



The Trafford Centre Information Pack

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A Development by
The Trafford Centre Ltd
A Wholly-Owned Subsidiary Company of Peel Holdings



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The Trafford Centre Facts

- The idea of The Trafford Centre was conceived in 1984. Planning permission was sought in 1986 and approval was finally upheld by the House of Lords in 1995. It took 27 months to build and opened on September 10th 1998.
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- The Trafford Centre site covers 150 acres and contains 118,766sq.metres of retail and 29,954sq.metres of catering and leisure space.
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- It is located approximately 9km to the west of Manchester city centre, close to junctions 9 and 10 on the M60, with convenient access to the M602 via Centenary Bridge and an excellent dual carriageway link to the city centre.
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- The Trafford Centre catchment area is larger and more populous than any other regional shopping centre in the UK and comprises 5.3 million people within a 45-minute drive-time, with a total potential retail expenditure of £13 billion.
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- There are 10,000 free parking spaces, 280 stores, six nationally renowned anchor stores, Europe's largest food court with seating for 1600, 36 restaurants providing 6,000 covers, a 20-screen cinema, a state-of-the-art Laser Quest and an entertainment venue called Namco containing an 18-lane bowling alley.
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- Over 6,000 people, including 380 Trafford Centre staff, are employed at the Centre.
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- The Trafford Centre currently attracts 29.4 million visits annually with an average weekly total of 520,000.
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- The Trafford Centre is a tourist destination, attracting visitors from all over the UK and beyond. Over 3,500 coaches visit annually bringing more than 100,000 people to the Centre.
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- The Trafford Centre's UCI cinema has been the busiest cinema in the UK attracting on average 28,500 customers a week.
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- The Trafford Centre has a wide range of excellent customer services and its employees are highly trained and well motivated. The Centre achieved Investor in People status in the first few months after opening and has been awarded many other prestigious awards since, which are highlighted on the following page.

The Trafford Centre Awards

- Group Leisure Industry Awards 2003, 2002
Best Shopping Venue
- Investor in People Award 2003, 2002, 2001, 2000, 1999
- Secure Car Park Award (previously called the Secure Car Park Awards 2004,2003, 2002, 2001, 2000, 1999)
Initiated by The Association of Chief Police Officers - Demonstrates a commitment to continuous progress in the reduction of car crime through a documented car park management system
- Manchester Evening News Recruitment Advertising Award 2003, 1998
Most creative use of copy
- Loo of the Year Award
Including the Category Winner for Disabled Toilets 2004, 2003, 2002, 2001, 2000, 1999, 1998. English Tourist Board, Scottish Tourist Board, Welsh Tourist Board, British Toilet Association, Cannon Hygiene
- Attendant of the Year (Loo of the Year Awards) 2003
- Shamrock Awards (Best Large Business), Manchester Chamber of Commerce Heat Winner 2002
- Socap Award for Innovation in Customer Services 2001
- Positive about Disabled People Award 2001, 2000, 1999, 1998
Employment Service
- Positive Action award 2004
- Tommy's Campaign Award, Most Parent Friendly Shopping Centre 2000
- Safer Shopping Award, Retail Crime Initiative Home Office 2000
- Secured by Design Award 2000, 1999
- North West Tourism Award 1999
- The Ease Awards 1999 *Queen Elizabeth's Foundation*
- Certificate of Merit 'The Jean-Louis Solal Award' 1999
- Philips International Lighting Awards 1998
- Environmental Improvement Award of Merit 1998
Awarded by The Association of Landscape Companies of America

Peel Holdings

The developer of The Trafford Centre - Peel Holdings– is the largest privately owned landowner in the north west with assets valued at over £2 billion and The Trafford Centre is the jewel in the Peel portfolio of assets.

Peel Holdings has a UK property investment and land portfolio consisting of over five million square feet of investment property and 20,000 acres of land, in addition to overseas investments.

Peel has invested more than £300m during the last 13 years in the Manchester Ship Canal Corridor which links the two cities of Liverpool and Manchester. This includes the regeneration of former docklands, delivering high quality landmark buildings and wider infrastructure.

The company has extensive and growing interests in transport. Peel Ports Division operates the ports of the Manchester Ship Canal, which carries over 6 million tonnes of freight per annum, and Clydeport – Scotland's only major west coast intercontinental and Atlantic facing port which handles approximately 7.5 million tonnes per annum. The Ports division also owns extensive property investment and land assets including the Glasgow Harbour development, one of the largest in the UK with an end value of over £500m.

Peel Airports

Peel Airports Division now comprises airports at Liverpool, Teesside and Sheffield.

Liverpool John Lennon Airport is one of Europe's fastest growing regional airports carrying over three million passengers per annum. Teesside Airport is undergoing a £30 million investment programme to improve facilities in order to attract new airlines and additional passengers. Development is underway at Doncaster Finningley to convert the former RAF airfield into a commercial airport capable of handling approximately two million passengers per annum and 50,000 tonnes of freight by 2014. The first flights are due to commence in 2005.

History

The Manchester ship Canal

The opening of the Manchester Ship Canal in 1894 brought about a complete transformation of the adjoining Trafford Park area. During the following decades, this area became the world's largest industrial estate and it provided a focal point for the conurbation's rapid expansion.

Before the Canal, Trafford Park was mainly farmland including an impressive parkland setting for the de Trafford family's main residence. However, the building of an adjoining inland port, accessible by the world's largest commercial vessels, signalled an end to this rural idyll.

In 1922, the Manchester Ship Canal Company purchased 2,000 acres of the de Trafford's estate and then successfully promoted the development of this land as the Barton Dock Estate making use of the Ship Canal's unique advantages. This strategy paid off by attracting industrial giants such as Kellogg's, ICI and P&O who brought additional revenue to the port via shipping tolls.

But, one 300 acre parcel of land remained agricultural into the 1980's – The Trafford Centre site. By 1987, Trafford Park's general industrial fortunes were in such decline that the whole park was designated an Urban Development Area by the Government. This action acknowledged by statute that the Park's regeneration should be secured as a matter of national priority.

The Planning Process

The Trafford Centre development was first conceived by Peel Holdings p.l.c. in 1984 and formal planning applications were submitted in 1986. Soon afterwards Peel Holdings acquired a controlling interest in the site by winning a long and bitter share take-over battle for The Manchester Ship Canal Company. The local authority, Trafford Metropolitan Borough Council (TMBC), supported The Trafford Centre at this early stage, but other bodies were not so enthusiastic.

Along with the retail proposals for other sites, The Trafford Centre planning applications were "called in" by the former Secretary of State for the Environment, Nicholas Ridley, for his ultimate determination.

The proposals for The Trafford Centre were then subjected to joint consideration by a panel of Planning Inspectors at a series of public inquiries which were destined to become the most exhaustive ever held into a commercial development proposal in the UK. It was not until the House of Lords confirmed the validity of The Trafford Centre's approval in 1995 that construction was able to proceed.

1987-1993

The Trafford Centre was one of three similar proposals for western Manchester to come before the Greater Manchester Retail Planning Inquiry in 1987. The main issues of concern were retail impact, alternative land use and traffic. These, and many others, were debated by the inquiry for a full six months.

The new Trafford Park Development Corporation (TPDC) quickly accepted that a large retail development on The Trafford Centre site would bring benefits throughout Trafford Park. Trafford Metropolitan Borough Council (TMBC) already supported The Trafford Centre proposals.

Government agrees – ‘Trafford Centre is Best’

The Government's overall position on The Trafford Centre was less clear. Originally the Ministry of Agriculture objected whilst the Department of Transport did not. During the inquiry, both changed their minds.

The one thing everyone agreed on, whether for or against the concept, was that no more than one new Centre should be built; and a Consortium of the local authorities, in whose areas none was proposed, objected to them all.

Eighteen months after the inquiry closed a DoE press release finally declared, “Chris Patten says Trafford Centre is best”. However, it also revealed that Department of Transport (DoT) representations made to him direct, after the inquiry had closed, required further consideration. The DoT now wanted an extra motorway lane alongside the site even if The Trafford Centre was not built.

Another year of submissions followed until, in late 1991, the new Secretary of State – Michael Heseltine – decided to reopen the inquiry into The Trafford Centre. Just before it began, in the summer of 1992, the DoT abandoned its requirement for a fourth lane on the M63 between J3 and J4 (currently M60, J9 and J10). Instead it asked for an extra lane, first from J3 (currently J10) in the other direction (which would have meant widening the high level bridge over the Ship Canal), then both ways across the bridge, and finally in the opposite direction only. In July 1992, the Planning Inspector closed the second inquiry and later that year repeated his recommendation that planning permission be granted for The Trafford Centre development. He concluded, again, that the package of road improvements already agreed by TMBC and TPDC were adequate, provided all these works were completed before The Trafford Centre opened.

On March 4th 1993, the then Secretary of State for the Environment, Michael Howard finally granted planning permission. Anticipating this outcome, the Consortium and other rival developers had bombarded him with post-inquiry representations, hoping to delay any final decision. They then challenged the legality of his decision in the High Court, and these last rounds of the fight would take another two years and go as far as the House of Lords until, in 1995, they confirmed the validity of The Trafford Centre's approval and it was finally free to go ahead.

Key Dates

1984	Concept is born
1986	Planning application submitted
1987-1992	Public inquiries - inspectors reports recommend approval
1993	Outline planning permission granted
1993	Objectors High Court Appeal dismissed - permission upheld
1994	Court of Appeal quashes permission

1995 House of Lords reinstates planning permission
May 1996 Construction starts on site
10 Sept 1998 OPENED TO THE PUBLIC

The Construction Programme

Bovis North, the Manchester-based division of P&O subsidiary Bovis LendLease, was appointed in October 1995 as management contractor responsible for bringing the project to fruition. Work commenced on site in Spring 1996, following some essential enabling works. Bovis was chosen for its track record of handling large complex retail projects of this type, among other criteria.

Bovis' contract involved the appointment and management of specialist sub-contractors and suppliers who contributed to the prestigious development. Individual tenants let further contracts for the fitting out of their premises as the project approached completion.

