



## RETAIL CASE STUDIES 2012

This booklet features some of the initiatives that took place across our managed retail portfolio in 2012. For all our case studies, please visit: [www.britishland.com/casestudies](http://www.britishland.com/casestudies)

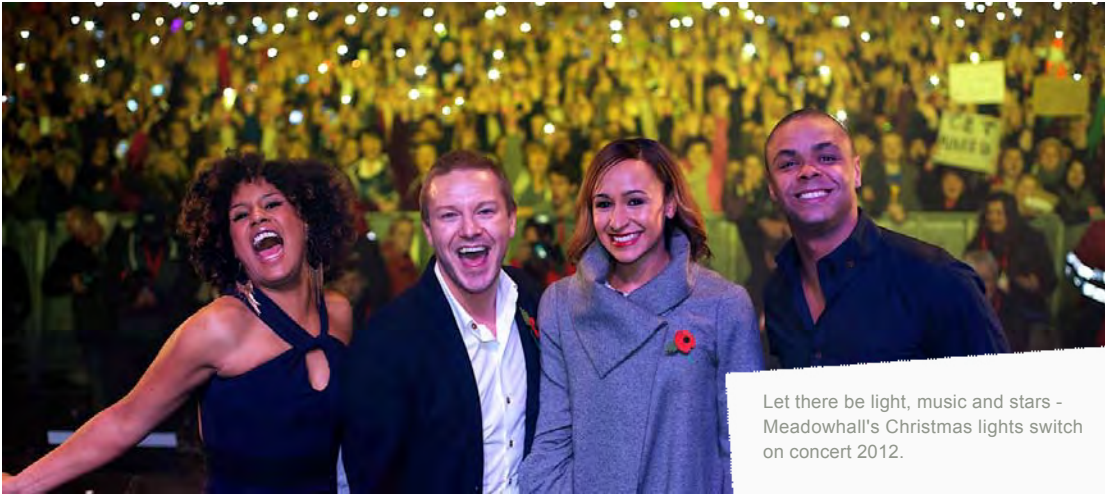
Let there be light, music and stars – Meadowhall Shopping Centre's Christmas lights switch on concert 2012.

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## Case study : Retail

Dec 2012 – Countdown to Christmas



Let there be light, music and stars - Meadowhall's Christmas lights switch on concert 2012.

**Christmas came early this year for thousands of people as dazzling (and energy efficient) lighting displays were switched on at our properties - by Olympic medal winners, pop stars and lucky local schoolchildren.**

Sheffield golden girl Jessica Ennis joined chart-topping boy band The Wanted and X-Factor's Misha B at Meadowhall's annual lights switch on concert. Over 13,200 people attended the sell-out event, raising more than £15,700 for Meadowhall's charity of the year, The Children's Hospital Charity, and Capital Radio's Help a Capital Child.



Inside, almost 900,000 decorative lights transformed Meadowhall into a winter wonderland. Thanks to LED technology, this new display is 80% more energy efficient than last year's.

Retailers and shoppers alike were delighted with Meadowhall's event, which saw like-for-like footfall in the Centre soar 25% on last year.

**At Serpentine Green Shopping Centre in Peterborough**, 4,000 fans came to see local hero, Olympian and Strictly Come Dancing star Louis Smith switch on the Christmas lights. Louis was joined by five local gymnasts, aged from seven to 11, whose families and friends had nominated them on Facebook to help him switch on the lights.

# 13,200

People paid to attend Meadowhall's switch on concert, raising funds for two local children's charities.



**The appearance of Olympic gold medallist Jessica Ennis sealed what can only be described as one of the most memorable nights in our 23 year history.**



Darren Pearce, Centre Director at Meadowhall





Asked in front of the cheering crowds if he was tired of the adulation, Louis said: "How can you get bored of this? It is just fantastic – unbelievable. It's a delight when I do get to come home, and to a spectacular sight like this."

**At Beaumont Shopping Centre in Leicester**, the team took a different approach. This year's Christmas lights were switched on by two rather excited local children who had been nominated by their mums in a Facebook competition to reward children who had been especially well-behaved. They were also treated to some early Christmas gifts and a chance to meet Santa.



Another event at Beaumont Shopping Centre saw local children take part in a craft workshop to make a giant advent calendar. This is now displayed on the side of Santa's grotto, so children can see their artworks being revealed in the run up to Christmas.

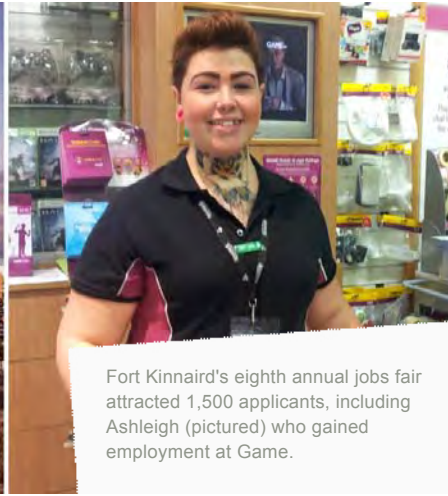
Further festive antics at Beaumont included a popular Santa's parade, complete with elves, stilt walkers, a snowman, two wisecracking Christmas crackers and the local Scout and Guide band. When darkness fell, shoppers enjoyed entertainment from flame throwers and glow jugglers.

Elsewhere across our portfolio festive events, often for local causes, included:

- The return of the popular Celtic Christmas Fayre at Broughton Shopping Park near Chester, involving over 100 food, craft and gift stalls, plus a fundraising Santa's grotto run by local hospice Nightingale House
- Santa's Giant Rocking Chair at Surrey Quay's Shopping Centre in Canada Water, where shoppers can get free photos with friends, family and Santa, and make voluntary donations to Surrey Docks City Farm. This follows the success of last year's giant snow globe, which funded a fruit garden at the farm
- A festive drawing competition for local schoolchildren at St Stephen's Shopping Centre in Hull, in partnership with Hull Children's University and RMC Digital Print - with top entries displayed in the Centre and £50 vouchers for the winners
- Give a gift trees where generous shoppers donate presents for local hospices, children's wards and families in need. Properties sprouting trees this year include Drake Circus Shopping Centre in Plymouth, Parkgate Shopping in Rotherham and Teesside Shopping Park in Stockton-on-Tees
- A festive welcome from Santa, local pipers and drummers, professional entertainers, and Sid and Scrat from Ice Age 4 at Eastgate Shopping Centre in Basildon, followed by an array of activities throughout December, including concerts in aid of local hospices
- A Santa's Sleigh display in Sheffield City Centre, created by apprentices from The Source Skills Academy (a training and development centre established by British Land and Sheffield City Council). For the third year running, people will fill the sleigh with food for local homeless

## Case study : Retail

### Dec 2012 – Christmas boost for local job seekers



Fort Kinnaird's eighth annual jobs fair attracted 1,500 applicants, including Ashleigh (pictured) who gained employment at Game.

**High numbers of job seekers attended recruitment fairs at our properties, as our teams around the UK worked with local partners to help retailers get set for a busy Christmas and to provide support to local unemployed people.**

At Fort Kinnaird Shopping Park, our management team and retail occupiers helped local charity Edinburgh Cyrenians run two retail training courses alongside the Park's annual jobs fair. Together, they provided job seekers with presentations, training, work experience, interviews and job opportunities.

For local resident Ashleigh this made all the difference: "Doing the retail course really built my confidence. Sandi from Cyrenians put me forward for Game, one of my favourite shops of all time. Doubting myself from lack of experience in retail, Sandi reassured me of my potential and said I would shine through. And she was right. I started with Game a week after the course finished, and I could not be happier."



Former childminder Joan, who had no retail experience before the course, was snapped up by Toys R Us when they saw her potential during a week's work placement. Joan said: "A huge, big thank you to all concerned for delivering positive workshops and presenting us with the facts, figures and necessary tools to go forward with a career in retail. I'm in the Babies R Us department and love it. I have learned so many new skills over the last month."

The Fort Kinnaird team delivered the event with the support of retailers and local partners, including Job Centre Plus, City of Edinburgh Council, Capital City Partnership, Edinburgh Cyrenians, Community Renewal and Forth Sector. MSP Kezia Dugdale, Labour's Shadow Minister for Youth Employment, also took time out of her busy schedule to visit the event and talk to course participants.

**At Glasgow Fort Shopping Park**, the annual jobs fair held in partnership with Glasgow East Regeneration Agency and Job Centre Plus was attended by 1,440 people, up almost 20% on 2011. As well as meeting retailers, candidates got advice on preparing their CVs and completing application forms. With over 230 vacancies advertised, top recruiters included Argos, Sports Direct, Smyths Toys, Game and HMV.

**At Meadowhall Shopping Centre in Sheffield**, over 850 vacancies were advertised and

# 91,000

Jobs supported by our retail occupiers' business activities at our properties last year - based on analysis by PwC of direct, indirect and induced jobs.



**We found the jobs fair a really good help. It makes it easy to get Christmas staff and takes the time pressure of the recruitment process away for us as a company.**



Laura at Glasgow Fort's Body Shop store

nearly 200 applicants gained positions during the annual jobs fair, run in partnership with Job Centre Plus and The Source Skills Academy (a training and development centre established by British Land and Sheffield City Council). Participating retailers included fashion brands USC, Top Shop and Primark, department stores Debenhams and House of Fraser, food chains McDonalds and Starbucks, and jewellery brand Pandora.



**At Green Lanes Shopping Centre in Barnstaple**, participating retailers were delighted with the Centre's first jobs fair with Job Centre Plus, where over 300 applications were received. Staff from local college Petroc were also on hand to advise on retail training courses and apprenticeships. Top recruiters included Mothercare and Wilkinson.

