EXECUTIVE SUMMARY
April 2004

THE RETAIL STRATEGY
GROUP REPORT

Driving Change

EXECUTIVE SUMMARY

April 2004
The DTI drives our ambition of 'prosperity for all' by working to create the best environment for business success in the UK. We help people and companies become more productive by promoting enterprise, innovation and creativity. We champion UK business at home and abroad. We invest heavily in world-class science and technology. We protect the rights of working people and consumers. And we stand up for fair and open markets in the UK, Europe and the world.

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The retail industry has huge economic and social significance. It improves the standard of living and increases employment opportunities, it invests and innovates, is responsible for anchoring urban regeneration in many parts of the country and - of huge importance - embodies the spirit of competition.

Above all, good retailer distribution is a major contributor to national economic efficiency.

And yet, in the view of many in the industry, the practical contribution made by retailing to national prosperity and well-being has not achieved the recognition or the partnership with successive Governments that it should have done.

That may be because, for many years, retailing has been a self-reliant sector, not looking to Government for special treatment or hand-outs. Or the explanation may be that this is an intensely competitive industry, not comfortable joining forces to address issues.

I was pleased to accept the Secretary of State’s invitation to chair the RSG. It’s been a privilege to lead the project teams whose work you see in this Report. I would like to thank them for the energy and insight with which they tackled their brief.

The retail industry and Government must now step up to the challenge of engaging and co-operating on the right issues in a way that will benefit our customers, colleagues, investors - and the nation - today and in the future.

Tony DeNunzio
Chief Executive, Asda

The work of the RSG shows real progress in developing a close and sustainable relationship between retailers and government. I welcome, for example, the new consultative group on regulation, which retail and government are already working together to deliver and the Advantage West Midlands-East Midlands Development Agency (AWM/EMDA) pilots to strengthen relationships regionally.

The RSG’s work on what productivity means for the retail sector is of great value in helping government and other stakeholders understand the complex nature of retailing.

Government and retail have not always worked together in such a productive fashion. The RSG is proof of what can be achieved by working together and to a large extent the commitment of government and retail to move our agenda in the same direction.

There are a number of challenges still ahead, which must be met through partnership. I look forward to government and retail continuing to work together on issues of mutual benefit, including setting the framework to give retailers an appropriate environment to develop innovation to help satisfy consumers increasingly demanding desires, harness new technologies and continue to develop a multi-skilled workforce.

I am delighted that RSG has provided a solid base for a sustainable partnership, to continue the valuable work already started.

Rt Hon Patricia Hewitt MP, Secretary of State for Trade and Industry.
Introduction

Our motivation

Retail is one of the most important sectors in any developed country. In the innovative and competitive UK market retailers continuously seek to improve their performance, striving to meet the demands of consumers. Many now compete at a global level through expansion overseas. The UK government is committed to raising the productivity and competitiveness of all businesses, including retail.

A time-limited industry led forum was established to identify key issues affecting the productivity and competitiveness of the retail sector and determine a course of action to reduce barriers in the longer term. The aim for the Retail Strategy Group (RSG) was agreed as:

“The retail industry and UK government to work in partnership to identify key issues that impact on the competitiveness and productivity of the UK retail sector, and together, take action to maximise opportunities for, and minimise threats to, UK retailers.”

Why a Retail Strategy Group?

Following extensive discussions during 2003 the UK government, the British Retail Consortium (BRC), and individual retailers agreed that they needed a closer partnership to achieve results, which could benefit both the retail sector and society in the longer term.

& Summary
The RSG, chaired by Tony DeNunzio (CEO of ASDA), included key retail stakeholders and policy makers (membership of RSG and Project Teams at Annex 2). It met between February 2003 and February 2004 to identify actions needed in the areas of productivity, property, planning, crime and cost of compliance. The group commissioned research on retail productivity, on financing of retail property development in the UK; and on good practice in the assembly of land to improve the process of retail development.

** Outputs

Delivery of outputs for the RSG will result in closer partnerships between retail and Government in the longer term. Significant outputs recommended by the RSG are outlined below.

New legislation impacts heavily on the retail sector and both government and retailers agree the need for improved regulatory consultation.