Under the terms of a Construction Charter agreed between the contractor, the developer, the local authority and other interested parties, Bovis endeavoured to recruit all of the 3,000 construction workers from the local area.

The Trafford Centre Construction Facts

The Trafford Centre took two-and-a-half years to build, is designed to last more than 150 years and contains:

- More than 148,000 sq.m. of shopping and leisure space
-
- 19,500 tonnes of steel
-
- Two million facing bricks
-
- 1,100 tons of concrete reinforcing
-
- 21,356 sq.m. of granite flooring
-
- 10,136 km of electrical wiring
-
- A 35-megawatt electricity supply – equivalent to a small town
-
- 19 passenger lifts – at any one moment 350 visitors could be travelling by lift
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- 23 goods lifts
-
- 19 escalators (excluding those within stores) which can move in excess of 10,000 persons per hour
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- Largest ever all-hydraulic lift installation ever

Consultants to The Trafford Centre during construction

Conceptual Architect:	Chapman Taylor & Partners of London
Responsibility for Implementation:	Leach, Rhodes, Walker of Manchester (Architects)
Construction Contractor:	Bovis LendLease
Structural Engineer:	Mott McDonald
Traffic Consultant:	RPS plc
Quantity Surveyor:	Deacon & Jones of Bolton
Off-Site Highway Engineering:	Trafford Borough Council Engineering Consultancy
Restaurant Design Consultants:	Building a Theme Company of Altrincham
Catering Consultants:	Coverpoint Catering Consultancy
M & E Consultants:	WSP Consulting Engineers
Landscape Architect:	Derek Lovejoy & Partners
Security Consultants:	Stirling Security Limited
Letting Agents:	Healey & Baker of London
Letting Solicitors:	Berwin Leighton of London
Appointment Solicitors:	Addleshaw Booth & Co
Funders:	Lloyds, Bank of Scotland, Royal Bank of Scotland

Design Statement

The Manchester region has enjoyed the benefits of pioneering, world acclaimed developments for many years. Among these the Manchester Ship Canal remains a monument to man's determination to be at the forefront of progress. Two years after the Ship Canal opened Trafford Park was created with its many large and innovative buildings.

The Trafford Centre, built for the 21st century and beyond, is the latest statement of belief in the area's future and can be seen as a catalyst for the continued regeneration of the Park and its surroundings. Shopping is very much a leisure activity and from the outset the Centre was conceived on a grand scale so as to attract consumers and entertain them from the moment they enter the site.

The Site

The site is flat with a small woodland radiating from the Centre to the west corner. Views into the site can be gained from the elevated parts of Junctions 9 and 10 on the M60. Views of the upper section of the building can be gained from the motorway along the western boundary where the statues above the colonnade create a sense of theatre and introduce the leisure area.

Surrounding the building are attractive landscaped areas, including the existing woodland area. Tree-lined walks lead people from the car parks to conveniently located entrances into the shopping and leisure areas.

The Plan

The basic layout provides a powerful shopping machine, with an even distribution of car parking around the Centre, created in such a way that half of all visitors enter at ground level and half at first floor level. Such an arrangement is vital to ensure an even distribution of pedestrians into the scheme, which guarantees all parts of the Centre are let to good tenants. The decked car parks, which are screened by a tall hedge and trees, give way at the centre of the scheme to a landscaped courtyard which forms the setting for Selfridges.

A large leisure area in the Centre, The Orient, including restaurants with a total of 6,000 covers, opens out into a landscaped courtyard, The Place, which in turn opens out into the existing woodland, which provides the setting for a hotel.

Design Philosophy

The development comprises a series of major buildings predominantly inward-looking and linked by glazed malls of an extrovert character.

To try and express this development as a single formally composed building would be unsuccessful on account of the sheer size of the complex.

A more useful analogy would be a walled town where the major buildings, such as the department stores, together with the entrances, restaurants and glazed areas, provide architectural emphasis and excitement.

The glazed domes over the central malls define the Centre when viewed from a distance. From a closer perspective, the distinctive elements of the department stores and the multi-level leisure pavilion provide contrast and interest.

Goods service areas are located adjacent to the building and are contained and screened by a further wall – the outer town wall.

Car parking is broken up into discrete segments, each of which has its own automatic capacity monitoring systems which can relay messages for the benefit of drivers to dynamic advice signing on the on-site roads and on public roads approaching the Centre.

The Interior

Internally, the shopping streets are themed to emphasise the merchandising of the various sectors and are anchored by two major department stores. Regent Crescent links The Dome to Debenhams in the west and takes the form of a wide gracefully curved space. Rich in colour and detail, it provides the setting for fashion and lifestyle retailers. To the east of The Dome is the more muted ambience of Peel Avenue which provides a complimentary blend of familiar names from the UK's high street.

The lighting, murals, sculptures, fountains, landscape and feature staircases all contribute to the theme of a particular area, providing visual delight and also locational points to help visitors to orientate themselves.

Great attention has been paid to safety and to ensure that every need of the shopper, including those with additional special needs is provided for.

The uniting theme of the enclosed shopping streets and squares is the glazed roof and punctuation of dramatic domes and shaped roof lights, which reflect on the granite floor and in fountains. The fulcrum is the main dome, an experience at the centre of the scheme, which is the meeting of the ways between the shopping streets, the leisure buildings and main vertical circulation. Domes create a special feeling and each level of The Dome provides a memorable experience.

The Orient to the south is a vast amphitheatre surrounded by restaurants and leisure activities. It is linked to The Dome and is also accessed from the outside through The Place, a vast semi-circular open space with colonnades of granite and stone.

The leisure area is focused on an ocean liner and from the decks visitors can step into different worlds, including Morocco, China, Italy, Egypt and America. Here a vast choice of food in themed restaurants, awaits the explorer. This, together with the UCI 20-screen cinema and family leisure facilities, continues to entertain the visitor long after the shops have closed. During shopping hours, The Orient provides an ideal venue to relax and enjoy a meal at one of its restaurants.

The Centre is appealing and fashionable; the place to see and be seen and a brilliant reflection of the northwest's cosmopolitan style.

The Trafford Centre – The development and it's size

The Trafford Centre consists of 118,776sq.m of retail space. The main shopping building is on two levels with six nationally renowned anchor tenants. These are namely:

- Bhs - approximately 5,659sq.m
- Boots - approximately 5,102sq.m
- Debenhams - approximately 12,152sq.m
- John Lewis Partner(opens May 2005) - Approximately 20,438sq.m
- Selfridges - approximately 19,481sq.m
- Marks & Spencer - approximately 4,274sq.m

Shopping

The Trafford Centre comprises of three interconnected areas, two of which are shopping locations:

Regent Crescent

With its striking architectural features, spacious malls and walkways leading to a magnificent dome, Regent Crescent is home to fashion and lifestyle retailers including Reiss, Mango, Monsoon, Morgan, The Pier, Coast, French Connection and department store Debenhams. A walk along the crescent leads to the first Selfridges to open outside London.

Peel Avenue

There is a complementary blend of familiar names from the UK's high streets on Peel Avenue in a traditional setting including Marks & Spencer, WH Smith, Boots and JJB Sports. Peel Avenue is anchored by a John Lewis store.

Leisure

The Trafford Centre is the first truly integrated retail and leisure scheme to be built in the UK. More than 29,954 sq.m has been provided for catering and leisure facilities including:

- A 1600 seat food court
- A 20-Screen UCI Cinema
- A wide variety of fast food outlets, restaurants and cafés
- A children's entertainment area with a crèche sponsored by Wall's
- An 18 lane ten-pin bowling alley and turbo dodgems at Namco Station
- Laser Quest , a state of the art laser tag game with climbing wall, 'The Rock'.
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The Orient

One of the three interconnected areas of the Centre and one third larger than the Albert Hall, The Orient is a unique restaurant and leisure environment with themed areas from around the world including China, New Orleans, Egypt, Italy, America and Morocco.

The 1600-seat food court, located on the lower level, is the centrepiece of The Orient. The ceiling in The Orient changes with time, showing blue skies by day and then 2000 stars in recognisable constellations appear by night. The Orient draws significant numbers of visitors into the Centre in the evening as well as the day.

The leisure facilities are strongly defined at The Trafford Centre, although not to the extent that retail elements become overshadowed or compromised. All shops stay open until late into the evening, but the main leisure facilities, particularly the multi-screen cinema and restaurants, remain open until midnight and beyond. This integrated feature of the development posed design and management challenges; the willingness of the developer to rise to these challenges so that an identified public demand is accommodated typifies the approach taken towards each aspect of the design and planning of The Trafford Centre.

Opening Hours

	Shop Opening Hours	The Orient – Restaurants & Cinemas
Mon - Fri	10am-10pm	10am-Midnight & beyond
Saturday	10am-8pm	9am-Midnight & beyond
Sunday	12noon-6pm	11am-late (Fri and Sat cinemas open until 3am)

The Trafford Centre is committed to responding to customer demand. Following in-centre research commissioned by Research International and surveys conducted internally among retailers, it was identified that a shift in trading hours was required for Saturdays. This resulted in the Centre now trading from 10am to 8pm as opposed to 9am to 7pm as consumers prefer to shop later on a Saturday rather than earlier.

In January 2003 extended retail trading hours until 10pm were introduced from Monday to Friday. This was as a result of in-Centre research among customers which revealed a demand for extended opening hours on weekdays. Currently, up to 40% of the Centre's daily visitors enter the site after 6pm.

Management of The Trafford Centre

Business Philosophy

The hallmark of any professional organisation is the quality of the service it delivers. The Trafford Centre's ultimate aim is to be recognised as having the foremost professional expertise within the shopping centre industry, providing a quality, efficient and friendly service to the benefit of all its customers.

Our objective for our employees is for them to perform to the highest professional standards, providing the ultimate in service excellence. In doing so, we strive to maintain our reputation as a Company with unimpeachable integrity which provides positive advice, holds a view on current levels of service issues and aims to achieve a first class record in levels of customer service.