Supporting local employment is one of ten commitments British Land has made to the people

who live near all our major properties, as set out in our Community Charter.

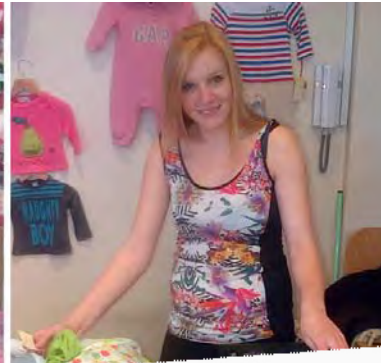
#### **Did you know?**

- Retail is the UK's largest private sector employer, with almost three million workers, equivalent to 10.5% of all employment
- Retail is far more flexible than most other sectors, for instance offering a higher proportion of part-time roles
- This flexibility can help get people into the working world, whether it is job seekers returning to work or young people embarking on their first work experience.



**Case study : Retail**

**Dec 2012 – Young retailers of the future**



Young apprentices Teri (left) and Casey (right), who are learning while they earn in Sheffield city centre.

**Eight young apprentices, whose training is being part-funded by British Land, are proving popular with small, independent retailers in Rotherham town centre and Sheffield city centre.**

Building on the success of the customer service apprenticeships we part-funded at Meadowhall Shopping Centre last year, we worked with local partner The Source Skills Academy to create further apprenticeship opportunities with independent retailers.

Rotherham Borough Council and Sheffield City Council also provided additional funding for the project, which is supporting local businesses and young people at a time when the need for growth and youth job creation remain high on the agenda.

George Elliott of The Source commented: “The project has been a huge success and the youngsters lucky enough to gain a place on the scheme have developed into excellent, vibrant, and committed retailers who add a great deal to the businesses they are placed in.”

Chris Hamby, owner of two stores in Rotherham town centre, said: “Taking on a young apprentice has been a real eye opener for me. When we were approached, I was a bit nervous about whether they would be customer focused enough, but Ashley has been great and has changed my opinion. Based on this experience, I would definitely be interested in taking on another young apprentice in our other store, and hope to be able to offer a permanent role to Ashley. For us, this scheme has been a total success on every level. Thank you British Land and The Source!”

**£90,000**

British Land funding for apprenticeships in South Yorkshire over two years, with Rotherham Borough Council and Sheffield City Council each contributing a further £12,000.



**We are very lucky to have been given the chance to participate in this fantastic scheme, which benefits small independent retailers, as well as giving a great opportunity to these young retailers of the future.**



Manawar Hussein, owner of fashion store Caprice, Rotherham



Ashley and Chris in front of Hamby's antique and collectables store.

**Feedback from other retailers:**

- “Jess is always eager to learn new skills and shows a keen interest in floristry. Jess gets on well with all staff and has created some fantastic displays.” Jill Winton, store manager at Plantology, Sheffield
- “Phoebe has fitted in to our small team beautifully and her progress has been staggering. She now has so much confidence and has become a truly valued member of our staff.” Manawar Hussein, owner of fashion store Caprice, Rotherham
- “Teri is a trustworthy member of staff who is always friendly and polite to customers.” Matthew Sheasby, store manager at Moor Bargains, Sheffield
- “Chris is always willing to help customers and staff. He is very good at visual merchandising and his customer service skills are excellent!” John Millington, store manager at Millington Music, Sheffield
- “Casey has been very helpful and reliable for my business.” Becky, store manager at Rascal Babies, Sheffield

At Meadowhall, three of the ten apprentices funded by British Land and occupiers last year have gained permanent positions. Dawn Osborne, Head of Operations at Meadowhall, explains: “Rita, who is now a full time Administrative Assistant, is a real diamond - she takes on anything thrown at her with gusto. Zak is in the Oasis Dining Quarter and just loves it - again he’s a complete star, a really hard worker who has a very pleasant personality with customers. Finally, Tim got a job as a Logistics and Administrative Assistant with a local manufacturing company.”

Dawn adds: “Based on the success of the first year, we now aim to recruit five new apprentices each year, with two offered employment at the end of the 12-month programme.”

## Case study : Retail

### Dec 2012 – Get into Retail in Hull and Preston



Get into Retail trainees with Deepdale Park Manager at the local football stadium, where they completed training and received their certificates.

### Two groups of young people celebrated graduating from The Prince's Trust Get into Retail course in association with Deepdale Shopping Park in Preston and St Stephen's Shopping Centre in Hull.

This was the first time Get into Retail has been delivered in Preston, and came as the number of young unemployed people aged 16-24 in the city reaches 39%. Two of the young people have already gone on to be offered positions, including 17-year-old Jordan who, after being unemployed for three months, secured a job at Marks & Spencer just two weeks into the course.

Across at St Stephen's Shopping Centre in Hull, we've been supporting the programme since 2007. Of the 15 young people who took part this year, eight have already moved on to positive outcomes, including work, training and education. Two even gained enough confidence to start working towards setting up their own business.



Get into Retail graduates in Hull.

The three-week programme offers unemployed young people the opportunity to gain qualifications in customer service, health and safety and emergency first aid. After two weeks of training, each trainee completes a week's work experience, often with retailers at our properties. They are then supported for six months by The Prince's Trust, helping them into work or further training.

Feedback from students this year:

# 160

Young people have benefited from Get into Retail at St Stephen's since 2007, with over 60% moving on to positive outcomes soon afterwards.



**Since 2007, the programme has continually supported disadvantaged young people in the Hull area, helping them to change their lives and move into education, employment or training. It is a partnership that is very important to us.**



Leanne Birch of The Prince's Trust



- “I feel so much better with myself and feel happy a lot of the time. This course has changed my life around.”
- “I have gained more knowledge and confidence in three weeks than I did in three years at college.”

The Guild Mayor of Preston, Councillor Carl Crompton, said: “Programmes such as Get into Retail are vital in providing young people with the support they need to get into full time employment and will ultimately lay the foundations for their future careers. These young people deserve great credit for completing this course to such a high standard.”

In Hull, British Land has provided £48,000 of funding for Get into Retail over four years. In Preston, we contributed over £13,700 to run this year’s pilot programme.

**Case study : Retail**

**Dec 2012 – Charity campaign in the bag**



The British Heart Foundation mascot joins a pair of shoppers at St Stephen's Shopping Centre in Hull.

**Shoppers at more than 30 of our retail properties showed their generosity and compassion, donating 5,500 bags of goodies and cash to help us raise £115,000 for the British Heart Foundation.**

This is the third year British Land has supported the charity's national campaign, together with our property teams around the UK. A number of our shopping centres recorded significant increases in donations, which is particularly impressive at a time when overall UK giving is down 20%, according to a recent report by Charities Aid Foundation and the National Council for Voluntary Organisations.

**£430,000**

Fundraising for the British Heart Foundation at British Land properties over the last three years.



**The British Heart Foundation is delighted with the results and the effort from British Land teams and customers. It was a tremendous effort and the funds raised will help save the lives of many people in the community. This year's results alone are enough to fund a major heart research project. Many thanks to all the teams involved at British Land.**



Kate Gutteridge of the British Heart Foundation



At Serpentine Green Shopping Centre, the Mayor of Peterborough, Councillor George Simons, climbed into the collection point to show his support! Shoppers went on to donate 1,400 bags of good quality items, worth more than double last year's contribution.



The Mayor of Milton Keynes, Councillor Catriona Morris, launched the event at the Kingston Centre, where shoppers donated hundreds more bags than last year, raising almost £19,500.



At Teesside Shopping Park, the Mayor of Stockton, Councillor Lynne Apedaile, took up the challenge, donating the first bag of items to help the charity continue its lifesaving work with heart patients across the UK. Teesside raised the most of any of our retail parks.



Donations from shoppers at Surrey Quays Shopping Centre in Canada Water helped the British Heart Foundation raise an impressive £17,700.





At Eastgate Shopping Centre, the Mayor of Basildon, Mo Larkin, launched the event, encouraging people to donate clothes, shoes, books, DVDs, CDs, toys and more.

**Case study : Retail**

**Dec 2012 – Wild at Teesside wins award**



Local children interacting with birds of prey and learning about insects at Teesside.

**In November, the team at Teesside picked up a Green Apple Gold Award for transforming simple shopping trips into environmental learning experiences, enhancing local biodiversity and supporting local conservation students.**

Over 2,100 people attended three days of biodiversity events at Teesside Shopping Park in Stockton-on-Tees. They developed insect hotels, built bird boxes, stepped aboard a farm on a bus, interacted with birds of prey and enjoyed the chance to learn more about the natural world that surrounds them.



Shoppers and volunteers created 35 bird boxes and 10 insect hotels that are now installed around the Park.

**£26,000**

British Land funding for Wild at Teesside.



**We are really delighted to win this award - our management team, retailers and shoppers have all enjoyed literally getting our hands dirty to improve the biodiversity of the area.**



Teesside Manager, Mike Clarke



Hundreds of shoppers hopped aboard the farm on a bus at Teesside to meet chicks, chinchillas, pigs, goats, sheep, lambs, rabbits and even a bearded dragon.

In addition, environmental conservation students from East Durham College have been helping turn the area around the edge of the Park into a haven for local wildlife, supported by local ecologists Barrett Environmental, as well as volunteers from Teesside and local conservation groups.

Some 20 days of activities have seen them creating islands, installing nest boxes, managing reed beds, building an otter holt in the river bank, tree pollarding, and planting bulbs and hedges. Recent wildlife sightings include water voles, otters, a prospecting kingfisher and a coastal shrimp species.