- The DTI is putting in place a consultative group – “The Retail Policy Forum” to improve this process, working with retailers to get the relevant information, identify workable solutions and feed into the policy development process. The Forum will take a focused partnership approach to the development of policy and regulations originating from both the UK and EU, and help government to benefit from the early input of retailers on the likely effect, burden and benefits of emerging policy.

- The Chancellor announced in his 2004 Budget the intention to consult business on the feasibility of extending common commencement dates thereby helping business to plan ahead.

- DTI will consult on updating or simplifying some existing regulations, including Weights and Measures Regulations and the Distance Selling Regulations.

- Smaller retailers need help in obtaining and understanding information and best practice guidance, particularly on regulation. A wide range of action is in hand to help small retailers including the development of a single portal to access relevant regulatory information and business support.

- Devolution of responsibility to the regions will require retail engagement to ensure views are taken into account and that the region benefits from advantages retailing can bring.

- Advantage West Midlands Development Agency (AWM) and East Midlands Development Agency (EMDA) will work with retailers to pilot a regional sector forum which could add value to planning, and regeneration and other RDA strategies.

Retail is a property intensive industry. Many retailers cite property cost as the second highest business cost after wages. Many retailers find the current regime inflexible to changing market conditions.

- The Office of the Deputy Prime Minister ODMP has announced a consultation to assess the options available to promote more flexibility in the commercial property market.

- Retailers welcome the consultation paper and look forward to discussing with government more flexible alternatives to upward only rent review clauses.

- Crime is of increasing significance to retailers and can be directly linked to drug and alcohol dependency.

- With Home Office funding, the Action Against Business Crime Group (AABC) will be developed by the BRC to encourage and support Business Crime Partnerships and as a priority explore how small retailers can be engaged.

- The Home Office will develop a national strategy to address the specific issues of retail crime, which will pull together the range of initiatives developed by government, retailers and local agencies.

- Local Partnerships are being developed between retailers and statutory bodies to develop crime prevention strategies to reduce the incidence of re-offending.

- Retailing is a major sector of the UK economy and understanding its productivity and competitiveness is a priority for Government. DTI will:

- Explore with the Office of National Statistics (ONS) and other interested parties the scope for improving official data collection on and the analysis of, the retail sector.

- Commission new research on productivity to build on the work commissioned by the RSG.

- Explore with the BRC and others the scope for developing best practice guidance on benchmarking and performance measurement for retailers.

- Retailers would like to continue to work with government on those issues identified where they consider there is scope for improving productivity.

A summary of all the RSG recommendations is shown at Annex 1.
Background to the RSG

Retailing, as defined by the Office for National Statistics (ONS), comprises all units of economic activity involved in the selling of new or used goods predominantly to households. It is a growing sector and the government aim of "raising the rate of productivity growth... and narrowing the productivity gap", applying to retail just as much as other sectors in the UK economy, will be achieved through:

- Increased knowledge transfer helping business to exploit new ideas successfully
- Maximised workplace potential creating businesses with high value, productivity and skills
- Extended competitive markets both at home and abroad
- Improved regional economic performance
- Working in partnership with key economic players to achieve the strategic priorities.

In all market economies retail is one of the most important sectors but in the UK there has been no consensus on the definition or key factors of retail productivity. Contact between retailers and government has sometimes not been sufficiently good and there has been a view that such a competitive sector should 'look after itself'.

However government recognises that the retail sector is a major employer, investor and generator of wealth which deserves attention. Retailers do not want government interference but they do want consistency and constructive support. Government needs to better understand the dynamics of the retail sector and what will help its development. It also needs the sector to supply accurate and timely information on any policy developments likely to impact unfairly on retailers and impede competitiveness and productivity.

"Retailers have for too long allowed the natural competition that exists between them to stop them working together where necessary"

Tony DeNunzio  Financial Times
Tuesday 2 March 2004

As a first step to gaining a better understanding of the retail sector the DTI commissioned a Stirling University study "A Competitive Analysis of the Retail Sector in the UK" to provide a basis for the discussions. The analysis said:

"Retailing is a crucial sector and major contributor to the UK economy. At a simple level, for the majority of consumer goods and services it provides the link between production and consumption. All of us shop and many have weekly if not daily contact with some form of retailing."

