | 3.52 | 2.43 |
| 145. Governance | Refers to the manner of governing the area affiliated with a centre (local, regional, metropolitan, community) | Henderson, 2011 | 3.48 | 2.95 |
| 146. Retail/tenant Trust | Links to the relationships between retail tenants and shopping centre managers or town centre managers, see tenant/managers relationship | Roberts et al., 2010 | 3.45 | 3.52 |

| | | | | |
|---|---|---|---|---|
| 147. Reputation | Links to the town's/city's 'presence' as a heuristic for visiting a retail centre/High Street | Hart et al, 2013 | 3.43 | 3.19 |
| 148. Store/centre design | Process of designing shopping centres, stores, malls, etc. | Reimers and Clulow, 2004 | 3.43 | 3.31 |
| 149. Catchment psychographics | Classification of people in the catchment area according to their attitudes, aspirations, and other psychological criteria | Sullivan & Savitt, 1997 | 3.38 | 2.24 |
| 150. Orientation/flow (inc. signage) | A system of signs that provides information about the High Street's offering and helps customers to orientate when on shopping trips, visits, etc. | Leo and Philippe, 2010 | 3.38 | 3.71 |
| 151. Retail unit sizes | Size of a retail unit on the High Street | Yuo et al., 2003; Guy, 1998 | 3.38 | 3.21 |
| 152. Unfair competition | Competitive advantages of  e.g. multiples vs independents and conventional shops that create disparities | Gibbs, 1987 | 3.38 | 2.38 |
| 153. Ageing population | People are living longer | Bookman, 2008 | 3.33 | 2.10 |
| 154. Business ownership | Refers to the type of ownership (sole trader, limited company, partnership, etc.) | Henderson, 2011 | 3.33 | 2.76 |
| 155. Media Coverage | A means of communicating about High Street – usually about events and festivities | Warnaby and Yip, 2005 | 3.33 | 3.17 |
| 156. Tenant/manager relationships | Links to the relationships between tenants and shopping centre managers (trust, warmness, friendliness) | Prendergast et al., 1987 | 3.33 | 3.76 |
| 157.Centre empowerment | The degree to which centre managers provide support and treat tenants as an important element of centre | Roberts et al., 2010 | 3.32 | 3.76 |
| 158. Crowds | Total number of people gathered in the centre/High Street | Gautschi, 1981 | 3.31 | 3.48 |
| 159. Branding | Collective centre identity communicated about centre | Roberts et al, 2010 | 3.29 | 3.33 |
| 160. Centre marketing | The centre's promotional strategies and activities in order to attract visitors/shoppers | Teller, 2008 | 3.29 | 3.76 |
| 161. Protection from weather | Store or High Street developments that can provide weather protection | Bennison and Davies, 1980 | 3.29 | 3.52 |
| 162. Tourism | All tourism attractions, number of tourists visiting, tourism expenditure, etc. | Hernandez and Jones, 2005 | 3.29 | 2.57 |
| 163. Regional rental level | The total rent per annum or rent per square foot/metre of a region | Yuo et al, 2003 | 3.26 | 2.63 |
| 164. Car ownership | Households with cars | Kervenoael et al, 2006 | 3.24 | 2.14 |
| 165. Social identity | A consumer's self-concept derived from perceived membership in a relevant social group, in our case from local shopping and a sense of attachment to the community | Miller, 2001 | 3.24 | 2.81 |
| 166. Street trading | The retail or wholesale trading of goods and services in streets and other related public areas such as alleyways, avenues and boulevards | Jones et al., 2003 | 3.24 | 3.67 |
| 167. Low prices | Refers to the ability of some retailers (usually multiples, outlets, pound-shops) to offer permanently low prices | Alport., 2005 | 3.20 | 2.71 |