All parties involved are delighted that Wild at Teesside has been recognised in the Green Apple Awards for environmental best practice. Run by The Green Organisation, these awards are one of the most popular environmental campaigns in the world. The team could now win European recognition as the project is up for the prestigious European Business Awards for the Environment.



Park Manager Mike Clarke accepted the Gold Award on behalf of British Land at the House of Commons. The trophy and certificate were presented by dog rescue charity K9-Angels.

Teesside has already been involved in biodiversity initiatives for several years. An on-site nature reserve, developed with Tees Valley Wildlife Trust, provides habitats for a range of species. The next phase of the Wild at Teesside project will see the team carrying out further biodiversity surveys of target species, and revising the Site Management Plan and Biodiversity Action Plan.



**Case study : Retail**

**Nov 2012 – British Land - first for retail**



Jack & Jones is one of several high street retailers that has chosen to open its first out-of-town store at Glasgow Fort.

**As Whole Foods opens its first out-of-town store, and Chisholm Hunter and Office get ready to open theirs, we look at how we've helped an array of retailers move out-of-town, with other recent additions including Jack & Jones, Simply Be and Swarovski.**

In November, organic retailer Whole Foods opened a new store at Gallagher Retail Park near Cheltenham and later this month diamond specialist Chisholm Hunter will open at Glasgow Fort. Shoe retailer Office has also signed up for space at Glasgow Fort, where it is due to open its doors next March. They form part of a growing trend that sees fashion, food and finance operators committing to out-of-town locations.

## Largest

We are the UK's largest listed retail landlord and have a strong track record of helping our retailers launch successful concept stores.



**The current tenant mix, easy access and customer demographics have all been contributing factors to our decision to open our first store in a shopping park at Glasgow Fort. We are excited to be opening in spring 2013.**



Kristi Eames, Commercial Director at Office



The new Whole Foods Market at Gallagher Retail Park has already proved a hit with shoppers.

Ben Grose, Head of Retail Asset Management at British Land, explains: "Our parks are an obvious choice for new concept stores. The quality, location and strong trading profiles of our out-of-town parks continue to attract new premium retailers."

He adds: "By offering a broader retail mix and more leisure operators on our parks, we can attract more shoppers, improve consumer experience and increase dwell time, which is good news for our existing retail occupiers and for local people who want to enjoy their visit."

Other out-of-town firsts at Glasgow Fort include luxury jeweller Swarovski and menswear fashion brand Jack & Jones, which both opened earlier this year.

Hayley Quinn, Managing Director (Consumer Goods Business) UK & Ireland at Swarovski, says that since opening in April, the Glasgow Fort flagship has exceeded expectations. She adds: “Although technically a retail park, the consumer demographic, footfall, adjacent brands and unit sizes made Glasgow Fort an ideal opportunity for Swarovski’s crystal forest concept.”



Swarovski’s regional flagship store at Glasgow Fort.

When N Brown’s online fascia Simply Be decided to make its first shopping park foray, the team picked Teesside Shopping Park in Stockton-on-Tees. It is the first and only store the online and mail order brand took as part of a seven strong multichannel trial. The park, ranked by CACI\* as the number one super park in the UK, already had a good fashion mix, including TK Maxx, Bank, New Look, H&M, Outfit, Next and Republic.

Beverley Jamieson, Head of Retail Development at Simply Be, said: “We chose Teesside Shopping Park for the only out-of-town Simply Be store because it serves a very strong catchment and trades extremely well.”

Ben Grose continues: “We’ve got a good track record of helping make sure that retailers’ first experience out-of-town or with new concepts is a really positive one. Successful early examples include HSBC’s first out-of-town unit at Borehamwood in 2007 and Caffè Nero’s at Leamington Spa in 2010, as well as the UK’s first drive-thru pharmacy at Colchester in 2008.”

He adds: “More recently, other new formats include Boots and Starbucks drive-thru stores at St James Retail Park in Northampton, and Domino’s Pizza first food court unit at Eastgate Shopping Centre in Basildon, all of which opened in 2011. We’re always delighted to work with potential new entrants to the out-of-town market and invite any retailers interested in trialling new formats to contact us.”

Please email us

\* Consolidated Analysis Center Incorporated (CACI) provides marketing solutions and information systems to local and central Government and to business from most industry sectors, including retail.

## Case study : Retail

### Nov 2012 – Student lock-ins fill shop floors



Discounts on a platter for students at St Stephen's (left) and Meadowhall (right).

**At the start of an academic year that sees many students worrying about how they'll make ends meet, 35,000 bargain-hunters flocked to student lock-ins at our shopping centres in Hull, Plymouth and Sheffield.**

Retailers were delighted to see the crowds, who snapped up exclusive discounts as shops kept their doors open after dark. This was a great boost for many retailers, and part of our efforts to help them attract new shoppers and build loyalty. Shoppers were also entertained by giveaways, competitions, DJs and dance performances, which gave the events a party atmosphere.



**At Drake Circus Shopping Centre in Plymouth**, over 9,100 students took part in the Centre's lock-in, which involved almost 40 retailers and saw takings nearly double compared to last year's event. Local university students helped organise the student takeover, giving them hands-on experience for their events management degree.

**At Meadowhall Shopping Centre in Sheffield**, over 18,000 students packed the Centre for the one-night-only event, involving 116 retailers and organised in conjunction with Total Students. Footfall was up over 20% on last year's event and more than double the

same evening last year.

# 35,000

Discount-savvy students took part in our 2012 lock-ins.



**The event has been brilliant; the store has doubled sales against the same event last year.**



Fashion retailer feedback at Meadowhall





By the time the Meadowhall doors opened, thousands of students were eagerly queuing to enter the Centre. Thankfully, outdoor DJs had kept them entertained and fostered a fun atmosphere.



Inside, many retailers had extra staff on hand, with some even pulling in more staff from across the region to capitalise on the event. Topshop, Timberland, Levi's, Armani Exchange, Boux Avenue, Vans and Cath Kidston were amongst the Meadowhall retailers offering discounts of 20 to 30%, whilst Go Pizza and Sweatershop offered a huge 50% off.



Students having fun at the Meadowhall lock-in.



At St Stephen's Shopping Centre in Hull, some 8,000 students attended the successful event, which involved over 40 retailers. Even brand new occupier Menkind stayed open late on its first day of trading, offering extra discounts.

Value fashion retailer Select secured the biggest rise in footfall with an uplift of over 50%. Other brands that proved popular included Oasis, Sports Direct, New Look, Next, River Island, TK Maxx, USC, Topshop and Zara.



Dozens of youngsters posed for photos in the St Stephen's photo booth. Other fun on offer included an inflatable rugby game run by Hull Kingston Rovers and an inflatable tug of war organised by Hull Football Club.

To the sound of music played by DJs from Sugar Mill and Viking FM, students signed up for competitions, hunted for bargains and enjoyed performances by stilt-walkers and fire-breathers.



The local NHS made the most of the opportunity to reach Hull students with messages about sexual health and stopping smoking.

Claire Barber, Head of Shopping Centre Asset Management for British Land, commented: "Students represent an important market for our retailers, with annual spending power of £15 billion\*. If we can help retailers attract some of the UK's 3.2 million students, at the same time as providing students with savings to make their loans go further, it's a good thing all round."

\* According to marketing agency Campus Group.



**Case study : Retail**

**Nov 2012 – Inspiring young people through sport**



**We're supporting youth sports in Sheffield, Rotherham, Hull, London, Stockton-on-Tees and Peterborough - making the most of the once in a lifetime opportunity the Olympics offered to inspire young people.**

Charity and Volunteering Executive at British Land, Jo Hammond, explains: "We were all inspired by the Olympics and Paralympics and now it's our turn to help inspire others. Used well, sport has the potential to change lives, leaving a legacy that will last far beyond 2012."

She adds: "This is about more than preparing the next generation of medallists (although that would also be good!); it's about boosting fitness and health in deprived areas, where young people are least likely to play sports. It's also about improving confidence, teamship skills, behaviour and attitudes, and getting young people engaged in something they're passionate about, which can help tackle youth crime and anti-social behaviour."



A friendly match between Darnall United and the Meadowhall management team, following the cheque presentation.

**At Meadowhall Shopping Centre in Sheffield,** we've pledged £19,000 to Darnall United over three years, to ensure its survival. This community football team was established by Darnall and Tinsley Safer Neighbourhood Team in 2011 to reduce crime and anti-social behaviour and facilitate cross-community integration.

Inspector Paul Ferguson from South Yorkshire Police commented: "To date the scheme, which brings up to 70 young people together on a Friday night, has already had a very significant impact on the local community, with analysis highlighting a staggering 45% reduction in crime and anti-social behaviour in the Darnall area on

Friday nights."

**5,700**

Last year, over 5,700 young people benefited from our investment in community sports projects.



**Darnall United provides youngsters from one of Sheffield's, and the country's, most disadvantaged areas a way of breaking down barriers between communities- directly leading to greater social integration.**



Safer Neighbourhood Officer at Sheffield City Council, Roger White





Rotherham Games for Gold 2012.

**At Parkgate Shopping in Rotherham,** we recently funded a project that gave local 16-year-olds the chance to devise and deliver Rotherham's own Games, in partnership with Rotherham United Football Community Sports Trust and the National Citizen Service. Following a residential course, the youngsters held a one-day sports festival and competition for five- to 11-year-olds. Events included sprinting, an obstacle race, a penalty shoot-out and a football tournament, as well as several novelty races.

Other sports projects we're supporting in Rotherham include:

- The Sports Trust's award-winning Apprentice programme, which has seen 150 youngsters take part in diversionary sport activities over the last two years. It has also seen ten go on a 12-week Get Ready for Work programme and two benefit from six-month coaching apprenticeships. Crime reduced where diversionary activities were running by up to 16%.
- Rotherham Titans Community Foundation's Tackling programme, which we co-funded last year, is a ten-week rugby-based initiative that has helped some of Rotherham's most vulnerable and challenging young people improve their literacy skills and gain a nationally-recognised qualification.