Burt and Sparks Stirling University 2003

The study report provided a basis for discussion between the British Retail Consortium (BRC), DTI and other departments and retailers on the actions needed. It was agreed that a time limited strategic group would be established. This would identify the issues, analyse them and then make proposals to address the priority issues that impact on the productivity and competitiveness of the retail sector.

Patricia Hewitt (SoS Trade and Industry) announced the creation of the Retail Strategy Group at the BRC annual dinner in October 2002.

What did the RSG do?

The first RSG meeting was held February 2003.

Members agreed to prioritise their efforts in five areas:

- Productivity – What does this mean in the context of retailing and is there a gap compared to other economies?
- Regulatory Burdens – How can policy objectives be achieved without increasing regulatory burdens on retailers and how can retailers engage more effectively with government in the design and implementation of policy?
- Crime – What can be done to reduce retail crime and how can retailers become more engaged at a local and regional level in crime reduction initiatives including reducing levels of re-offending?

Introduction & Summary

RETAIL STRATEGY GROUP REPORT: DRIVING CHANGE

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1 Division 52 of ONS Standard Industrial Classification. Eurostats NACE and the UN’s ISIC classification share the same definition.
2 Prosperity for All - The Strategy – September 2003
3 Available at www.dti.gov.uk/sectors_retail.html
The one-year existence of the RSG covered substantial ground in identifying, prioritising and developing solutions to address the key identified issues.

There is still, however, much more work needed in the longer term through continual partnership between the retail sector, DTI, other government departments and stakeholders.

Next Steps.
Retailers and government are committed to ensuring that all the recommendations are fully considered and taken forward through the forums, by key policy makers and by retailers and the BRC. The DTI will draw up an action plan to monitor progress.

The Evidence
The RSG recognised the need for better information on particular issues. Three pieces of work were commissioned (through competitive tender) to provide further evidence from which to draw recommendations. The three studies were:

- **Productivity.** “Assessing the Productivity of the UK Retail Sector”. This examined the key indicators of UK retail productivity and the differences in performance within the UK and globally. The Oxford Institute of Retail Management, Templeton College, University of Oxford carried out this study.
- **Planning.** “The Retail Development Process and Land Assembly”. This examined the planning process and the assembly of parcels of land for retail development and how this may create impediments to the redevelopment of Britain’s town centres. DTZ Pieda Consulting carried out this study.
- **Property.** “The Financing of Retail Property Development in the UK”. The report considered the underlying decisions taken by investors in retail property development and how this might affect the leasing and rental regime subsequently adopted. Cushman and Wakefield, Healey and Baker carried out this study.

All three studies can be viewed at [www.dti.gov.uk/sectors_retail.html](http://www.dti.gov.uk/sectors_retail.html). Their findings are incorporated into the relevant chapters of this report.
UK retailers are facing conflicting pressures of growth, consolidation and globalisation. While individual businesses will tackle issues in different ways, if the challenges are to be met and mastered, retailers themselves must work together at a local, regional and national level. There is much retailers can do together - the question is how?

Government priorities are often perceived to be in conflict with the business needs of retailers. A greater understanding of how policies affect the day-to-day operation of a retail business can only result in better policy-making and more consistent implementation.

Government recognises the needs for closer working but retailers must play their part in the provision of solutions and information. Many of the recommendations from RSG pave the way for such alliances.

The RSG has proved that cooperation and partnership can work. The challenge now is to take what each side has learned, build upon it and move forward.

Retailers and government look forward to continuing the constructive dialogue the RSG has started.

The RSG reflects a growing awareness by government and the retail sector of the need to increase levels of understanding and knowledge on the priorities and challenges to be faced in the coming years.