This objective is met by employing high calibre staff, with a natural aptitude for their role, coupled with an effective and approachable management team. In addition, The Trafford Centre believes it is necessary to go a stage further. To reinforce the commitment in our beliefs formalised procedures have been established to safeguard the quality of our service alongside a programme of continuous training and development for all employees.

The Trafford Centre's management team has individual areas of responsibility. Their objectives are to maintain a first class service to customers through:

- The accurate interpretation of customer needs
- The prompt delivery of meaningful advice relating to those needs
- Provision of sincere committed high standards
- Continuing care of our customers' interests
- The regular monitoring of factors which affect the provision of customer service delivery
- Communication of the quality objectives to all employees involved with the provision of services on behalf of the Centre.

Quality of work is monitored regularly by the Director of Operations in conjunction with the Department Managers, carrying out periodic checks to review or enhance our work, and to reflect changes in market practices or professional codes of practice. Our quest is to continually improve the level of service we offer to our customers.

The Trafford Centre is committed to investing effectively in all its team members and proved this by achieving the Investor in People Award in its opening year.

Through this investment we wish to ensure all our team members deliver the high quality levels of service our customers expect to receive by complying with the following principles:

- The Trafford Centre's management team are committed to developing the skills and motivation of all employees in order to achieve business plans and targets
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- The training needs of all employees are reviewed regularly in the light of the goals and priorities that they have been set
- Training and development starts from the moment an employee joins The Trafford Centre and continues throughout their career with the Company
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- The investment in training and development is evaluated to assess its effectiveness.

Ultimately, the challenge of being an Investor in People is a human one. There has to be scope for imagination and creative thinking throughout our work, not least in addressing our customers' needs. That indeed is the key to The Trafford Centre's philosophy:

- To provide sincere service, and to maintain the highest standards in all that we do.

The Trafford Centre seeks to combine the best from its knowledge and experience, its team members and its systems to ensure our customers' expectations are fulfilled or surpassed.

Gordon McKinnon
Director of Operations

Management Approach

The successful day to day operation of The Trafford Centre depends on two key factors – teamwork and communication.

Teamwork

The Director of Operations and management team ensure retail partners in the Centre are given adequate opportunities to put forward their opinions and ideas. With this in mind retailers are represented on various forums that address issues ranging from opening hours and marketing to environmental services and crime prevention.

Communication

The Trafford Centre employs a dedicated Retail Liaison Manager and a Catering Quality Manager to ensure effective communications between The Trafford Centre management team and all of its retail and catering partners.

Staff

The Human Resources department produce a quarterly newsletter, which is distributed to Centre staff informing them of topical issues.

Partners

Retail and catering partners are kept informed via the Retail Forum and Retail Circle meetings.

A newsletter - Update - is produced on a regular basis and is distributed to all Centre staff and partners to keep them up to date on Centre issues.

Community

A Community Development Manager maintains good relations with the local community through effective consultation and communication.

Training and Development

Recruitment Training and Selection

The Trafford Centre has become a key employer in the northwest creating 7,000 jobs, including 380 who are directly employed by The Trafford Centre Ltd, in the following areas:

- Retail
- Security
- Landscaping
- Management Administration
- Customer Services
- Marketing & PR
- Finance
- Human Resources
- Catering & Hospitality
- Cleaning Services
- I.T
- Stores & Administration
- Landscaping
- Events
- Community
- Building Services

Investor in People

Through investing in its employees, The Trafford Centre aims to ensure that the highest levels of service are provided in order to meet the expectations of our customers. Just six months after opening its doors to the public, the Centre gained the prestigious Investor in People (IIP) accreditation.

The award recognises the quality of training, management systems and facilities available for all 380 people who work directly for The Trafford Centre team. It also encourages awareness of the key role played by employees in the business's commercial success. Staffs are regularly trained in new skills to ensure that they maintain the management commitment to customer care.

"The Trafford Centre has always embraced our view of what the future of training should be when it comes to sustainable employment. We have worked closely with them to develop systems, which are there for the benefit of the people of the region. Our partnership has worked effectively: the Centre is not only a fulfilling place to work, it also has the potential to create a fresh work ethic of training and development which may one day be taken up by all industry in this region and far beyond."

Geoff Leigh of Manchester Enterprises (formerly Manchester Training and Enterprise Council).

Recruitment

In order to maintain our high levels of customer service, it is vital that the right people are recruited. The selection process therefore, is carefully structured so that only those with an aptitude for teamwork and customer service are employed.

As part of our recruitment process, candidates are assessed in a group situation against the following criteria:

- Appearance
- Customer service
- Involvement
- Communication skills
- Interpersonal skills

Candidates who perform well at this stage are invited to a one-to-one interview and once employed, participate in a comprehensive training programme.

In 2003, as part of the Investor in People award, The Trafford Centre was the second company in the north west to achieve accreditation against a new standard 'Recruitment and Selection'. This served to assess the quality of the policies and procedures in place and has provided us with a benchmark with which we can compare our assessment to other Investor in People recognised organisations.

In addition, The Trafford Centre is an equal opportunities employer. This means that applicants are not discriminated in any way on the grounds of their race, ethnic origin, gender, disability, sexuality or age.

Training

The Trafford centre's training programmes range from induction courses to modern apprenticeships and management development programmes, all of which are geared towards the operational requirements of the Centre.

Our commitment to training ensures that the highest levels of customer service are met with the ultimate aim of yielding return visits from customers.

All employees undertake customer service training under the English Tourist Board's 'Welcome to Excellence' programme. Those who complete the course receive the prestigious 'Welcome Host' qualification. In 1999, The Trafford Centre gained recognition by winning the North West Tourist Board award in the 'Training for Tourism' category.

Our core training programme is completed by every member of staff and includes:

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- Blind, Deaf and Disability Awareness
- Appointed Person First Aid
- Trading Standards
- Health and Safety
- Manual Handling
- Equal Opportunities
- Fire and Evacuation
- Data Protection

Additional specialised training (for example, on equipment and machinery) is provided to meet operational requirements. All employees are given the opportunity to complete NVQ's relevant to their role and also to take advantage of the in-house Learning Centre. Here, they can enhance a range of skills, from typing to learning a foreign language.

Training needs are established through performance reviews and through ongoing communication between departments. A comprehensive training plan is designed each year to meet the needs of the Company through the delivery of courses to staff members, whether this is in-house or through external providers.

Benefits

A wide range of benefits is offered to all staff and includes:

- Staff restaurant

- Free uniform and dry cleaning service
- Retail / restaurant discounts
- 22 days holiday per annum (pro rata)
- Child care leave
- Paternity / maternity leave

Performance

The Director of Operations, in conjunction with department managers, monitors quality and performance regularly. Confirmation of an employee's appointment is subject to the satisfactory completion of a 26-week probationary period.

During this time, performance reviews are carried out at week one, four, 13 and 25 to ensure the required standards are being met and the individual has settled into their new role.

Further to this, ongoing reviews take place every six months, giving staff and their managers the opportunity to discuss how they have performed, to set objectives for the future and to highlight any training or development needs.

Progression

Employees are encouraged to progress their career at The Trafford Centre by applying for new appointments internally. Many people who began their careers at staff level have since been promoted to Team Leader status and beyond, while others have taken on new challenges by pursuing their careers in other departments.

Customer Service

Maintaining a high standard of customer service is a top priority at The Trafford Centre. In total, 40 full and part-time staff are employed within this department and each one plays a crucial part in ensuring that customers get the very best out of each visit and leave with a positive impression about the Centre.

Careful planning and attention to detail has resulted in an enviable range of customer services, which we believe are among the very best provided within the shopping centre industry. These include:

- A crèche for two to eight year olds sponsored by Walls
- The Barney Bear club – loyalty scheme for children, members of the club are able to benefit from a number of special offers and gifts
- Children's pushchairs and fun buggies available from our Customer Services Desks
- Security ID tags for parents and children
- Unisex parent and child toilets
- Baby changing facilities and breast-feeding rooms
- Babies bottle-warming facilities in a special unit in The Orient
- Meet and Greet Services - five friendly meeters and greeters are employed

Customer Literature

It is vitally important to provide customers with relevant information and this is achieved using a combination of literature and other information-based communication programmes. All of these have been developed as a result of sound research and customer feedback and they aim to provide on-the-spot information as well as details of forthcoming events.

Information sources include:

- General mall guide
- Mall directory boards
- Speciality leaflets – these include The Orient, Designer Brands, Gift Cheque Scheme, Children's Facilities, What's On, Great Days Out and Transport
- The Trafford Magazine
- Customer announcements
- The Trafford Centre website - www.traffordcentre.co.uk

The Customer Services desks are located in the main dome and Peel Avenue and are open during retail hours. As well as providing information on every aspect of the Centre, staff deal with lost and found property, complaints and the reporting of incidents. They also provide free loan of pushchairs, child safety wristbands and sell Trafford Centre gift cheques and postcards. Children's fun buggies are also available to hire from the desk in Peel Avenue. The desk in the main Dome acts as a post office collection point and is also an ideal meeting place for staff and customers.

Customer Comfort

The Trafford Centre team strive to make the customer's visit to the Centre run as smooth as possible from the moment they arrive on site.

The Security Control Room makes it possible to monitor traffic in and around the surrounding roads, liaise with traffic police and communicate with car park staff. By means of electronic signs, the 'Vehicle Messaging System' from the motorway slip roads, customers can be directed to a section of car park where space is available. Visits to our viewing gallery are conducted by a member of The Trafford Centre team highlighting safety and security procedures.

Once inside the Centre the emphasis on comfort and caring continues. In The Orient, for example, catering staff are always ready to assist wheelchair users and people with young children – in fact, anyone requiring a helping hand is assisted.

Many staff are fully trained first aiders, some to advanced level, and they can competently deal with emergencies, large or small.

Mobility Services

There are car park facilities for visitors with disabilities around the Centre. Battery operated scooters and manual wheelchairs can be borrowed from the mobility service unit. This unit is proving very popular with visitors and currently has the highest number of registrations in the UK. All the public areas, toilet blocks and lifts are designed for wheelchair use.