Members of the St Stephen's management team at the KC Stadium, presenting the cheque and meeting some of the students on one of the first classes of the project.

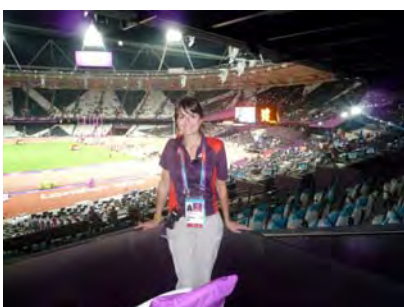
**At St Stephen's Shopping Centre in Hull,** we've signed up to fund a three-year initiative with Hull FC Community Foundation to help tackle rising unemployment amongst young people. The eight-week Engage programme, delivered at Hull's KC Stadium, is designed to support hard-to-engage students. Sarah Bone, Deputy Head at Hessle High School, where the project was piloted this year, commented: "All the students have benefited hugely from the experience."

We're also part-way through a three year commitment to co-fund Hull Rugby Union Club's Junior Sections. Some 115 children aged eight to 16-years-old now take part every week, up from 70 a year ago, and with a new girls' section this

year. Members of the St Stephen's team are also volunteering to help with weekend training, and the Centre has hosted visits from the junior teams.

British Land's support for sporting activities also includes:

- Funding the UK's largest children's cricket league, organised by Capital Kids Cricket, which involves more than 2,500 schoolchildren across 17 London boroughs
- Sponsoring Skelton United Juniors at Teesside Shopping Park in Stockton-on-Tees, which provides a great opportunity for girls and boys in East Cleveland to grow and prosper through football. Members of the team will be doing a fundraising bag pack in M&S at Teesside during the run-up to Christmas
- Funding a football tournament for more than 700 budding young soccer stars in Peterborough, where Serpentine Green Shopping Centre is located, as well as sponsoring local Hampton Football Club.



In the run-up to London 2012, we made a donation to Team GB, supporting Britain's athletes. Six members of our Head Office team also volunteered during the Olympics and Paralympics, joining the army of Games Makers and London Ambassadors, and performing in the opening ceremonies.

Communities Executive at British Land and Games Maker, Anna Devlet, commented: "We

Anna Devlet, exhausted but happy, after a long volunteering shift at the Olympic Stadium.

were all particularly proud of our Regent's Place Estate Services Manager, Rob Richardson, who is Captain of the GB Men's Sitting Volleyball team. His squad made history by securing Britain's first Paralympic Games victory in the sport, with a

three-set win over Morocco. Well done Rob!"

[Read Rob's blog about London's legacy and beating post-Paralympic blues.](#)

**Case study : Retail**

Sep 2012 – The best in the business



Young hopefuls getting ready to put toys to the test at Meadowhall, as part of the Centre's award-winning Toy Tester campaign.

**Our teams at Meadowhall and St Stephen's have scored big successes in award ceremonies that recognise best practice, creative thinking and achievement.**



Jim Harris collecting his Manager of the Year Award.

At the Sceptre 2012 Awards, Jim Harris of St Stephen's Shopping Centre in Hull was named **Manager of the Year** in the medium centres category and Richard Pinfold of Meadowhall Shopping Centre in Sheffield was awarded **Marketing Manager of the Year** for large centres.



Richard Pinfold collecting his Marketing Manager of the Year Award.

Richard's award recognised his new, brand-led marketing strategy that sought to position Meadowhall as the region's leading fashion mall. This has secured publicity worth £4.9 million and increased visits to the Centre by target customers.

Similarly, the judges saluted Jim for transforming St Stephen's performance, since his arrival in 2009. During this time, footfall at the Centre has risen by over 7% and dwell time by 76 minutes. Car park income and commercialisation income have both increased by 25%.

Deputy Centre Manager Tony Van der Vliet was also delighted to secure an **Outstanding Achievement Award 2012** from the College of Estate Management (CEM) for his performance on the CEM Diploma Centre Management course.



Earlier in the year Meadowhall earned a **Solar Gold International Marketing Award** from the International Council of Shopping Centres (ICSC). This recognised the creative thinking behind the Centre's Toy Tester campaign, which saw enthusiastic 12-year-old schoolboy Owen Birkett appointed as Toy Quality Control Analyst.

Toy Tester 2012 secured almost £175,000 worth of publicity, including six minutes on ITV's Daybreak programme. It also won the Centre top honours in the British Council of Shopping Centres (BCSC) **Purple Apple Awards**

**£4.9m**

Meadowhall's marketing strategy secured publicity worth £4.9 million.



**Through working with children in such an innovative way, the campaign itself was also successful in turning Meadowhall into something fun and community-minded.**



Yorkshire Post commentary on Meadowhall's Toy Tester campaign



Public/Media Relations category.



Toy Tester winner Owen spent an enjoyable summer testing toys and reporting his findings.

[View more Toy Tester photos](#)

In addition, Meadowhall received a BCSC **Purple Apple Merit Award 2012** for its Christmas lights switch-on concert, Moments of Pure Meadowhall. The event, which raised funds for two local causes, achieved publicity worth £47,000 and attracted over 8,700 paying customers.



Thousands gathered at Meadowhall for a charity concert headlined by X Factor winner Matt Cardle, who also switched on the Christmas lights.

St Stephen's also recently collected two regional awards, the Yorkshire Post's **Environmental Award 2012** and the Humber Occupational Health and Safety Group's **Environmental Improvement Award 2012**. Achievements include a 35% reduction in energy use in just one year, saving almost 400 tonnes of carbon and £58,500 on retail occupiers' energy bills.

Other British Land retail properties that have achieved recent award successes include Glasgow Fort Shopping Park and Parkgate Shopping in Rotherham, which both won Business in the Community Big Tick Awards 2012.

[View an article on our trio of Big Tick Awards](#)

**Case study : Retail**

**Sep 2012 – It's official - Glasgow Fort and Meadowhall are ACE!**



**Congratulations to the team at Glasgow Fort for scooping an Achieving Customer Excellence (ACE) Award for the second year running, and to Andrew Smith of Meadowhall Shopping Centre for winning an ACE Superstar Award.**

The ACE Awards, organised by the British Council of Shopping Centres (BCSC), celebrate and reward dedication and innovation in customer care within the retail industry.

In September 2012, Glasgow Fort won the inaugural ACE Award for retail and shopping parks, based on visits by mystery shoppers and an assessment by BCSC's panel of expert judges. Last year, the Park collected the ACE Award for schemes up to 40,000m<sup>2</sup>.

Park Manager Phil Goodman thanked everyone at the Park, commenting: "This is a wonderful testament to the outstanding levels of customer focus that our entire team shows every single day."



**At a time when online retailing poses a continued threat on high street and shopping centre trade, customer service is a more valuable tool than ever in creating an enjoyable experience for consumers.**



Chief Executive of the BCSC, Michael Green



**For the team at Meadowhall Shopping Centre in Sheffield**, the highlight of the night came when Andrew Smith collected an ACE Superstar Award for making such a significant contribution to customer experience.

The awards were presented as part of the BCSC Annual Conference in Liverpool, which also saw the launch of the BCSC's new best practice guide on customer service, researched and written by RealService.

Director of Retail Property Management at British Land, David Tudor-Morgan, commented: "In today's fast moving market and challenging conditions, it is more important than ever that we continue to anticipate and exceed shoppers' expectations and their dramatically changing needs."

He added: "We thank our retail teams around the UK for everything they are doing to deliver outstanding customer service. We particularly congratulate Glasgow Fort and Meadowhall on their recent awards."



Members of the Glasgow Fort team collecting the 2012 ACE Award for retail and shopping parks.

\* Glasgow Fort was independently ranked as the UK's leading retail park in Javelin Group's annual Venuscore Index 2011/12, which assesses over 2,000 venues. Meadowhall Shopping Centre was recognised as one the top three shopping centres in the UK.

Glasgow Fort is owned by Hercules Unit Trust, in which British Land has a 41% share. Meadowhall is owned in a 50:50 joint venture between British Land and London & Stamford International.



## Case study : Retail

### Sep 2012 – Service Charge Code Excellence



Forster Square in Bradford is one of eight British Land properties to achieve a PMA Platinum rating for service charge management.

**In recent independent audits, we scored 99% for issuing both budgets and certified year-end statements on time, significantly outperforming the industry averages of 56% and 67% respectively.**

The Service Charge Compliance Index 2012, carried out by consultancy RealService, analysed data for some 1,636 properties. These included 151 British Land offices, retail parks and shopping centres. We were held up as an example of best practice.

We also beat benchmarks for some of the UK's largest shopping centres. According to the 2011 Service Charge Operating Report for Retail by consultancy Property Solutions, over 60% of certified statements were issued late, with non-compliant certificates issued on average ten months after year end – compared to within four months at 99% of our properties.

Alice Boswell of British Land's retail team explains: "Although there is no mandatory regulation for commercial service charges, we aim to achieve the best practice standards set out in the RICS Service Charge Code."



She adds: "In independent audits of service charge management at our properties by the PMA, we're delighted to have achieved eight Platinum ratings and 17 Gold, in the last three years. We remain the only landlord to have achieved Platinum, the top score."

"We're also committed to delivering value for money, whilst maintaining best in class property management services. We believe the industry needs greater transparency on service charge costs, so we're taking part in a pilot benchmarking study by the IPD, using data from more than 400 properties."

