Appendix 1 – Institute of Place Management (priority interventions for centre management)

1. ACTIVITY HOURS	Ensuring the centre is open when the catchment needs it. What are the shopping hours? Is there an evening economy? Do the activity hours of the centre match the needs of the catchment?
2. APPEARANCE	Improving the quality of the visual appearance. How clean is the centre?
3. RETAILERS	Offering the right type and quantity of retailers. What retailers are represented?
4. VISION & STRATEGY	Having a common vision and some leadership. Do stakeholders collaborate? Is the vision incorporated in local plans?
5. EXPERIENCE	Considering the quality of the experience? Measuring levels of service quality and visitor satisfaction. What is the image of the centre?
6. MANAGEMENT	Building capacity to get things done. Is there effective management – of the shopping centre(s) and town centre?
7. MERCHANDISE	Meeting the needs of the catchment. What is the range and quality of goods on offer?
8. NECESSITIES	Ensuring basic facilities are present and maintained. Is there appropriate car-parking; amenities; general facilities, like places to sit down and toilets etc.?
9. ANCHORS	The presence of an anchor which drives footfall. This could be retail (like a department store) or could be a busy transport interchange or large employer.
10. NETWORKS & PARTNERSHIPS	Presence of strong networks and effective formal or informal partnerships. Do stakeholders communicate and trust each other? Can the council facilitate action (not just lead it?)
11. DIVERSITY	A multi-functional centre. What attractions are there, apart from retail? What is the tenant mix and tenant variety?
12. WALKABILITY	The ‘walkability’ of the centre. Are linked trips between areas possible – or are the distances too great? Are there other obstacles that stop people walking?

13. ENTERTAINMENT & LEISURE	An entertainment and leisure offer. What is it? Is it attractive to various segments of the catchment?
14. ATTRACTIVENESS	The ‘pulling power’ of a centre. Can it attract people from a distance?
15. PLACE ASSURANCE	Getting the basics right. Does the centre offer a basic level of customer service, is this consistent? Or do some operators, or parts of the offer, let this down?
16. ACCESSIBLE	Each of reach. How convenient is the centre to access? Is it accessible by a number of different means, e.g. car, public transport, cycling etc.?
17. PLACE MARKETING	Communicating the offer. How does the centre market and promote itself? Do all stakeholders communicate a consistent image? How well does the centre orientate visitors and encourage flow – with signage and guides etc.
18. COMPARISON/CONVENIENCE	The amount of comparison shopping opportunities compared to convenience. Is this sustainable?
19. RECREATIONAL SPACE	The amount and quality of recreational areas and public space/open space. Are there places that are uncommodified? Where people can enjoy spending time without spending money?
20. BARRIERS TO ENTRY	Refers to obstacles that make it difficult for interested retailers to enter the centre's market. What is the location doing to make it easier for new businesses to enter?
21. CHAIN VS INDEPENDENT	Number of multiples stores and independent stores in the retail mix of a centre/High Street. Is this suitably balanced?
22. SAFETY/CRIME	A centre KPI measuring perceptions or actual crime including shoplifting. Perceptions of crime are usually higher than actual crime rates. Does the centre monitor these and how does it communicate results to stakeholders?
23. LIVEABILITY	The resident population or potential for residential in the centre. Does the centre offer the services/environment that residents need? Doctors, schools etc.
24. ADAPTABILITY	The flexibility of the space/property in a centre. Are there inflexible and outdated units that are unlikely to be re-let or re-purposed?

25. STORE DEVELOPMENT	The willingness for retailers/property owners to develop their stores. Are they willing to coordinate/cooperate in updating activities? Or do they act independently?