Conclusion
### Annex 1: Retail Strategy Group – Summary of Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Lead</th>
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<tbody>
<tr>
<td><strong>Productivity</strong></td>
<td></td>
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<tr>
<td>1. Government will commission new and detailed research into how far the observed gap in the comparative productivity of the retail sector is due to the measurement problems identified by Templeton and how far it reflects genuine, and perhaps unrecognised, inefficiencies in the UK retail sector.</td>
<td>Government</td>
</tr>
<tr>
<td>2. Government will explore with the Office for National Statistics and other interests the scope for improving official data collection on and analysis of the retail sector.</td>
<td>Government</td>
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<tr>
<td>3. Government will explore with the BRC and others the scope for developing best practice guidance on benchmarking and performance measurement, drawing on chapter four of the Templeton report and their suggestions on a possible approach.</td>
<td>Government/BRC</td>
</tr>
<tr>
<td><strong>Regulatory Burdens on Retailers</strong></td>
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<tr>
<td>1. Government and the retail sector should together set up a regulatory consultation and information sharing group to enable retailers to feed into the formulation of policy and regulation at the earliest stage of development.</td>
<td>Government/retail</td>
</tr>
<tr>
<td>2. All policy makers in government dealing with regulation affecting business should spend a minimum of one week each year in business. This would build on the existing and successful “week in business” for DTI officials. Similarly, officials developing an RIA should spend a minimum of one day in an affected business to broaden their understanding of the potential burden.</td>
<td>Government</td>
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<tr>
<td>3. DTI (and its agencies) will help smaller business better influence the EU regulatory process through practical “how to” guidance on EU consultations.</td>
<td>Government</td>
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<td>4. Government should limit the introduction of regulation on two common dates each year.</td>
<td>Government</td>
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<td>5. Government will intensify efforts to help businesses understand, engage with and influence EU institutions and decision-making processes, drawing on the lessons learned from, and the tools developed during the its “Raising Our Game in Europe” project, and including the use of EU-focused case studies and other practical navigation aids.</td>
<td>Government</td>
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<tr>
<td>6. Retailers should work with Smallbusinesseurope to give a voice to small businesses at a European level.</td>
<td>Retail</td>
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<tr>
<td>7. Government should simplify the Consumer Credit Act advertising regulations.</td>
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<tr>
<td>8. Government should review the Consumer Protection (Distance Selling) Regulations 2000. In particular, the interpretation of the seven-day “cooling off” period during which consumers can cancel a contract for goods and services.</td>
<td>Government</td>
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</tbody>
</table>
Recommendation Lead

5. The Co-op should lead a working group to examine police response times and explore options for improvement. Association of Chief Police Officers (ACPO) and Home Office will be partners on the group.

6. Retailers should disseminate good practice, particularly the use of technology, for example RFID and Retail Enterprise Management Systems (REMS) to help detect and combat internal crime.

Planning

1. ODPM should consider how key planning policy makers, retailers and other stakeholders can be brought together on a regular basis to develop a partnership at national level and to explore improvements to the planning process.

2. Advantage West Midlands and East Midlands Development Agency should work with DTI and the BRC to explore more effective ways of partnership working between retailers and regional bodies and in particular how to get involved through RPB, in the preparation of the RSSs.

3. Trade associations and other representative bodies should consider how to develop a regional presence to reflect the variation in retailers needs at a regional level.

4. ODPM should work with the Office of National Statistics (ONS) and retailers to secure better data to inform the retail planning policy and to monitor and evaluate its effectiveness and impact.

5. SBS should engage in further discussions with ODPM, RDAs and other stakeholders about the forthcoming consultation on Planning Policy Statement 4: Planning for Economic Development and should ensure small retailers and/or their representatives are engaged with the planning system.

6. Retailers should consider how best to work with transport policy makers to ensure that their concerns are taken into account and fit with planning policies that also impact on retailers.

7. Government should explore with RDAs and local authorities more effective and speedy systems for assembling parcels of land for retail development, and other DTZ recommendations. Any proposed changes should be at zero cost to the public purse.

Recommendation Lead

9. The TV Licensing Authority and retailers should work together to simplify the requirement for retailers to supply the names and addresses of TV purchasers.

10. Government and retailers should work together to streamline procedures for licencing charitable competitions.

11. Government should provide easy access to comprehensive and small business friendly information on retailers’ obligations under current employment regulations.