#### Business as usual

- Providing occupiers with user-friendly budget packs (containing a three-year forecast), mid-year reviews and forecasts, and reconciled year-end statements
- Sitting down with retail occupiers halfway through each financial year, to review spend to date and talk through the planned budget for the forthcoming year
- Monitoring our compliance with the RICS Service Charge Code, including whether retail occupiers receive service charge information on a timely basis
- Liaising with the PMA, British Property Federation, Investment Property Databank (IPD), Royal Institution of Chartered Surveyors (RICS), RealService and others on service charge initiatives and benchmarking, to raise standards across the sector.

# 96%

Score for compliance with RICS best practice standards for timeliness in service charge communications.



**I would like to take this opportunity to thank the team on the timely auditing of the accounts and the accuracy of the budget. It makes life so much easier for your tenants, particularly in the tough trading times we currently endure.**



Property Manager, home and garden retailer

**Case study : Retail**

**Sep 2012 – Simple steps to cut energy costs**



Phil Draper and Andrew Stafford at 350 Euston Road, where we've saved occupiers almost £40,000 on energy costs in three years and cut carbon emissions by over 300 tonnes.

**We've transformed the way we manage our buildings to significantly cut energy use, by changing the mind-set of our engineers, adopting dynamic monitoring and winning occupiers' confidence.**



At Meadowhall Shopping Centre, we've saved retailers over £770,000 on energy costs in three years and cut carbon emissions by 5,670 tonnes.

Having achieved a 27% reduction in landlord-influenced consumption over the last three years, we're now targeting a 40% reduction by 2015. We're pleased to give more detail here on how we've changed our approach, together with examples of simple steps that have contributed to cost savings of £3.3 million.

**A new approach**

- Previously our building engineers focused entirely on comfort, whereas now they seek to safeguard both comfort and efficiency
- A team of specialists at EP&T Global monitors energy data in real time, identifying opportunities for building management teams to

optimise consumption

- Our occupiers are more receptive because we can demonstrate and quantify savings, and provide secure projections before capital expenditure is made.

**Examples of simple steps to cut energy costs**

Property	Dynamic monitoring identified that ...	So the site management team...	Savings
Ropemaker Place	Three chilled water pumps and three condenser pumps were operating 24/7	Updated the control sequencer so the pumps operated in line with ambient temperature and chiller	17,320 kWh each week – equivalent to £72,030 and 491 tonnes of carbon each year

**£3.3m**

Energy cost savings for British Land occupiers over three years and 24,500 tonnes fewer carbon emissions.



**Our dynamic monitoring and optimisation process provides the intelligence to unlock savings by using a unique combination of pioneering technology and a collaborative management process.**



Brett Goodyear, Head of Operations at EP&T Global



operations			
10 Exchange Square	Central heating, ventilation and air conditioning (HVAC) was operating later than it needed to in the evening	Liaised with occupiers and reduced the HVAC finish time by one hour, from 8pm to 7pm	5,470 kWh each week – equivalent to £22,770 and 114 tonnes of carbon each year
Exchange House	The air conditioning system base load had increased on one system and fans on the second system were constantly running at full speed	Replaced a faulty power pack, which had caused the increase in the base load. Costed and installed a variable speed drive, so fans operate to actual demand	2,930 kWh each week – equivalent to £12,190 and 69 tonnes of carbon each year
Meadowhall Shopping Centre	The air supply fan was running even after the air handling unit had been switched off by the building management system (BMS)	Notified the BMS contractor, who addressed the fault	2,460 kWh each week – equivalent to £10,250 and 58 tonnes of carbon each year
338 Euston Road	The air conditioning system base load had increased	Investigated and identified that air handling units on one level had been left in manual mode so they did not automatically switch off, which they then fixed	520 kWh each week – equivalent to £2,180 and 12 tonnes of carbon



Brett Goodyear, Head of Operations at EP&T Global explains: “Our dynamic monitoring and optimisation process provides the intelligence to unlock savings by using a unique combination of pioneering technology and a collaborative management process.”

He adds: “Our system combines the monitoring of portfolio-wide assets at a building-infrastructure level onto one platform. In turn, this helps identify hotspots and conflicts to transform the way energy and water are managed, and improve the environmental performance of our clients’ buildings.”



**Case study : Retail**

**Sep 2012 – Retail fundraising - from London to the Lakes**



Well done to Meadowhall's fundraisers for completing the Ullswater Grind in aid of Helen's Trust.

**Thanks to our retail teams for their efforts to raise funds for local charities close to their hearts - including endurance feats in the Lakes, a 13-mile walk of London's bridges, a 10k run and a 10,000-foot skydive.**

**£992,100**

Fundraising across our portfolio last year.



**At Surrey Quays Shopping Centre in London's docklands**, 26 volunteers completed a 13-mile fundraising walk, taking in 10 London bridges.

Their efforts were in aid of local hospice St Christopher's, which cared for Rose Haslam, the Centre Administrator who sadly died of cancer last year.

The walkers, who came from the centre management team, retailers and suppliers, were pleased to raise £3,990, including a £750 donation from British Land.



**Rose spent the last few days of her life in St Christopher's Hospice in Sydenham and was very well cared for. It seemed appropriate that this year's team fundraising event should help raise money for St Christopher's.**



Centre Manager at Surrey Quays, Ian Moore



**At Meadowhall Shopping Centre in Sheffield**, 14 volunteers from the Centre's management team and service partners went to the Lake District, where they finished the Ullswater Grind in just over 14 hours.

This 53-kilometre challenge involved them kayaking the length of Ullswater (12km), climbing Helvelyn (12km) and then cycling back (29km) across what they described as "the worst terrain you could imagine".

The team added a bit of theatre to their fundraising efforts by pedalling and rowing on static machines in the malls. Altogether, they raised £6,200 for Helen's Trust, which helps people with incurable illnesses to stay in their own home and is Meadowhall's Charity of the Year.



**At Shandwick Square Shopping Centre in Glasgow**, Centre Manager Renia Tysler swallowed her fear of heights, skydiving 10,000 feet from a light aircraft.

She commented afterwards that it was one of the most fantastic feelings, and particularly worthwhile, as it meant she raised over £3,000 for Yorkhill Children's Foundation. This local charity provides equipment and resources to help sick children get better.

**At St Stephen's Shopping Centre in Hull**, a team of volunteers took part in the Jane Tomlinson 10k run, for the third year running. This year's fundraisers braved torrential rain to raise over £2,000 for local cancer and heart disease charity, The Daisy Appeal.



St Stephen's fundraisers, who came from the Centre's management team, retail occupiers, cleaning and security staff and suppliers.

British Land made donations of £750 to each of these initiatives at Meadowhall, Shandwick Square, St Stephen's and Surrey Quays.

British Land aims to implement the commitments set out in its Community Charter at all major properties and developments by 2015. These include empowering on-site teams to work with local organisations, and encouraging suppliers and occupiers to actively support local projects.

## Case study : Retail

### Sep 2012 – More jobs at Glasgow Fort



A computer-generated image of the new leisure development at Glasgow Fort Shopping Park.

**Our £9 million leisure development at Glasgow Fort will begin this month, boosting local entertainment provision, and creating up to 250 jobs during construction and up to 200 once completed.**

Local stakeholders gave their views to local magazine, The Re-Gen:

- **Chief Executive of Glasgow Regeneration Agency (GRA), Calum Graham:** “This announcement of a new cinema and leisure facilities at Glasgow Fort is excellent news for Glasgow residents, who are facing major challenges in accessing the labour market. GRA are delighted to be working with our partners at Glasgow Fort to offer fantastic employment and training opportunities at the new development to so many people.”
- **Councillor Jim Coleman:** “I am very pleased that this development has now come to fruition, it brings more much needed jobs to the area and that is why ‘The Fort’ was created all those years ago. With Glasgow Regeneration Agency also involved, it means things are certainly going to plan and long may they continue to do so.”
- **MP for Glasgow East, Margaret Curran:** “I am delighted the leisure development at The Fort will soon be under way. This will be a great addition to the East End and provide a real boost for the area’s economy. It is fantastic that this will create 200 much needed jobs and that management has confirmed that these will be filled by local people.”
- **Principal of John Wheatley College, Alan Sherry:** “We look forward to being involved in partnership with Glasgow Regeneration Agency and the other stakeholder organisations in supporting this welcome initiative. The expansion of Glasgow Fort will provide excellent opportunities for local people in East and North East Glasgow.”
- **Centre Manager at Glasgow Fort, Phil Goodman:** “This development comes at an exciting time for East End of Glasgow. With the Commonwealth Games coming, we will be proud to have such a fantastic showcase for visitors to come and enjoy what the area has to offer. We understand the role we can play in helping support the local economy and community, and will work with our partners to identify jobs for people from the East End of Glasgow.”

The 45,000 sq ft extension, which is due to open in summer 2013, will have a Vue cinema and five restaurants, TGI Friday, Prezzo, Harvester, Chiquito and Pizza Express.

Glasgow Fort retail occupiers already employ around 2,000 people, with approximately two thirds of these coming from the local area, as part of our commitment to community regeneration.

## 250 jobs

The new leisure development at Glasgow Fort will create up to 250 jobs during construction and up to 200 once completed.



**At a time when employment opportunities are scarce, the news that a new leisure development is to be constructed at The Fort is welcome. This project will provide much needed jobs for up to 200 people in the East End of Glasgow and will be an exciting addition to the 2014 Commonwealth Games regeneration.**



MSP for Glasgow, Humza Yousaf





Since opening in 2004, Glasgow Fort has helped to regenerate one of Scotland's most deprived areas, bringing businesses and job opportunities into the area. British Land was a founder member of the local Glasgow Fort Partnership, set up to help local people to benefit from the positive economic impacts of the Park.