| | | | | |
|---|---|---|---|---|
| 168. Integration | Unification of spaces in the city centre for the benefit of the public | Karrholm et al., 2014 | 3.19 | 3.52 |
| 169. Merchandising | The activity of promoting the sale of goods at retail centres/shopping centres/High Street | De Nisco and Napolitano, 2006 | 3.19 | 3.81 |
| 170. Open/closed centre | Links to whether the centre is enclosed or open-air (exit one store before entering another or internal access to all shops) | Bennison and Davies, 1980 | 3.19 | 3.48 |
| 171. Opportunities to experiment | Links to opportunities for innovativeness and new ideas that can improve the High Street offer | Neal, 2013 | 3.19 | 3.52 |
| 172. Organic development | Any store/high street/town centre development that stems from existing operations on the High Street/Town Centre | Bennison and Davies, 1980 | 3.19 | 3.48 |
| 173. Entry points | The number of routes that people choose to access the city centre | Borgers and Timmermans, 1986 | 3.10 | 2.71 |
| 174. Information (availability) | The type of information towns access and how this information is used | Larkham and Poper, 1989 | 3.10 | 3.57 |
| 175. Land ownership | Retail or other property, or land that is owned by an individual | Henderson, 2011 | 3.10 | 2.95 |
| 176. Culture | The ideas, customs, and social behaviour of a particular people or society | Robertson, 1997 | 3.05 | 2.19 |
| 177. Personal services | Commercial services such as catering and cleaning that supply the personal needs of customers | Kures and Ryan, 2012 | 3.05 | 3.81 |
| 178. Community benefits | Gestures from commercial developers to the community in exchange for planning permissions and agreements | Howard, 2007 | 2.95 | 3.29 |
| 179. Community engagement | The process whereby public bodies reach out to communities to create empowerment opportunities | Depriest-Hricko and Prytherch, 2013 | 2.95 | 3.52 |
| 180. Community power | Refers to how much power the community has in decision-making for High Street change | Scottish Government, 2007 | 2.95 | 3.24 |
| 181. CPOs | Compulsory Purchase Order: Obtaining Land for retail and other purposes without owner's consent | Imrie and Thomas, 1997 | 2.95 | 2.90 |
| 182. Social cohesion | Tendency for a group to be in unity towards a common goal | Williams, 1999 | 2.95 | 2.86 |
| 183. Special offers | Degree of availability of special offers/discounts on the High Street, shopping centre, retail park, etc. | Marjanen, 2000 | 2.95 | 3.62 |
| 184. Centre support for the local community and environment | Retailers' CSR actions that benefit the centre's environment and the community overall | Oppewal et al., 2006 | 2.95 | 3.80 |
| 185. Information (seeking) | Recollection of product/service-related information, or general information for a centre, either internal or external | Brown, 1987 | 2.90 | 3.24 |
| 186. Social enterprise | Organisations (or even BIDs) that apply commercial strategies to maximize improvements in human and environmental well-being | De Magalhaes, 2012 | 2.90 | 3.10 |

| | | | | |
|---|---|---|---|---|
| 187. Communication practices (development) | Refers to the number of channels and information that is provided to an area's stakeholders for future land/building developments | Henderson, 2011 | 2.86 | 2.95 |
| 188. Credit | Ability to purchase goods/services by credit cards, etc. | Sullivan & Savitt, 1997 | 2.86 | 2.52 |
| 189. Local resistance | Degree of support to a local market when "threatened" by large retailers | Hallsworth and Worthington, 2000 | 2.81 | 3.52 |
| 190. Methods of classification | Classification of High Streets/Town Centres/Shopping Centres by type of goods, shopping trip purpose, size, ownership | Guy, 1998 | 2.81 | 1.81 |
| 191. Political climate | Current mood and opinions of political issues that affect decision-making | Brown, 1987 | 2.81 | 2.00 |
| 192. Property age | Age of commercial/retail properties on the High Street | Wolverton and Carr, 2002 | 2.81 | 3.14 |
| 193. Performance Indicators (KPIs) | Type of performance measurements that are related to the High Street | Hogg, Medway, Warnaby, 2004 | 2.76 | 3.24 |
| 194. Ethnic retailers | The act of retailing by members of minority ethnic groups/immigrants on the High Street | Coca-Stefaniak et al., 2010 | 2.71 | 3.48 |
| 195. Upper floor usage | What upper-floor developments are needed and how they can assist in the viability of the High Street | Scottish Government, 2007 | 2.71 | 3.62 |
| 196. Baby-Change Facilities/Toilets | Hygiene factors of a centre including public toilets, baby rooms, diaper changing rooms | Reimers and Clulow, 2000 | 2.55 | 3.95 |
| 197. Deliveries | The process of delivering goods to shops/centres | Pickering, 1981 | 2.52 | 3.36 |
| 198. Cycling | Refers to all infrastructure and routes available for cyclists | Biddulph, 2011 | 2.43 | 3.14 |
| 199. Land contamination | Pollution caused by past uses of a site, such as former factories, mines, steelworks, refineries and landfills. | Dabinett et al, 1999 | 2.43 | 2.62 |
| 200. Child-minding centre | A daycare centre for children which is part of the shopping area | Johnston and Rimmer, 1967 | 2.29 | 3.95 |
| 201. Healthcare | Organized provision of medical care to individuals or a community | May et al., 2012 | 2.2381 | 2.5238 |