12. Government should encourage adoption of alternatives to employment regulation, including at a European level.

13. Government should continue to support and contribute to the work of the Local Authority Coordinators of Regulatory Services (LACORS) in reviewing the application of the Home Authority principle.

14. Government should continue to encourage greater commitment to the Enforcement Concordat.

15. Government should continue to encourage more Local Authorities to publish their enforcement policies. Publication can help give business more clarity on the issues that a LA may take into account in prosecutions, although there will always be factors unique to each case.

16. Government will Implement Consumer Direct, a new telephone and online consumer advice service.

Retail Crime

1. Home Office should consider how key stakeholders (ie police, Whitehall Departments, town centre managers, probation services etc) can be engaged in developing the national Retail Crime Reduction Strategy. This should include assessing the potential of a National Steering Group.

2. The ACS should lead the sector’s contribution to a comprehensive advice and information strategy for small retailers. This will include the co-ordination and dissemination of good practice.

3. The BRC should work with the Home Office to consider options for increasing employment opportunities for ex-offenders.

4. The BRC should work to develop effective links between processes and data collection to allow large numbers of retailers to exchange intelligence on known offenders and the incidence of retail crime.

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Recommendation

Commercial Property and Leasing

1. Retailers should respond to the consultation paper and provide the necessary data for accurate and meaningful RIAs to be compiled.

2. The BRC should, with the input and support of senior retailers, take early action to refresh smaller retailers understanding of the current voluntary Code and options potentially available to lessees in negotiating leases or changes to lease terms.

3. Property issues should be highlighted in the “No Nonsense Guide to Government Rules and Regulations for Setting up in Business” which is available to new and existing businesses.

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Retail Strategy Group Membership

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Tony DeNunzio</td>
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<td>Wilkinson</td>
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<td>Sir Bill Connor</td>
<td>General Secretary</td>
<td>Union of Shop, Distributive and Allied Workers</td>
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<tr>
<td>David Felwick CBE</td>
<td>Deputy Chairman of John Lewis Partnership &amp; Chairman BRC</td>
<td>British Retail Consortium</td>
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<td>Director of Retail Unit and Business Unit</td>
<td>Dept. Trade &amp; Industry</td>
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<td>Mark Gibson</td>
<td>Director General Business Group</td>
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<tr>
<td>Len Griffin</td>
<td>Director General</td>
<td>Alliance of Independent Retailers</td>
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<td>Tesco</td>
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<td>Dept. Trade &amp; Industry</td>
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<td>Scottish Grocers’ Federation</td>
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<td>HM Treasury</td>
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<td>Nigel Lawson Dick</td>
<td>Secondee from Waitrose</td>
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<td>Mike Mason</td>
<td>Head of Public Affairs</td>
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<td>Bill Moyes</td>
<td>Director General</td>
<td>British Retail Consortium</td>
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<td>Geoff Norris</td>
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<td>Prime Minister’s Office</td>
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<td>Leigh Sparks</td>
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<tr>
<td>Kevan Witts</td>
<td>Group Finance Officer</td>
<td>Adams Childrenswear</td>
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</tbody>
</table>
Retail Strategy Group Project Groups Membership

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Michael Bach ODPM
Martin Briggs EMDA
Steve Buffery Planning Officers
John Bullough Grosvenor
Debra North Tesco
David Davies Templeton College
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Gordon Chair
Wilkinson
Brown

Retail Strategy Group Project Groups Membership
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Beaumont Co-op
Andrew Godfrey Boots
Debra Huntingdon Secretariat
Bob Jamieson Scottish Grocers
Nigel Lawson Dick Secretariat
Morton SPAR
Bill Moyes BRC
Nigel Palmer Debenhams
Penella Price Home Office
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Phil Smith VRSF
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Penny Whittington SBS

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Shelley Grey Cabinet Office
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Denise Jagger Asda
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Debra Huntington Secretariat
Graham Hewitt WHSmith
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Geoff Steeley The National Retail Planning Forum
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Debra Huntington Secretariat
Jitinder Kohli HM Treasury
David North Tesco
Leigh Sparks Stirling University
Stephen Sunnucks New Look
Jane Swift DTI

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productivity performance, HMT/DTI, March 2004, at:
www.hm treasury.gov.uk/media/97626/
productivity.chs.pdf.
Glossary

**Business in the Community** - A unique movement of over 700 of the UK’s top companies committed to improving their positive impact on society.