Glasgow Fort is owned by Hercules Unit Trust, in which British Land has a 41% share.

**Case study : Retail**

**Sep 2012 – Creating a buzz for budding environmentalists**



**Together with our retail teams and community partners, we're supporting fun programmes that give young people insights into environmental and biodiversity issues.**

At Surrey Quays Shopping Centre, 60,000 bees have moved in to new bee hives in the service yard. The new residents will be cared for by the team from Surrey Docks Farm, a working city farm whose Young Farmers Club is sponsored by British Land.

As well as giving the young people a glimpse of bee life, it is hoped that the bees will produce up to 350 kilograms of honey each year. This will support the farm's business activity that generates income and provides the children with another important educational dimension.

Other efforts to support the local wildlife population at Surrey Quays include bird boxes at the front of the building and a designated wildlife area at the rear of the car park.

**In Barnstaple, where our Green Lanes Shopping Centre is located, we've provided £11,000 of funding to build an outdoor educational zone, in the style of an amphitheatre.**

This forms part of a new Community Forest School that is being created by Pathfield Special School, which caters for more than 120 children with special needs. The Forest School will also be open to other local young people, to give everyone the chance to enjoy learning outdoors, encouraging them to appreciate the natural world.



Our funding has provided special decking for wheelchair access around a nature pond, as well as the creation of the show

Centre Manager Jan Dayman, who helped seed and plant areas alongside other volunteers from Green Lanes and a landscape gardener, explained: "We are delighted to be playing our part by contributing towards this imaginative project which, as well as supporting the needs of Pathfield pupils, will become a striking biodiversity educational resource for young people throughout the area."

She added: "We are also pleased that all the boardwalks leading up to the Forest School are to be called 'The Green Lanes'."

**2,500**

2,500 schoolchildren are expected to benefit from a new outdoor educational zone in Barnstaple, part-funded by British Land.



**The farm is delighted that by having beehives at the Centre we are able to build on the excellent relationship we already have with Surrey Quays Shopping Centre. The Centre already sponsors our Young Farmers Club and the youngsters are looking forward to visiting the hives.**



Manager at Surrey Docks Farm, Gary Jones

and tell area, which features seating and a performance stage.

The project is located close to the school on a previously unused piece of land. When complete, it will include a classroom area, a sensory area, a fire circle, safe enclosed

areas, a birch and hazel coppice, hedgerow and the show and tell area.



**In Bradford, where our Forster Square Retail Park is located, we're supporting Habitat Heroes.** This educational programme was developed by Bradford Community Environment Project to create outdoor learning resources and support school staff in caring for the resources with students.

Over two years, we've contributed £41,600 of funding and the support of volunteers from Forster Square, while some of our suppliers have donated materials.

Over 100 local volunteers and 102 teachers have been involved, and the results have exceeded expectations:

- 1,678 children involved in new learning opportunities
- 100% of school respondents rate the programme's impact as good
- 17,000 sq ft of land reclaimed for educational and community use
- 13 different biodiversity habitat types created in various schools.

Chief Executive of Bradford Community Environment Project, Carlton Smith, commented: "Without British Land's support, we could not have delivered the Habitat Heroes programme. Their financial and in-kind staff time and material support have been invaluable."

He added: "As a result of their support and the commitment of our professional and passionate staff, local schools have significantly benefited from enhanced outdoor learning environments. These will benefit students' learning experiences for many years if not decades to come."



**Case study : Retail**

**Sep 2012 – Volunteers dig deep for local clean-up campaigns**



Meadowhall volunteers join River Stewardship members and local volunteers for a teambuilding clean-up project on the River Don.

**Two groups of our volunteers rolled up their sleeves and set to work on partnership projects to encourage local biodiversity.**

Since Spring, a team from Parkgate Shopping in Rotherham has been busy planting wildflowers and generally improving the environment alongside the Fitzwilliam Canal. This quarter-mile stretch of water runs from Parkgate to the Sheffield and South Yorkshire Navigation Canal.

The project is part of a partnership with environmental charity Groundwork Dearne Valley to improve the Fitzwilliam for wildlife and the local community. Newly established flowers include wild wallflowers, birds foot trefoil, selfheal, yarrow, oxeye daisy, cowslip, teasel, knapweed primroses and meadow cranesbill.



Alex Benson of Groundwork at the footpath entrance to the canal near Parkgate Shopping (left), and pointing out wildflowers to local walkers Tom and Abbie Slavin (right).

Manager at Parkgate Shopping, Denis Copeland, commented: "This is a very useful project and we are immensely proud that such good progress has been made over so short a time."

Also in Yorkshire, nine volunteers from Meadowhall Shopping Centre in Sheffield joined a teambuilding clean-up exercise in March. Alongside six members of the River Stewardship Company and a number of other local volunteers, they cleared and planted a large area on the banks of the River Don.

**450**

450 trees and shrubs planted on the banks of the River Don, together with hundreds of wildflowers along the Fitzwilliam Canal.



**With careful planning, the hard work of our volunteering team, and the valuable contribution from Parkgate Shopping, we are creating a really important habitat for wildlife and equally important leisure opportunities for the local community.**



Special Project Coordinator at Groundwork, Alex Benson

Altogether the team planted 450 trees and other shrubs, enhancing the area's appearance and improving its biodiversity. Their work also involved extracting a bike and shopping trolleys from the river.



Meadowhall volunteers hard at work on the River Don project.

The project is one of £12,000 worth of biodiversity initiatives, jointly funded by British Land and Meadowhall, which will continue through to March 2013.

[View a case study on projects that are giving young people insights into biodiversity issues](#)

**Case study : Retail**

**Jun 2012 – Schoolchildren set sail with Drake Circus**



**180 disadvantaged and disabled youngsters from inner city communities in Plymouth have taken part in water-based activities, thanks to the support of the team at Drake Circus Shopping Centre.**

A further 1,000 children will take part over the next few years, with local sailing charity Horizons delivering ten educational sessions to ten Plymouth schools each year. Drake Circus volunteers are also getting ‘on board’, taking part in some of the activities and supporting the youngsters. Horizons has also welcomed the opportunity to promote its programmes in the busy shopping centre.

Centre Manager at Drake Circus, Greg Lumley, explained: “We particularly chose Horizons because the charity has taken what is popularly conceived as an elitist activity, sailing, and created a series of programmes from it that are transforming the lives of disadvantaged and disabled children in and around Plymouth.”

Horizons, which is 21 years old this year, runs out-of-school clubs and Royal Yachting Association training during holidays. Working with schools, the charity develops programmes that cover literacy, numeracy, history, geography, geology and social sciences, at the same time as helping young people grow in confidence.

**Another successful community initiative at Drake Circus saw 80 students from City College Plymouth set up a pop-up shop in the Centre.**



Construction students spent a week transforming the space, whilst business students were involved in the planning stages, and students on skills development courses for people with learning difficulties and disabilities helped run the shop.

**£39,000**

Of British Land funding for Plymouth-based children's sailing charity Horizons over three years.



**We've always been involved in supporting local projects, but British Land's Community Charter and funding have helped push us further, as we work to be the best neighbour we can be.**



Centre Manager at Drake Circus, Greg Lumley





Hair and beauty students offered a nail bar that proved so popular it stayed open for an extra three days to cope with demand. One of the teachers commented that a number of the nail technicians and hairdressers, who are setting up their own businesses, particularly welcomed the chance to promote their service and build their client base.



Patisserie items baked by hospitality and catering students were also on sale, alongside t-shirts, student photography, confectionery, healthy whole foods, plant pots, and tickets for student shows.

Corporate Relations Manager at the College, Sharron Robbie, commented: “The project allowed the students to really showcase their enterprise skills and gave many of them an opportunity to experience the retail sector first hand. The feedback from the students who took part has been extremely positive. The project really helped enrich their learning experience.”

She added: “The students benefited from being able to gain experience in cash handling, stock control, marketing and customer service, all of which will enhance their future employability prospects.”

The project, which gained coverage in local newspapers and on BBC Radio Devon and Radio Plymouth, also promoted the wide range of training opportunities available at the College. There were over 160 enquires about the College and its offer.

**Following on from this success, in April Drake Circus hosted an event for fashion students from Plymouth College of Art.**



Helena, who was named best dressed shopper, won £500 of shopping vouchers to spend in Drake Circus.

The young designers displayed their work on the mall and ran a competition to find the best dressed shoppers, judged by the fashion editor of the Plymouth Herald.

## Case study : Retail

Apr 2012 – Inspiring a love for reading



Young readers at Teesside Shopping Park in Stockton-on-Tees.

**As a new report shows the costs of illiteracy, British Land funds 3,100 free books and fun events for schoolchildren at our shopping parks - to encourage a love of reading and improve their literacy.**

With the support of WH Smith and our local property teams, almost 1,000 children from 11 schools in disadvantaged areas took part in inspiring literacy events, through the National Literacy Trust's Young Readers Programme. The youngsters were shown how to make good book choices, before choosing at least three books each to keep. For many, these were the first books they'd ever owned.

WH Smith, one of our key occupiers and a long-term supporter of the National Literacy Trust, hosted a series of special events featuring guest readers and story characters at our shopping parks. They also donated additional vouchers worth £1,100 to the schools and children. Other retail occupiers showing their support included Costa Coffee, Hobbycraft, McDonalds, Millie's Cookies, Mothercare and Pizza Hut.



Young readers on World Book Day at WH Smith, Teesside.

Initiatives like this bring benefits to the children and to the wider UK economy, as highlighted in a recent report from the World Literacy Foundation. This revealed that illiteracy costs the UK economy around £81 billion a year and that one in five people are functionally illiterate, meaning they struggle with basic tasks like applying for jobs or reading their child's school report. This is linked with an array of poor life outcomes, including poverty, social exclusion and long-term illness.