Customer Enquiries

The Trafford Centre's Customer Services department has a very efficient complaints procedure that deals promptly with any problems. Individual departmental managers are informed of any complaints, feedback is provided to the customer and improvements are introduced where appropriate.

The Trafford Centre prides itself on becoming the most prestigious shopping and leisure destination in Europe. By listening to customers and basing service provision on this feedback, the management team believes the Centre can maintain its prime position.

Customer Complains Procedure

Any customer complains received about The Trafford Centre or one of its many retail or catering partners are dealt with by the customer service team and follow a strict procedure. Over 95% of all complains received are resolved immediately by our highly qualified team who take time to listen to the problem and offer advice and solutions to help dispel any issues.

Complains that are made in writing are acknowledged by a written response that outlines the Centre's policy and procedure for dealing with such matters and a timescale of supplied to advise

on when the matter will be formally addressed. Again, the majority of written complaints are resolved within 24 hours.

For more serious complaints it is sometimes necessary for an investigation to take place and in these cases customers are advised of timings for when the problem will be resolved. They are then contacted with an update on the status of the investigation and any outcomes.

Complaints that are made against retailers and caterers are passed on to the Centre's Retail Liaison Manager and Catering Manager who then addresses the problem with the appropriate partner. The company in question will then deal with these complaints, and The Trafford Centre can only act in an advisory capacity in these situations.

The Center's policy is that all complaints are dealt with as quickly as possible and are logged onto a computer system that records all necessary actions that have been taken and subsequent outcomes.

Fair Trading Zone

The Trafford Centre's pioneering Fair Trading Zone was developed in 1998 in partnership with the Trading Standards department of Trafford Metropolitan Borough Council and the Office of Fair Trading. It aims to protect the consumer and raise standards of customer service in the Centre and, at the same time, act as a benchmark for the shopping centre industry as a whole.

The Centre's ground-breaking Fair Trading Zone has gained high profile recognition after the Government signalled its commitment to the Code of Practice in its White Paper 'Modern Markets: Confident Consumers' published in Summer 1999.

Training for Fair Trading

The Fair Trading Zone exceeded first year expectations by attracting 100% membership and commitment to the initiative's code of practice across the Centre's 280 stores, as well as restaurants and leisure outlets within The Orient. This standard has been maintained through to 2005.

In its first year 542 employees completed the basic training package covering aspects of consumer law. In addition, 182 managers and supervisors completed the advanced training package dealing with complaints, pricing regulation and age restricted sales.

The Fair Trading Zone has been a huge success and it is here to stay. We are sure that it provides consumers with the supreme service they deserve and protects and encourages honest and ethical trading, which ultimately provides economic and social stability in the local economy. In 2005, The Fair Trading Zone is still the only scheme of its kind in the United Kingdom.

Security

Background

Throughout the planning, development and operation of The Trafford Centre the safety and security of its customers and employees has been a priority.

With over 29 million visits annually, as well as 7000 employees, a highly effective security provision is required. Security within The Trafford Centre is a fully integrated system supported by state-of-the-art technology and is viewed by the shopping centre industry as a 'best practice' approach. Security consultants worked alongside architects and other design teams to ensure safety and crime issues were a key part of the design equation.

The security consultants identified six areas which the design team had to address:

- Shoplifting
- Theft from motor vehicles
- Theft of motor vehicles
- Burglary and burglary with intent
- Robbery and theft from the person
- Criminal damage

Secured by Design Award

From the outset of the project it was the management team's aim to achieve the Secured by Design accolade. This vision became a reality when The Trafford Centre gained the award from the Association of Chief Police Officers and the Home Office in May 1999, and it was the first building of its size and type to receive the prestigious accreditation.

The Centre was required to comply with an extensive list of criteria for the award. These included fencing the entire boundary and providing adequate lighting to illuminate the site after dark. The award also requires that gates into service yards are carefully controlled via intercom and public toilets are designed to avoid opportunities for drug dealing. Finally there had to be direct communication between all retailers and the control room in order to report any incidents immediately.

The security provision at the Centre is monitored on an ongoing basis to ensure the Secured By Design standards are adhered to.

Training

The level of training which security officers receive far exceeds programmes in place among the Centre's UK and European counterparts.

All officers are trained in first aid, with some being trained to an advanced level. Greater Manchester Fire Service also provides fire marshal training.

Additional training has been provided for all officers in a wide range of appropriate skills including dealing with major incidents, anti-social behaviour, preventative policing, forensics, crime-scene management and preparing statements and evidence.

All this training has been based around customer care which is believed to be the most effective approach to crime prevention within the retail sector.

Security Fast Facts

- With 101 security officers, 310 CCTV cameras, a state-of-the-art control room and a team of plain clothes security personnel, The Trafford Centre presents a united front against criminal activity.
- In addition, the Centre operates a successful Retail Crime Initiative, set up in September 1998, and run in partnership with Greater Manchester Police (GMP) and retailers. Many of the retail partners are members of the initiative and they benefit from a free-flow of intelligence between GMP's Crime Management Unit, the Centre itself and fellow retailers. As a result of this diligent approach, The Trafford Centre has successfully intercepted a number of frauds.
- Any person committing an offence is issued with an exclusion order, preventing their return to the Centre in the future. The security system and protocols in place enable The Trafford Centre to recognise known criminals and track their movement throughout the Centre.

ANPR (Automatic Number Plate Recognition)

In 2003 The Trafford Centre was the first shopping and leisure destination of its kind in the UK to successfully introduce the Automatic Number Plate Recognition (ANPR) system. The pioneering initiative was launched in conjunction with Greater Manchester Police (GMP) to detect and locate vehicles associated with crime as they enter the giant site.

The ANPR project cost £220,000 and was jointly funded by The Trafford Centre and GMP with a contribution of £78,000 from the Police Standards Unit BCU Innovation. It involved the installation of 13 covert cameras in strategic locations across the site. The cameras are the size of a hand held camcorder, fitted with a specialist infrared capability so they can continue to scan in the dark.

The system utilises some of the most advanced technology in the world to identify stolen vehicles or those listed as wanted for a variety of crimes. Within seconds the registration of the vehicle is verified and checked against a series of local intelligence databases, confidential police records and the Police National Computer (PNC). If the vehicle is listed as stolen, or as being associated with any type of crime, an alarm is raised in the Centre's control room.

Police officers in GMP's control room at Stretford police station then operate a scaled response ensuring that those vehicles relating to more serious crimes are given the highest response priority.

The location of the vehicle is displayed simultaneously in both The Trafford Centre and the police control rooms, and the Centre's security team, working in partnership with GMP, monitor the vehicle and its occupant(s) until officers are deployed to the site.

The majority of the Centre's customers are law abiding citizens but this system helps GMP and the Centre's security team target a small minority of individuals who are wanted in connection with a number of crimes. The presence of the system makes the Centre even safer for customers, retailers and employees as it acts as a deterrent to criminals who maybe thinking of visiting the site.

ANPR is an excellent example of how successful joint partnerships between the public sector and a private sector organisation such as The Trafford Centre can effectively fight crime in an intelligence-led way. Pilots which have taken place elsewhere in the country have shown that utilising ANPR technology can effectively increase the efficiency of police officers ten fold.

Health & Safety

The Trafford Centre takes its responsibilities towards health and safety very seriously. It has a duty under The Health and Safety at Work Act 1974 to look after, so far as is reasonably practicable, the health, safety and welfare of all Centre employees and visitors. It is also responsible for ensuring that all retailers fulfill their duties under this Act.

The Health and Safety department consists of a Health and Safety Officer and a Fire Officer.

The role of the Health and Safety Officer is to formulate and circulate the health and safety policy and to work closely with all departments, especially Environmental Services, Security, Building Services and Catering, to complete risk assessments and health and safety procedures.

Risk assessments are carried out in accordance with the Management of Health and Safety at Work Regulations 1999 and all those tasks with significant risks attached are documented. Health and safety information is accessible to staff on the computer network and a hard copy is available in the Health and Safety section.

Staff are made aware of the risk assessments through comprehensive on-the-job training using checklists.

All staff complete The Chartered Institute of Environmental Health (CIEH) basic Health and Safety Certificate. In addition, staff from operational departments complete an Institute of Occupational Safety and Health approved Manual Handling and Kinetic Lifting course, which addresses not only lifting in the workplace but also lifestyle issues. A large number of our staff are also qualified in First Aid, some to advanced level.

As with any environment used by the public, great attention is paid to their safety. Every incident, no matter how small, is investigated fully by departmental managers and the Health and Safety department and action is taken where necessary.

The Fire Officer ensures The Trafford Centre complies with its Fire Certificate, which ensures there are satisfactory means of escape within the Centre in the event of a fire and that all retailers review fire risk assessments regularly.

Health and Safety within The Trafford Centre is very much a two way process. Information is cascaded at all levels of the business to ensure that individual's issues are addressed.

Consultation is maintained via regular Health and Safety Committee meetings where the site's representatives of employee safety play a vital role.

The safety of our visitors is of paramount importance and is maintained by vigilance and careful monitoring of public areas.

Environmental Services

The Environmental Services department is the largest in The Trafford Centre. It cost £1.5 million to set up and employs nearly 80% of the Centre's 380 staff, including an eight-strong landscape gardening team.

The department is responsible for waste management, maintaining standards of cleanliness inside and outside the Centre and for the upkeep and development of the surrounding landscape as well as pest control.

It is this unique landscape that sets The Trafford Centre apart from other UK shopping centres. Woodland plants line the routes into the 150-acre site, within which the preserved Wilderspool Wood, an area of natural woodland, is a haven for wildlife.

Since the Centre has opened Wilderspool Wood has become a breeding ground for many species including wrens, blue tits mallards and koi karp. Bird and bat box have also been introduced to attract other species and a programme of recycling dead wood has provided suitable habitats for insects and this will, in turn, attract more wildlife.