**Corporate Social Responsibility** – Organisations meeting the more demanding social and environmental expectations while improving business performance.

**Corporate Governance** - The system by which business corporations are directed and controlled. The corporate governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as, the board, managers, shareholders and other stakeholders, and spells out the rules and procedures for making decisions on corporate affairs. By doing this, it also provides the structure through which the company objectives are set, and the means of attaining those objectives and monitoring performance (OECD definition, April 1999).

**Eurostat** – EU member states industry statistical information

**Gross Domestic Product** – Total value of output of goods and services produced within a country (including national and resident foreigners).

**Gross Value Added** - The value added is the difference between the value of less the cost of bought in goods and services.

**Home Authority** - A local authority acting as a home or originating authority will place special emphasis on the legality of goods and services originating within its area. It aims to prevent infringements by offering advice and guidance at source in order to maintain high standards of public protection at minimum cost.

**Key Performance Indicators** - Also known as KPI or Key Success Indicators (KSI), help an organisation define and measure progress toward organisational goals.

**NOMIS** - Distribution centre for government-collected labour market data.

**ONS General Register** - Official statistics issued by ONS reflecting Britain’s economy, population and society at national and local level.

**ONS First Release** - Consistent with the new system of national accounts published on 24 September, it uses definitions in the European System of Accounts 1995 (ESA95) to give monthly figures for public sector net debt for the first time and details of this and other changes to public finances.

**Organisation for Economic Cooperation and Development** – A group of 30 member states that provides the government a setting policy in which to discuss and develop economic and social policy.

**Regional Spatial Strategies** - The new system for regional planning replacing the old Regional Planning Guidance (RPG) and County Structure Plans. The outcome of the strategies are Regional Spatial Plans.

**Regulatory Impact Assessments** – Publication on regulatory proposals and new legislation. Each RIA describes the issue that has given rise to a need for regulation and compares various possible options for dealing with that issue. The costs and benefits of each option are identified, and quantified wherever possible, to assist informed public debate about regulation.

**Retail Sales Index** – Contains a first estimate of retail sales index numbers on volume and value of retail sales; seasonally adjusted and not seasonally adjusted, for all retailers.

**Upward Only Rent Reviews** - Where a lease contains provisions for rent reviews, an upward only review clause will mean that the rent will be increased at the review date if market values have gone up. But if values have fallen the rent will not be reduced below the present amount.
## Appendix 5

### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>AABC</td>
<td>Action Against Business Crime</td>
</tr>
<tr>
<td>AAP</td>
<td>Area Action Plans</td>
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<tr>
<td>ACAS</td>
<td>Advisory Conciliation and Arbitration Service</td>
</tr>
<tr>
<td>ACPO</td>
<td>Association of Chief Police Officers</td>
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<tr>
<td>ACS</td>
<td>Association of Convenience Stores</td>
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<tr>
<td>ASBOs</td>
<td>Anti-Social Behaviour Orders</td>
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<tr>
<td>BCPs</td>
<td>Business Crime Partnership</td>
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<tr>
<td>BEST</td>
<td>Bristol Eastside Traders</td>
</tr>
<tr>
<td>BICS</td>
<td>Business Information Crime System</td>
</tr>
<tr>
<td>BRC</td>
<td>British Retail Consortium</td>
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<tr>
<td>BRTF</td>
<td>Better Regulation Taskforce</td>
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<tr>
<td>CBI</td>
<td>Confederation of British Industry</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>CIPD</td>
<td>Chartered Institute of Personnel Development</td>
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<tr>
<td>CPO</td>
<td>Compulsory Purchase Order</td>
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<tr>
<td>CRSS</td>
<td>Corporate Social Responsibility Society</td>
</tr>
<tr>
<td>C&amp;W/H&amp;B</td>
<td>Cushman and Wakefield Healey and Baker</td>
</tr>
<tr>
<td>DDA</td>
<td>Disability Discrimination Act</td>
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<tr>
<td>DEFRA</td>
<td>Department for Environment, Food and Rural Affairs</td>
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<tr>
<td>DCMS</td>
<td>Department for Culture, Media and Sport</td>
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<tr>
<td>DETR</td>
<td>ex Department for Environment Transport &amp; the Regions</td>
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<tr>
<td>DFT</td>
<td>Department for Transport</td>
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<tr>
<td>DTI</td>
<td>Department of Trade &amp; Industry</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>GLA</td>
<td>Greater London Authority</td>
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<tr>
<td>GVA</td>
<td>Gross Value Added</td>
</tr>
<tr>
<td>HACCP</td>
<td>Hazard Analysis and Critical Control Point</td>
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<tr>
<td>HM</td>
<td>Her Majesty</td>
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<tr>
<td>HR</td>
<td>Human Resources</td>
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<tr>
<td>HSE</td>
<td>Health and Safety Executive</td>
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<tr>
<td>IAGP</td>
<td>Information, Advice and Guidance Project</td>
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<tr>
<td>ICT</td>
<td>Information &amp; Communication Technology</td>
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<tr>
<td>IPD</td>
<td>Institute for Professional Development</td>
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<tr>
<td>KPI</td>
<td>Key Performance Indicators</td>
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<tr>
<td>LAs</td>
<td>Local Authorities</td>
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<td>LACORS</td>
<td>Local Authority Coordinators or Regulatory Services</td>
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<td>LBPs</td>
<td>Local Business Partnerships</td>
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<td>LDF</td>
<td>Local Development Frameworks</td>
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<td>LISM</td>
<td>Liverpool Intensive Supervision and Monitoring</td>
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<td>MEP</td>
<td>Member of the European Parliament</td>
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<tr>
<td>MF</td>
<td>Modernisation Fund</td>
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<tr>
<td>MLC</td>
<td>Meat and Live Stock Commission</td>
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<tr>
<td>NICs</td>
<td>National Insurance Contributions</td>
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<tr>
<td>NPF</td>
<td>National Performance Framework</td>
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<tr>
<td>NVQs</td>
<td>National Vocational Qualifications</td>
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<td>NW</td>
<td>North West</td>
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<tr>
<td>OEDC</td>
<td>Organisation for Economic Cooperation and Development</td>
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<tr>
<td>ODPM</td>
<td>Office of the Deputy Prime Minister</td>
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<td>ONS</td>
<td>Office of National Statistics</td>
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<td>PASS</td>
<td>Proof of Age Scheme</td>
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<td>PiFs</td>
<td>Property Investment Funds</td>
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<td>PiN</td>
<td>Personal Identification Number</td>
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<tr>
<td>PPG</td>
<td>Planning Policy Guidance</td>
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<tr>
<td>PPS</td>
<td>Planning Policy Statement</td>
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<tr>
<td>RDA</td>
<td>Regional Development Agencies</td>
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<td>REMS</td>
<td>Retail Enterprise Management Systems</td>
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<td>RFID</td>
<td>Radio Frequency Identification</td>
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<td>RIAs</td>
<td>Regulatory Impact Assessments</td>
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<td>RICS</td>
<td>Royal Institute of Chartered Surveys</td>
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<td>RPBs</td>
<td>Regional Planning Bodies</td>
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<td>RSS</td>
<td>Regional Spatial Strategies</td>
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<td>RSG</td>
<td>Retail Strategy Group</td>
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<td>SBS</td>
<td>Small Business Service</td>
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<tr>
<td>SMEs</td>
<td>Small and Medium sized Enterprises</td>
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<tr>
<td>SoS</td>
<td>Secretary of State</td>
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<tr>
<td>TIGER</td>
<td>Tailored Interactive Guidance on Employment</td>
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<tr>
<td>UORR</td>
<td>Upward Only Rent Reviews</td>
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<tr>
<td>USDAW</td>
<td>Union of Shop, Distributive and Allied Workers</td>
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<tr>
<td>VAT</td>
<td>Value Added Tax</td>
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