International research from the Organisation for Economic Co-operation and Development (OECD) shows that if a child discovers reading for enjoyment by 15 years old, this negates all other factors that lead to disadvantage. We hope that many of the 1,000 children who've taken part in this project will develop a lifelong love for the exciting world of the printed word.

**At Teesside Shopping Park in Stockton-on-Tees**, some 270 pupils from Beech Grove, St Bede's and Thornaby primary schools chose free books.

175 of the children were also invited to celebrate World Book Day at the Park in March. Many dressed up as fictional characters for the trip, which saw them go on a backstage tour of WH

# £35,000

Of British Land funding for the National Literacy Trust's Young Reader's Programme.



**One in three children in the UK does not own a book of their own. Our nationwide programme, with support from British Land and its shopping parks, aims to tackle this deprivation in the most practical way.**



Caroline Sence of the National Literacy Trust



Smith, before making bookmarks using materials donated by Hobbycraft, enjoying refreshments thanks to Costa Coffee and settling down for storytelling with Teesside volunteers.



Park Manager, Mike Clarke, reading to the children.

Teacher and Literacy Coordinator at Thornaby Primary School, Margaret List, commented: "I can't explain just how enthusiastic the children were about getting to choose their own books... having the opportunity to pick books for themselves has really increased their enthusiasm for

reading."



Rotherham Mayor and Mayoress, Councillor Shaun Wright and Lisa Wright, with children's author, Michaela Morgan, and the children.

**At Parkgate Shopping in Rotherham**, 180 pupils from Ryecroft Infant School, Monkwood Primary School and St Joseph's Primary School chose free books.

To celebrate World Book Day, 120 of the children were invited to board vintage buses at Parkgate, loaned by the South Yorkshire Transport Museum. They were joined by children's author, Michaela Morgan, who led a storytelling session.

**At New Mersey Shopping Park in Liverpool**, over 310 pupils from St Christopher's and Banks Road primary schools chose free books. In March, 130 of the children also visited the Park to listen to some spellbinding stories from Liverpool storyteller, John Hughes, in the Mothercare store.

Local Councillor, Mary Rasmussen, commented: "This has been one of the most rewarding visits I have made for a long time. As an avid reader myself I understand the value and enjoyment that can be gained from reading, and it was very useful to observe at first hand the positive effect it had on the children."





Pupils from St Christopher's Primary School with Mike Devoy (Mothercare Manager), John Hughes (Storyteller), Councillor Mary Rasmussen and Colin Gilligan (Park Manager).

Teacher Kathy Heywood explained: "The children were excited at the prospect of the visit, but the pleasure and joy that it gave them was truly remarkable, and it will make a difference to their lives at school and in their homes."

Park Manager, Colin Gilligan, added: "We are very grateful to so many of our retailers, and particularly WH Smith, Mothercare, Pizza Hut and McDonald's for their help and generosity, and for making this visit such a success."

**At Glasgow Fort Shopping Park**, almost 240 children from Cranhill, Aultmore Park and St Benedict's primary schools in Glasgow's East End took part in a series of events over three days in March, choosing free books to keep.

They also visited WH Smith for a backstage tour, decorated cookies donated by Millie's Cookies and created bookmarks thanks to Hobbycraft. The Park had previously hosted a training session for the teachers on National Storytelling Day to launch the programme.



Young readers at Glasgow Fort.

Park Manager, Phil Goodman, said: "We are delighted to support this very worthwhile project to help young people fall in love with reading. It is important for us as a significant local employer and player in the East End economy and community that we do what we can to support projects that will have a strong local impact."

Renia Tysler, who manages our other shopping centre in Glasgow's East End, Shandwick Square, added: "We hope that by supporting this project we are doing something the children will remember and turn them into a

generation of bookworms."

### The National Literacy Trust

The Young Readers Programme is a National Literacy Trust initiative designed to motivate disadvantaged young people to read for pleasure. It helps them to acquire the skills they need to develop as a reader, knowing how to choose a book that engages them and where to find books once the project is over.

Our support for this programme builds on our previous involvement with the National Literacy Trust's Reading is Fundamental initiative. From 2007 to 2009, we provided £70,020 of funding that enabled 2,101 children from disadvantaged areas of Edinburgh, Middlesbrough and Hull to choose and keep their own books.

This year's programme began with the National Literacy Trust delivering training sessions for teachers from the participating schools at our shopping parks. Our local property teams were also involved in the sessions, as well as in the special events for the children.

Charity and Volunteering Executive, Jo Hammond, commented: "We really appreciate everything our property teams have done to support this fantastic programme, together with WH Smith, a number of other retailers and of course the teachers. The feedback from participating schools indicates that the programme has had a significant impact on the children, and we're grateful to everybody who helped make this possible. Thank you."



Young readers, teachers and volunteers at WH Smith, Teesside.

## Case study : Retail

### Mar 2012 – Controlling costs for retailers



Glasgow Fort Shopping Park, ranked as the UK's leading retail park 2011.\*

#### Our latest initiatives to cut costs for retailers include improving energy efficiency and reducing waste to landfill. We've also further improved transparency on costs.

In the first three quarters of this financial year, we've cut energy use across our like-for-like retail portfolio by 11%. This has saved retailers £195,000 on their energy bills, as well as reducing carbon emissions by 1,500 tonnes. Over the same period, we've also diverted 4,300 tonnes of waste from landfill through recycling and incineration, avoiding £242,000 in landfill tax costs.

To control costs for occupiers, we continue to subsidise on-site management support at some of our smaller retail properties. Since 2006, we've provided fixed management fees, removing any link to service charge costs, meeting RICS Service Charge Code best practice recommendations. We now adjust these fees annually, in line with the Retail Price Index, whilst paying our managing agents separately for rent collection.

To ensure we're delivering value for money on insurance, our broker Willis benchmarks our premiums, confirming they're one of the most competitive rates when compared to other major landlords. This is also reflected in positive feedback from a number of our occupiers. We would welcome industry-wide benchmarks, so that our performance could be compared against our peers.

In addition, we provide detailed information on insurance costs, so retailers can cross check each element of the invoice against the insurance certificate. We transparently state our insurance commission.

#### Retailer feedback

- "It's commendable that British Land has taken painstaking, proactive efforts to seek reductions in service charge and insurance costs. We as tenants are very appreciative."
- "We appreciate British Land's continuing efforts to curtail costs on behalf of occupiers."
- "Thanks for the comprehensive and transparent information, as per usual. If we got close to this level of information on the rest of our portfolio, the level of queries and admin time dealing with these issues would be dramatically reduced."

#### Other initiatives to improve transparency for retailers include:

- Launching our new online retailer information centre. This provides retailers with easy access to useful information, including key contacts, an image library and a range of documents, such as budget packs, mid-year reviews and reconciled year-end statements.
- Hosting two half-day service charge meetings with retailers to discuss the budgets for the next year. Some 60 retail contacts attended these sessions, held in November 2011.

# £195,000

Savings on energy bills for retail occupiers in the last nine months.



**It's commendable that British Land has taken painstaking, proactive efforts to seek reductions in service charge and insurance costs. We as tenants are very appreciative.**



Fashion retailer



- Updating our Service Charge Budget Packs to make them even more user-friendly and give occupiers more detail where they've asked for it.
- Introducing fixed legal fees for both managing agents and solicitors when processing Licences for Alterations. We publish these fees in our budget packs.
- Commissioning independent audits of our service charge management standards, through the Property Managers Association. We're proud to be the only UK landlord to have achieved the Platinum standard – and have now accomplished this at some six properties.

Find out more about our platinum service charge management

\* In 2011, Glasgow Fort was independently ranked as the UK's leading retail park by Javelin Group, a retail and ecommerce consultancy, and Parkgate Shopping in Rotherham came in third. Meadowhall Shopping Centre was also recognised as one the top three shopping centres in the UK.

Javelin Group's annual Venuscore index assesses over 2,000 venues, based on the presence of leading retailers and brands, and a range of attributes including market position, age focus, tourist orientation, fashionability and food service.

All data in this case study is as at 31 December 2011. At the end of our financial year on 31 March 2012, our key performance data will go through rigorous checks and will be independently assured under the ISAE 3000 standard.

**Case study : Retail**

**Mar 2012 – Free car charging points for shoppers**



Car charging points at St Stephen's Shopping Centre in Hull.

**Meadowhall Shopping Centre in Sheffield and St Stephen's Shopping Centre in Hull are amongst the first venues in Yorkshire to offer free electric car charging points.**

Meadowhall was the first shopping centre in the UK and the first venue in Sheffield to install electric car charging points in 2008, in partnership with Sheffield City Council and the Energy Saving Trust.

This summer, Meadowhall is also hoping to trial electric utility vehicles for the landscaping and security teams, as well as electric cars for three senior managers. Thanks to the Plugged in Yorkshire scheme with CO2Sense, the centre could benefit from discounts of around 50% on leasing arrangements for these vehicles, cutting costs at the same time as reducing carbon emissions.

With electric cars becoming more popular, St Stephen's has also followed suit, installing two wall pods in 2011. Centre Manager Jim Harris explained: "Motorists are increasingly looking towards more cost efficient and eco-friendly ways to get around, but even the Nissan Leaf, the 2011 Car of the Year, can only go 100 miles between charges, so it is crucial for green motorists to be able to plug in whilst they are out and about."

Environment and Climate Change Strategic Advisor at Hull City Council, Martin Budd, commented: "Your decision to provide this service to your customers and stimulate interest in the technology is very welcome... We hope that this positive step you have taken will help to stimulate other major retail providers in the City to follow your lead."