Thanks to a staff suggestion, information points have now been placed within the wood informing visitors about the flourishing wildlife. Chester Zoo was contacted to produce the signs for the Centre.

Waste Management

More than 80 tonnes of waste is generated in the Centre each week, much of which is re-cycled due to a system of colour-coded receptacles. These ensure that 12 tonnes of cardboard, 0.5 tonnes of plastic, and thousands of glass bottles are separated ready for re-cycling each week. Nine cardboard compactors further aid the process. In addition to this, all bin liners and chemical packaging purchased are biodegradable.

The re-cycling committee leads the way in best environmental practices, and the Centre has hosted a number of seminars to educate retail partners about the key role they play in waste management.

The Environmental Services Manager oversees six senior team leaders and 11 team leaders who manage day and night staff as well as a specialist group of cleaners.

Environmental Fast Facts

- The Centre uses approx. 70,000 toilet rolls a year
- Rubbish fills 520,000 bin liners a year
- Three miles of brass hand rails are polished every evening
- 16,000 food trays are cleaned each day
- More than 50 staff work throughout the day in the largest food court in Europe

New Technology

A state-of-the-art computerised checking system enables the environmental services team to continually monitor cleanliness throughout the site. As records accumulate, patterns emerge enabling the department to plan resources accordingly.

Environmental Services Training

All members of the team attend a range of in-house and external training courses and may study for National Vocational Qualifications in cleaning science and related subjects. Other key courses the environmental services team attend are:

- Control of Substances Hazardous to Health (C.O.S.H.H.)
- Fire and Evacuation
- Fire Marshaling
- First Aid
- Health and Safety

Specialist cleaners also receive training in 'MEWPs' - Mobile Elevated Work Platforms.

Building Services

The Building Services department is responsible for all maintenance and development of the building throughout the Centre. The department employs 37 staff, of which 18 are contractors, runs a 24-hour operation and manages a Help Desk throughout the day. More specifically it organises and oversees:

- Planned and reactive maintenance of building and fabric services
- Specialist contractors for maintenance of systems
- Projects to develop and improve the Centre
- Tenant shopfit approval and liaison
- Energy management and purchasing.

The Building Services department is a key service in ensuring the safe and secure running of the building.

Building Services' Fast Facts

- The Help Desk has received and processed over 30,116 calls from 1 September 1998.(as of September 2004).
- The Help Desk team can deal with anything from problems with the air conditioning to the Centre's telephone systems.
- The Permit Office has issued over 23,343 'permits to work' to contractors since 1 January 1999.
- The granite floor contract was the largest placed in the UK, covering some 21,356m.sq
- The Lighting Management System controls over 38,000 individual lights. Light bulbs are changed in a major single operation at various times throughout the year.
- There are 536 distribution boards and in excess of 10,600 electrical circuits at the Centre.
- The cost of energy to The Trafford Centre is over £1.5m/annum.
- There are over 200 location sites for plant and equipment on the Centre roof.
- To support the planned maintenance programme we have 230 operation and maintenance manuals and 22,000 drawings.

Marketing & PR

The role of the Marketing and PR department is to create and build awareness of the Centre and to encourage usage and spend by effectively communicating the Centre's facilities, convenience and services to its core catchment population.

In order to put forward effective communication and marketing strategies, the marketing department evaluates the Centre's performance and appeal to establish the greatest potential to make marketing spend effective.

Funding

Marketing and PR is jointly funded (50 : 50) by the landlords, Peel Holdings and the retailers via the service charge.

Retailer Involvement

A strategic overview of the marketing plan and current activity is provided at the monthly Retail Forum meeting. In addition the department regularly seeks retailer participation in promotional activities. Correspondence, as well as a regular newsletter called 'Update', is frequently distributed to Retail Managers to communicate marketing and PR activity.

In-house Team

The Marketing & PR Department at The Trafford Centre consists of three people with additional services outsourced to specialist suppliers. The team comprises of:

- **Marketing & PR Manager** – responsible for the implementation and management of the Marketing and PR strategy
- **Consumer Press Officer** – responsible for the development and implementation of the PR plan
- **Marketing & PR Co-ordinator** – responsible for the planning and execution of a number of specialised areas within the department and to assist the Marketing & PR Manager.

External Specialist Suppliers

It is necessary to outsource work relating to the marketing and PR department, as there are a number of specialist areas/fields which cannot be undertaken internally at the Centre.

These include services for creative/media buying, print, graphic design and artwork, website design, photographic & video production, market research, reprographics, fulfilment and distribution.

Planning

It is necessary to look at the position the Centre is in, prior to devising the marketing plan by evaluating. This includes

Visitor Numbers

These are monitored via the Centre's vehicle management system (VMS). The VMS is a sophisticated vehicle monitoring system that enables the Centre to track the numbers of vehicles entering the Centre at any time of the day. By looking at the number of vehicles using the Centre, average party size and the percentage of customers using public transport facilities the Centre is able to make accurate estimates and compare pedestrian flow hour by hour, day by day, month by month and year on year.

Market Research

The Centre commissions an independent research agency - Research International - to undertake two exit surveys annually, one in an off-peak period (April) and the other in a peak period (end of November). This research enables the Centre to establish the profile of its customers in terms of age, gender, place of residence etc and also consumer behaviour in the Centre in terms of spend, dwell time, visitor frequency and use of specific areas as well as awareness of advertising. A summary of the Marketing research findings from 2004 are shown in **Appendix 2**

The postcode data collected from these surveys is provided to Experian, who undertake a MOSAIC classification analysis.[a full explanation of MOSAIC analysis can be found in **Appendix 3.**] This data gives detailed information on the lifestyles and types of people who use the Centre and also maps our frequent/infrequent customers in terms of their geographic residence to establish our target market and evaluate the Centre's potential customer base. A map of the catchment area and frequency of visits is highlighted in **Appendix 4.**

Other research programmes include street surveys in various towns within the Centre's catchment area to undertake a competitor analysis and to measure awareness and usage of the Centre as well as evaluating reasons for not visiting the Centre, or not using it frequently.

Focus group research is also conducted. This qualitative research is based on in-depth discussions with mixed groups in order to ascertain perceptions of the Centre and seek opportunities for further growth and general improvement.

In November 2002 our regular research programme was modified to incorporate a segmentation exercise. This exercise enabled the research agency to split those interviewed into a manageable set of segments, which the Centre could use in future strategies.

Specifically, the visitors were segmented based on attitudes towards shopping in general and lifestyle and were then refined using demographics so that they were differentiated enough to be useable.

By looking at the demographics, behaviour and attitudes of each segment it helps the Centre define and understand the target audience to tailor communications more effectively.

Other Evaluation Analysis

- Retail quarterly turnover – retailers turnover figures provided quarterly and feedback from internal research
- Retailer performance – performance of retailers throughout the year in particular following a promotion
- Retail promotional evaluation – assessing the success of previous advertising campaigns
- Seasonal trends
- National trends and performance

Marketing Objectives 2005 – 2006

In a tough economic and competitive market (combined with the fact the Centre is firmly established as a mature Centre), effective marketing and advertising is required to:

- Revitalise the offer and retain the loyalty of core visitors
- Persuade infrequent customers to visit more often from secondary catchment areas
- Attract first time visitors from secondary and tertiary catchment areas
- Maximise budgetary resources by targeting activity
- Promote 10pm weekday trading as this is a distinct advantage over competition and is therefore important to maintain high awareness of this convenience.

NOTE: The 'catchment area' is defined as a 45-minute drive time band of The Trafford Centre. A map of the catchment area is shown in **Appendix 5**.

Creative Communications

The management team's objective is to build on the very positive image people have of the ambience, the range of the retail offer and particularly its uniqueness compared to other destinations predominantly focusing on its convenience factors.

The Trafford Centre has a range of unique selling points [USPs] which need to be communicated via the advertising media.

The Trafford Centre's USPs

- Free parking
- Designer brands
- Exclusive shops (not available in North West)
- Opening hours i.e. till 10pm every weekday and Orient later
- Safety & security
- Children's facilities

- Clean
- Undercover
- Stunning architecture (pleasant environment)
- Customer Services i.e. staff, Mobility Services
- Combined shopping and leisure experience

The Trafford Centre Brand

As the Centre matures, it is important to evaluate the perceived brand characteristics, and the qualitative research will enable us to establish this.

It is important however that various brand characteristics are incorporated into the creative execution:

- | | |
|-----------------|-----------------|
| • Caring | • Quality |
| • Exciting | • An indulgence |
| • Relaxing | • Friendly |
| • Stress free | • Comfortable |
| • Stylish | • Leading-edge |
| • Inspirational | • Aspirational |
| • Unique | |

Marketing Plan 2005 - 2006

Target Audience

- Primary - ABC1, 25-44 age group within 45 minute catchment especially 'fashion loving spenders'* and 'time starved affluents'*(see **Figure 1** below)
- Secondary - All adults within 45 minute catchment
- Tertiary - All potential shoppers who may visit independently or as part of a tour or group visit. The Centre uses all elements of the marketing mix, using different messages.

Figure 1

'Fashion loving spenders' are:

- Mainly ABC1
- Will travel to shop
- Fashion conscious
- More likely to be female
- Pre children

'Time starved affluents' are:

- Highest volume spend
- Married with children
- ABC1 dominant

- Time is of the essence

The Trafford Centre Website

Prior to the opening of The Trafford Centre, it was felt that a website should be built providing information for those seeking details about the Centre via the internet.

As the Centre matured, more and more information was incorporated onto the site and it has grown considerably from having minimum information to becoming a comprehensive and interactive site.

The website is now a very important medium within the marketing mix, and budgets are set aside each year to ensure the site is regularly refreshed and effectively utilised to promote the Centre in a variety of ways.

Literature

An important function of the marketing department is to design and produce a number of Trafford Centre leaflets for customer information purposes - these are available in the mall, and also to mail to existing and potential customers within the catchment area.

The Trafford Centre Fountain Fund – Charity

Another function of the Marketing & PR department is to implement and manage the Centre's charity strategy.

In order to raise funds for charities and generate positive publicity, the Centre actively organises fundraising events and the Centre's fountains are used to collect coins. Since opening, customers have thrown loose change into the numerous fountains within the Centre. The amount of money raised through the fountains and fundraising activity totals of approximately £50,000 per annum.

Research with customers was undertaken to establish a charity strategy for the Centre relating to the type of charity/s customers would prefer the money to be distributed to, how regularly that should be reviewed and the number of charities that should benefit each year.

Following this research, a Charity Committee was set up with representation from a cross-section of staff members from the Centre and also third parties such as retailers.

The Committee proposed a strategy based on the findings from the research. The selection of charities was also guided by the findings and various charities have benefited from over £170,000.

Sponsorship

During the last few years, the Centre has been approached on a number of occasions from organisations seeking sponsorship support.

The Centre has become involved in a number of joint initiatives with other organisations, which have generated many publicity and advertising opportunities.

As opposed to providing a financial contribution, the Centre has offered these organisations a partnership proposal. This involves providing advertising opportunities at the Centre in return for becoming a brand partner.

PR

Public relations activity is an essential component of the marketing mix. The main objective of the marketing department is to communicate the Centre's brand values and PR and press activity is an important element of this process.

Each year a PR plan is developed and implemented following an evaluation of the key areas on which to base the communications strategy. The plan is in place to ensure regular coverage of The Trafford Centre is generated in both broadcast and print media regionally and nationally.

The Trafford Centre has become a popular location from which to broadcast programmes. TV and radio organisations frequently seek approval to use the Centre as a backdrop for a variety of programmes as well as record news items, either live or pre-recorded. Most recently, a docu-soap called 'Love 2 Shop' was broadcast daily from October – December 2003 on ITV1 based on the Centre's retailers and employees.

Entertainment Department

The entertainment department promotes and plans events and entertainment in different areas of the Centre throughout the year. As well as entertaining existing visitors, these events attract customers to the Centre.

The team has mounted an extensive and successful programme of events to suit all ages, both in The Orient and elsewhere in the Centre.

There have been live appearances by popular artistes including Emma Bunton, Westlife, Girls Aloud, Peter Andre, Sugababes, Blazin Squad and Russell Watson and the Centre has played host to UK film premieres including 'Still Crazy' and 'The Next Big Thing', which attracted a large number of celebrities. In addition, there are live bands every Thursday, Friday and Saturday evening, weekly tea dances, which are immensely popular, and frequent performances by street entertainers.

Community Development

The Trafford Centre employs a dedicated Community Development Manager whose role is to integrate the Centre into the local community. Educational tours, competitions, regular liaison with local businesses, special shopping days, charity promotions and presentations are some of the key areas of the Community Development Manager's remit.

Each year over 4500 students, from secondary level upwards; have tailor-made presentations about the Centre. In addition, many primary school classes visit the Centre to use the primary school trail that has been produced to help their studies.

Educational resources have been produced- Big Books for use in the classroom of pupils at Key Stages 1 & 2, and a Curriculum Resource Pack for Key Stages 3 & 4. In addition, the Centre's web site contains resources for GNVQ Tourism and Leisure Modules in Customer Service, and AVCE Travel & Tourism.

The Community Development Manager supports an annual Disability Awareness organised at the Centre by Trafford Borough Council.

The Centre is also a member of the Manchester Chamber of Commerce and Industry.

Finance

Six employees work in the Finance team at The Trafford Centre. The Finance Manager is responsible for five members of staff and reports to the Director of Operations at The Trafford Centre and to the Finance Director of Peel Holdings.

Each member of the team has a major discipline, but is also multi-skilled in order to cover holidays and sickness. The areas of responsibility covered are:

Payroll - Responsible for the correct and timely payment of salaries, PAYE and other employee deductions.

Purchase Ledger - Processing and subsequent payment of suppliers' invoices.

Sales Ledger - Issuing all invoices to tenants and other third parties and credit control.

Internal Reporting - The provision of information to Trafford Centre Management, which includes:

- Service charge costs v budget
- Cash forecasts
- Profit forecasts
- Control of unrecoverable expenses
- Management accounts
- Statutory accounting

External reporting

- Complying with VAT legislation
- Complying with the requirements of £610m loan notes issue
- Complying with current tax legislation

I.T.

The Trafford Centre IT division is made up of a large combination of hardware and software utilities that allow The Trafford Centre to function at the leading edge of today's technology.

The Finance Department uses many products including specific payroll software, which sit comfortably alongside our 'Time and Attendance' packages that monitor when staff start and finish their day at the Centre. This system is integrated with a sophisticated Electro Magnetic Proximity System, allowing all Trafford Centre personnel to move freely around The Trafford Centre whether they are direct TTCL employees, contractors, retailers or visitors. Additional software modules support The Trafford Centre and help keep track of the many operational statistics.

Various operational departments work with the more popular software suites found in businesses around the world. The hardware used might typically be a PC with a Pentium VI Processor, working on a L.A.N. (Local Area Network) basis. As part of this corporate setup our end users utilise network printers, e-mailing facilities, file sharing and file storage areas. Other services provided by the I.T. division include WWW access to the Internet for selected individuals to allow each individual to share and view business related information effectively on a daily basis.

Security is supported by many specialist systems whose bespoke software has been fine-tuned to provide various integrated security based surveillance systems in and around the Centre. This is monitored around the clock by a team of security officers protecting the premises, our tenants and our most valued commodity, our visitors. One of the latest additions to our suite of software is the prestigious (ANPR) Automatic Number Plate Recognition system. This system automatically monitors every vehicle coming on to the site. It can check a number plate and report if the vehicle is stolen or not and acts as a deterrent in keeping undesirables away from the Centre.

There are many highly sophisticated database products used to manipulate the huge amounts of data obtained from around The Trafford Centre. These databases allow our technical management team to transform mathematical and statistical information into data that can be exported to graphical output for at-a-glance viewing.

Our security policy does not allow us to identify the manufacturers of the software and hardware products used in The Trafford Centre.

The Region and its People

The Trafford Centre is located approximately 9km to the west of Manchester city centre. Manchester is the principal city of the north west and the largest and most populous administrative district in the country.

Population and Catchment Area

Census-based predictions made for the year 2001 were as follows:

- 9.6% of the population of Great Britain (5.35 million people) lived (in 2001) within a 45 minute drive of The Trafford Centre.
-
- Within 15 minutes drive time (in 2001) the resident population was 0.81 million, increasing to 3.06 million within 30 minutes drive time of The Trafford Centre.

Drive Time Band	Year 2001(Forcasts)
15 minutes	811,685
30 minutes	3,063,75
45 minutes	5,351,032

Source: - CACI

These figures are well in excess of the equivalent figures for any other centre of this type anywhere in the country.

The 45 minute isochrone is defined by Chester and Liverpool to the west, Preston and Burnley to the north, Bradford and Leeds outskirts to the north east, the Peak District to the east and the Potteries (Stoke-on-Trent) to the south.

Socio-Economic Profile

A socio-economic profile for the region was conducted which illustrates the type of workers, as a percentage, in the different drive-time bands from The Trafford Centre.

SOCIO-ECONOMIC PROFILE REGIONALLY					
DRIVE TIME BANDS	Professional/ Management %	Non-Manual %	Skilled Workers %	Semi-Skilled Workers %	Unskilled Workers %
15 MINS	31.2	24.0	20.7	15.5	6.4
30 MINS	29.2	22.8	22.4	16.9	6.2
45 MINS	28.9	22.3	22.5	17.2	6.4
GB Base ie % in GB	31.8	22.6	21.0	15.7	6.1

Source: CACI

In line with national averages, professional/managerial is the most predominant category across all three drive-time bands. A higher than average proportion of residents are non-manual workers.

The Immediate Locality

The site of The Trafford Centre consists of 300 acres in what is known as the Dimplington district of Trafford Park. It is bound by the M60 to the west, Trafford Park to the east and the Manchester Ship Canal to the north. The site is bisected by a further major highway from which access to the Centre and its adjacent regional sports complex is made. The shopping centre and the sports complex each take 61 hectares of the available land.

Trafford Park

Trafford Park was the world's first dedicated industrial estate and it remains one of the largest. Its development began after the opening of the Manchester Ship Canal in 1894 and it has been a major economic generator and zone of employment for the north west ever since. A period of decline in the post-war years was successfully arrested by the activities of the Trafford Park Development Corporation, which attracted new businesses and investment to the Park, sparking a major renaissance. The decision to site a development on the scale of The Trafford Centre within the boundaries of Trafford Park reflects this spirit of economic, commercial, industrial and social regeneration.

The site lies within the Metropolitan Borough of Trafford, whose Council and people have fully supported the development since its inception. The surrounding Trafford towns of Stretford, Davyhulme, Sale and Altrincham and the adjacent City of Salford provided a ready supply of manpower to fill the 6,000-plus job opportunities generated by The Trafford Centre, as well as the 3,000 jobs created during the construction phase.

Transportation Links

Access to the Centre is from the M60 Junctions 9 and 10 via an improved road link resulting from reconstruction of parts of Redclyffe Road and a new £3million slip road from the A5081, at Junction 9 completed in April 2004. Access to the M602 via Centenary Bridge, and other road improvements in Trafford Park leading to the Mancunian Way further enhance the accessibility of the Centre.

A sophisticated message signs system has also been installed. The 'prism message signs' automatically manage traffic flow by changing information on the signs to maximise the free flow of traffic at junction 9 and on Parkway. Message systems vary during week days and weekends to suit peak and non peak trading times.

Prior to the Centre opening its owners and developers Peel Holdings invested £ 10 million into the road infrastructure surrounding the site and Trafford Park. The Centre's management team constantly aims to work in partnership with Greater Manchester Police, Highways Agency and Urban Traffic Control to look at and improve traffic flow in and around the Centre.

The essential transportation elements required for a major shopping centre are excellent geographical location, strong access for private motor cars and bus station systems, and adequate free parking. All of these elements were carefully considered in the geographical design of The Trafford Centre.

Car Parking and Security

Approximately 10,000 free car parking spaces are provided, including areas dedicated for the sole use of people with disabilities and parents with children. Safety throughout the parking areas is a priority, with Closed Circuit TV (CCTV) monitoring, regular security patrols, a car breakdown service and a range of customer services.

Vehicle Management system

Traffic approaching the Centre from the motorway network is guided to and from parking areas by the most sophisticated computer – controlled variable message traffic management system.

Buses

Full provision is made for access by bus, with drop-off and pick-up points at locations around the site. The bus station has the capacity to deal with 120 buses per hour, with services running from around the region.

Coaches

Parking is available for up to 300 coaches.

New Developments

Barton Square

The Trafford Centre has been granted permission for a new 200,000 sq ft retail development called Barton Square, which will adjoin the £1.3 billion and leisure destination.

The £70 million development will target the high quality home market with stores offering furniture, kitchens, bathrooms, home furnishing and other goods that are currently not available at The Trafford Centre.

The design of the development will be in keeping with that of The Trafford Centre and will be linked by an extensive glazed bridge. A further 630 free parking spaces will be provided and completion of the Barton Square development is expected by Christmas 2006.

The build is due to start in autumn 2005 and scheme is see to further reinforce The Trafford Centre as one of the leading shopping destinations in UK.

The Place

The Trafford Centre has been granted permission for a small extension to The Place for additional restaurant and catering units.

The Place, the area outside The Orient, will be enclosed and this space will now be used to increase the number of cafes, restaurants and associated activities available to visitors.

The extension has come as a result of the growth in visitor numbers to the Centre, which has caused the restaurants and catering to overtrade. Since the Centre opened the number of visitors per year has increased from 23 million to 29 million and the demand for places to eat reflects this.

Manchester

In recent years, Manchester has consolidated its position as the commercial and administrative hub of the northwest. More than one million people are currently employed in the Greater Manchester area and more than 80 of the Financial Times Top 100 firms have operations in the city. The traditional manufacturing base has been steadily eroded in the post-war years and the emphasis is now on the service industry. This is borne out by the fact that Manchester is now recognised as the UK's most important financial and banking centre outside London, with more than 80 national and international banking organisations having operations here.

The Manchester area has benefited from numerous major infrastructure projects and can now boast an impressive list of world class assets including:

- National Cycling Centre (Velodrome)
- Bridgewater Hall - home for the Hallé Orchestra
- The Lowry - a state-of-the-art culture and arts museum
- Imperial War Museum North
- T2 - second terminal at Manchester Airport & a second runway
- Manchester Evening News Arena - a 16,000-seat indoor concert and sports venue in the heart of the city
- The Trafford Centre
- The City of Manchester Stadium

The success of the Commonwealth Games in Manchester continued the city's legendary reputation for sporting prowess, and further extensions to Manchester United Football Club's Old Trafford stadium have made it the largest venue in the whole of the Premier League. The city has a large catchment area and employment pool, first class current and historic employment rates and above-average expenditure per capita in relation to the national average and other regional shopping centres around the country.

Tourism

The proximity of Manchester Airport provides a further opportunity – to make The Trafford Centre a European shopping destination.

The Centre is now firmly established as a key northwest tourist attraction and through joint initiative work with other Manchester attractions, is committed to attracting visitors from outside the region and abroad.

Regional Sports Centre

Since The Trafford Centre opened in September 1998 the shopping and leisure destination has become the gateway to a host of other attractions and developments on its doorstep.

Prior to the Centre opening approximately 61 hectares of land to the north of the shopping complex site was earmarked for sports related companies to create an unrivalled destination for sports and leisure pursuits in the North West - a new regional sports centre.

The first phase of the ambitious complex incorporated a JJB sports soccer dome which comprises an extensive gym, swimming pool and 18 in-door football pitches with a David Lloyd health and fitness club nearby.

A £3.5 million state-of-the-art golf driving range was also added to the site - The Playgolf Experience - which is the first in the UK. Playgolf Experience comprises of 64 bays on two levels, a JJB store selling an unrivalled range of golfing equipment and clothing, as well as a golfing academy. Novices or enthusiasts can practice hitting from sand to rough, side hill, uphill and downhill lies and take advantage of the purpose built putting green and short game area.

The regeneration of the area continued during 2001 with the opening of The Tulip Inn hotel situated adjacent to the Playgolf Experience. The four-storey hotel has 119 bedrooms and its style reflects the neo classical architectural themes of The Trafford Centre.

Peel Holdings has now completed its latest development, Venus, a high quality and architecturally stunning office development located directly opposite The Trafford Centre. Constructed by Bovis Lend Lease, the building benefits from ample on-site secure car parking, full air-conditioning and all other facilities required to meet Grade A specification.

When fully occupied it is likely to accommodate over 1,000 people and will continue to support the growth and investment of the local economy.

In addition, detailed plans have been submitted to Trafford Metropolitan Borough Council to build Britain's biggest and most advanced indoor snowsports destination on an 11-acre site next to The Trafford Centre. The £28 million venue – Chill e Factor – is due to open in 2006 and will cover 23,225sq.m (250,000sq.ft). The snow centre has two distinct environments, Chill-down and Warm-up, which combine to create an alpine atmosphere. There will be real snow slopes for skiing, snowboarding, tobogganing and ice climbing, a rock-climbing wall and an indoor skateboard park, along with retail outlets, bars and restaurants.

Summary

The developers Peel Holdings believe that The Trafford Centre is a regional asset that will provide wide-ranging and long term benefits into the next century, thus raising the profile of the north west. It will meet popular public demand by providing the very best facilities in a single building. It does not replace existing facilities elsewhere, but simply provides a unique experience.

The Trafford Centre will be a centre of excellence for both the retailers who trade here and the people who visit it.

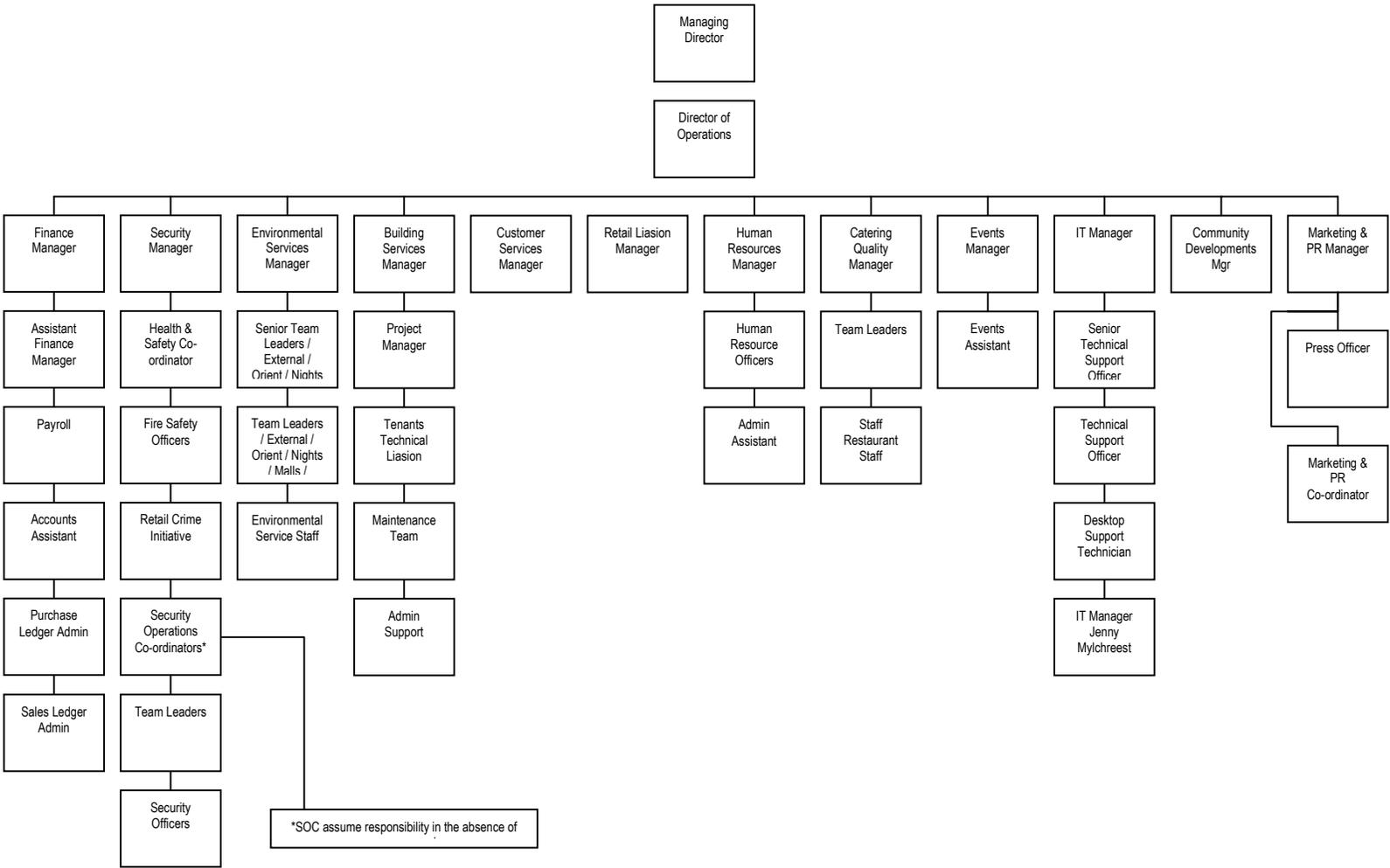
Managing Director of The Trafford Centre Mike Butterworth said: "Shopping has become the most popular leisure experience within 21st century culture and the next five years will be crucial in terms of building on the Centre's formative years to further evolve and respond to consumer demands.

We'll do this by continuing to make The Trafford Centre interesting by creating an ever changing environment through the right retail mix and developing 'theatre' around the customer's visit.

"In addition we'll continue to maintain high standards within the areas paramount to our visitors such as customer services and security. We look forward to welcoming new visitors from across the UK and overseas and to an exciting period ahead.

"Also crucial to the Centre's continued success is the development of the outlying land with hotels, complimentary retailers such as B&Q and quality attractions which will create an unrivalled leisure destination in the UK."

Appendix 1 – Organisational Chart



Appendix 2 – In Centre Survey Findings

As reported within this pack, the Centre commissions market research (exit surveys within the Centre) twice yearly (peak and non-peak periods). The findings below are aggregated from two waves of in-centre research during 2004.

Visitor Profile	Male	35%
	Female	65%
Social Class	ABC1	67%
Working Status	Full Time	65%
	Part Time	14%
	Other	21%
Age	16-24	22%
	25-34	26%
	35-44	21%
	45-54	15%
	55+	15%
Local Authority Area	Greater Manchester	54%
	Neighbouring area	32%
	Further afield	14%
Frequency of visiting	Once a week or more often	24%
	1-2 times a month	36%
	2-6 times a year	27%
	Less often	6%
	First visit	7%
Average Spend	Average spend per visitor group	£103.54
Average Dwell Time	136 mins (2 hrs 16 mins)	
How customers travel the Centre	Car	87%
	Bus	8%
	Walk	2%
	Coach	1%
	Metrolink Shuttle Bus	1%
	Other	1%

Appendix 3 - Catchment and Mosaic Type

In January 2002 the Trafford centre commissioned Hesperian to carry out a MOSAIC analysis of Trafford Centre customers. The information was collected from in - Centre surveys carried out at the Trafford Centre in 2001 by Research International Ltd.

Great Britain MOSIC is the UK and Europe's number one geodemographic classification system.

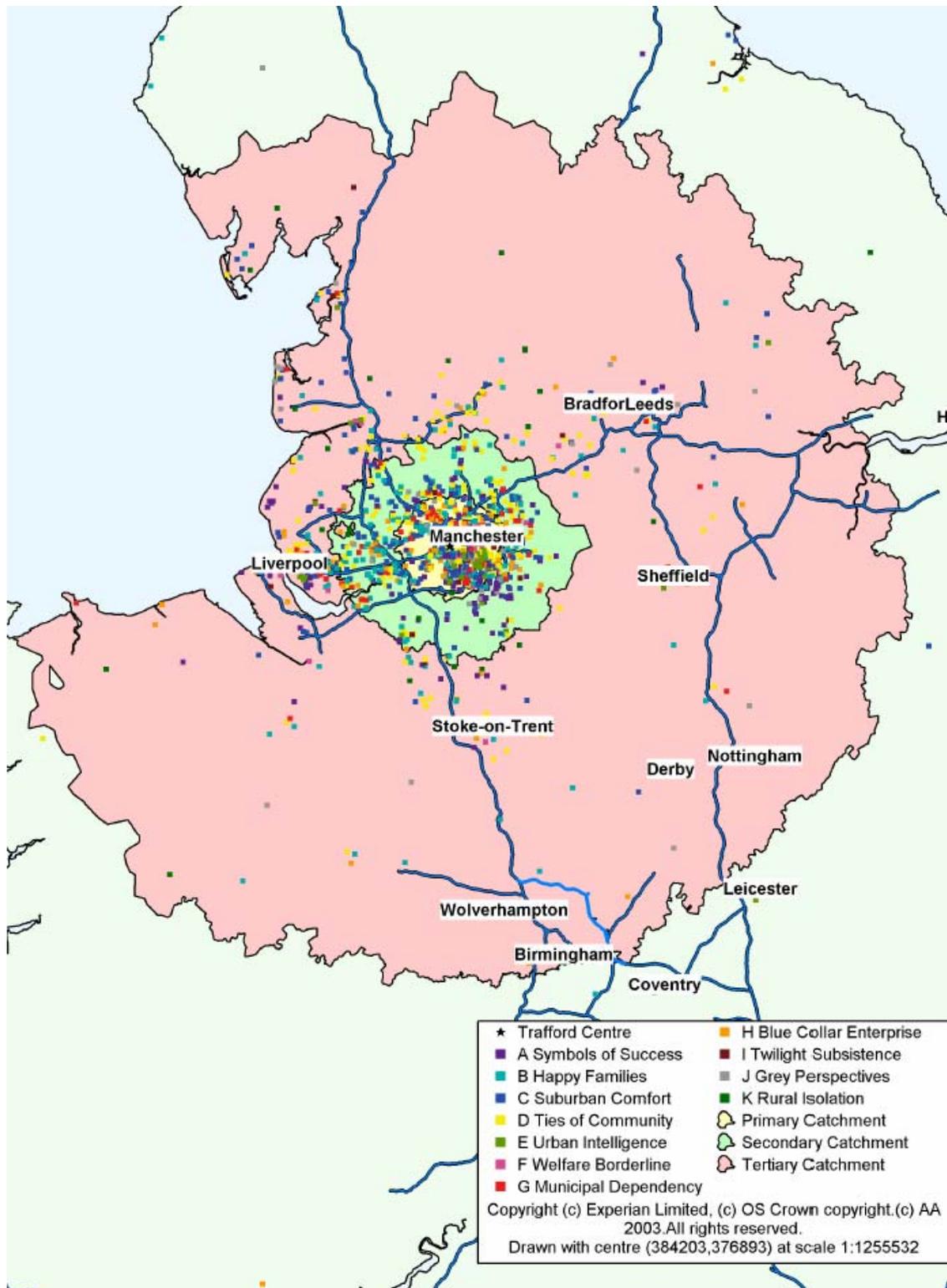
MOSAIC classifies all GB postcodes into 62 distinct 'life types ' with comprehensively describe their socio-economic and socio- culture behaviour. The 62 type are further aggregated into twelve groups.

Two type of Trafford Center visitors were identified, those who visit at least once a month and those who visit less frequently. Postcodes from both groups of visitors have been subjected to a MOSAIC analysis in order to:

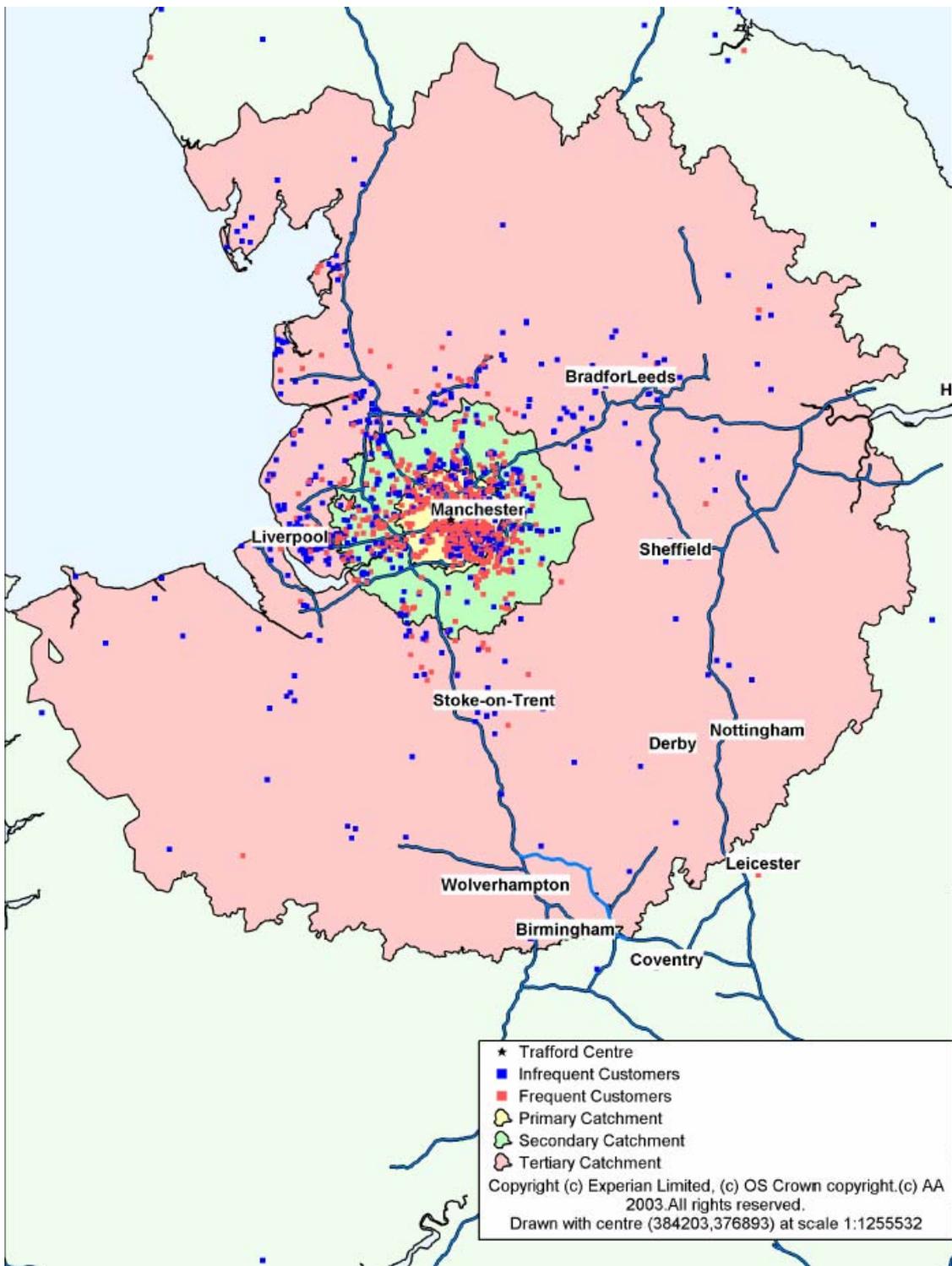
- Define and plot the primary, secondary and tertiary catchments
- Compare the catchment of frequent and infrequent visitors
- Examine the socio-demographic profile of visitors.

A map of the catchment area and MOSIC type follows

Catchment area and MOSIC type



Appendix 4 - Catchment and Frequency



Appendix 5 – The Trafford Centre Catchment Area