This innovation reflects our efforts to achieve the highest sustainability standards and exceed the expectations of retailers and shoppers. In 2011, Meadowhall was also one of the first shopping centres in the UK to install an advanced energy metering system and remote monitoring process, following an award winning pilot at our Head Office. This has identified a number of no-cost opportunities to improve efficiency, financially quantifying the impact of each action.

Previous innovations at Meadowhall include an on-site Resource Recovery Centre, which recycles mixed waste, separating cans, cardboard, paper, plastics and more. The first of its kind in any UK shopping centre, since opening this facility has saved retailers over £1 million and recycled almost 9,000 tonnes of waste, generating £450,000 in rebates for materials and

**£1 million**

Other green innovations at Meadowhall include a Resource Recovery Centre, which has saved retailers over £1 million since 2005.



**This is great news and will perhaps encourage more people to consider buying an electric vehicle.**



Mayor of Hull, Councillor David Gemmell, speaking about the new car charging points at St Stephen's

reducing incineration costs by £570,000. It also provides voluntary work experience to people with learning disabilities, through Sheffield City Council's Love Street Employment Service.

Find out more about the Resource Recovery Centre at Meadowhall



One of four enormous rainwater tanks at Meadowhall.

Other innovative sustainability features at both Meadowhall and St Stephen's include rainwater harvesting systems, which collectively recycle two million litres of water from the large roof areas each year, re-using it to flush toilets, water landscaping or clean service vehicles.

At Meadowhall, a pioneering borehole, which took a dedicated team nine months to drill deep into the ground in 2008, collects water from beneath the earth. This provides almost 50% of all the water used in common parts, reducing occupiers' water bills and saving precious mains water. It supplies over 18 million litres of water a year. To put this in perspective, the average person drinks around 60,000 litres in their lifetime.

As well as major initiatives like these, we encourage ongoing, low-cost efficiencies. At St Stephen's a series of measures with payback periods of 15 months or less, has cut energy use by 36% over the last two years and water use by 75%, saving 675 tonnes of carbon emissions, 35 million litres of water and £138,700 on occupiers' energy and water bills. In addition, the team has recycled 1,100 tonnes of waste over the last three years, averting £48,000 of landfill tax costs.

Find out more about energy efficiency across our retail portfolio



Meadowhall and St Stephen's are examples of how we are driving energy reductions across our portfolio. In February 2012, British Land won Client of the Year for Energy Management across our portfolio.

Our Sustainability Brief for Management provides our staff and suppliers with mandatory standards and good practice guidance on a range of issues, including efficient use of energy, water and waste.

Meadowhall is jointly owned by British Land and London & Stamford Property.

All data in this case study is as at 31 December 2011. At the end of our financial year on 31 March 2012, our key performance data will go through rigorous checks and will be independently assured under the ISAE 3000 standard.



**Case study : Retail**

**Mar 2012 – Outward Bound and anti-gang at Glasgow Fort**



**Young people from rival territories near Glasgow Fort Shopping Park worked together in a series of Outward Bound team challenges, supported by our volunteers.**

The teenagers and volunteers from Glasgow Fort took part in high adrenaline activities, such as gorge walking, mountain biking and canoeing, as part of an initiative with local charity Family Action in Rogerfield and Easterhouse (FARE) and the Scottish Outward Bound Association.

Conflict between gangs in Glasgow’s east end can be all too common. But for the 123 youngsters who took part in the activities at the Outward Bound Centre in the spectacular Highland setting of Loch Tay, mutual support and working as equals became the order of the day.

FARE Youth Worker, Chris Kerr explained: “Whilst on these activities, the teenagers also worked on their self-confidence, self-esteem and team building skills.”



**Feedback**

“I got to meet new people and experience new things. Overall, it was a fantastic day.” **Amanda, 17**

“Sum buzz... wiz a brilliant day out.” **Conor, 15**

Not all the young people participating were directly involved in gang-related behaviour. All of

them though, whether directly or indirectly involved, took part in workshops to explore how gangs impact on teenagers in Greater Easterhouse.

The project attracted local and national publicity, with an article in the Glasgow Evening Times and a slot on the BBC’s The One Show, in which teenagers from different gang areas were filmed working together assembling and distributing food hampers to elderly people.

**£30,000**

British Land funding over three years for FARE.



**Strathclyde Police reported that there was no reported gang activity within Greater Easterhouse over the summer months. British Land’s funding has played a huge part in this by giving young people a diversion from gang violence.**



FARE Youth Worker, Chris Kerr



Regional Centre Manager at Glasgow Fort, Phil Goodman, commented: “Our relationship with FARE has proved positive in this first year. The outcomes also contribute towards some of the key commitments to local people set out in British Land's Community Charter, such as actively supporting local projects, and supporting local training, employment and education.”

He added: “My day gorge walking was challenging yet satisfying – not only was it a new experience for me, I enjoyed getting to know the young people and providing encouragement throughout the day's activities.”

FARE was founded in 1989 to work with young people and families, bringing together the generations, and working to tackle the root causes and effects of poor standards of living and gang rivalry. It runs a wide range of sporting and outreach programmes, as well as providing opportunities for participants to gain recognised certificates.

British Land has given FARE funding of £30,000 over three years. The charity has already leveraged the first £10,000, getting match funding of over £20,000 from other organisations for more Outward Bound activities and holidays for underprivileged young people.



Since opening in 2004, Glasgow Fort has helped to regenerate one of Scotland's most deprived areas, bringing businesses and job opportunities into the area. British Land was a founder member of the local Glasgow Fort Partnership, set up to help local people to benefit from the positive economic impacts of the Park.

68% of the 1,400 jobs created on the Park were secured by people living in Glasgow's east end.

The Park continues to host annual job fairs in partnership with Glasgow East Regeneration Agency. The September 2011 job fairs attracted over 1,200 jobseekers keen to secure one of the 300 positions available from the 25 retailers in attendance.

In 2011, Glasgow Fort was independently ranked as the UK's leading retail park by Javelin Group, a retail and ecommerce consultancy. Javelin Group's annual ranking assesses over 2,000 venues based on the presence of leading retailers and brands, and a range of attributes including market position, age focus, tourist orientation, fashionability and food service.

**Case study : Retail**

**Mar 2012 – Learning and growing with nature**



Tinsley Community Allotment, near to Meadowhall.

**Environmental projects, supported by our retail teams around the UK, are providing children, students and volunteers with an opportunity to get closer to nature.**

In recent months, as part of our commitment to local communities and biodiversity, we have provided funding for several exciting projects, including:

- Improving the biodiversity of land around Teesside Shopping Park in Stockton-on-Tees and creating an open-air laboratory for local students (£26,000)
- Supporting Tinsley Community Allotment, near to Meadowhall Shopping Centre in Sheffield (£5,500 over four years)
- Creating a planting area for children at the Kingston Centre in Milton Keynes, and other landscaping and biodiversity activities (£2,000)
- Funding local school environmental action plans, in partnership with Eastgate Shopping Centre in Basildon (£2,750).



Shoppers enjoyed falconry displays and bird box making sessions at Teesside Shopping Park to mark the launch of the project.

The Teesside project will help insects, birds, animals and plants along the River Tees wildlife corridor. Plans include creating islands, managing reed beds, tree pollarding, installing nest boxes, wildflower planting and improvements along the access road to encourage wildlife to settle around the Park.

The practical work will be led by Environmental Conservation students from East Durham College, with the support of ecologists Barrett Environmental, as well as volunteers from Teesside, local conservation groups and schools. There will also be a range of events at Teesside

to encourage shoppers to join in.

**£36,250**

British Land funding for four green projects close to our retail properties.



**It's great British Land is backing this exciting project with funds which will enable us to make our environment more interesting and attractive to wildlife. We look forward to working with the students and other volunteers to give wildlife a helping hand.**



Manager at Teesside Shopping Park, Mike Clarke





Volunteers from the Teesside team, together with retailers WH Smith and Chiquito, building an otter holt in the river bank.

The Teesside volunteers are particularly focusing on enhancing habitats around the edge of the Park for local wildlife. They have already been involved in biodiversity initiatives for several years. The on-site nature reserve, developed with Tees Valley Wildlife Trust, provides habitats for a range of species, with sightings including kingfishers, herons, ruddy ducks, great tits and wrens.



At Tinsley Community Allotment, our funding is helping to develop an area used both for growing organic produce and as an educational resource for children. The allotment was set up by the Tinsley Tree Project, a group of volunteers who work closely with local schools and nurseries.



Our support for this project stems from the involvement of our Communities Executive, Anna Devlet, in the Tinsley Forum.

The allotment has a number of raised vegetable beds, a pond and a forest garden where youngsters can learn more about nature, while volunteers put their muscles to work.

Euan Forbes worked with a local children's centre and provided an area for them to grow herbs and vegetables. Elsewhere, flower planting and nesting boxes are helping to attract insects and birds.

Young people are also a focus of the biodiversity work at the Kingston Centre, where Manager



Other new initiatives at the Kingston Centre will include a water feature and pond, an information board on plants and wildlife in the area, a pergola, tree planting and general landscape improvements. Euan believes that the new green space will be a magnet for local people to enjoy and get interested in green projects.

At Eastgate Shopping Centre, the team is encouraging young people to take an active interest in biodiversity. This project sees them

collaborating with Basildon Education Services Trust.

As part of the Eastgate Environmental Challenge, British Land is funding three grants of £500 each for local primary and infant schools to develop their own environmental action plans. A number of applications have already been made, with example projects including fitting bird boxes, recording nesting patterns, planting flowers to attract insects and encouraging wildlife by offering food and shelter.

Once the projects are well underway, a team of independent judges will visit the schools and the one deemed to have made the most progress, with a vision for sustainability, will be awarded the Eastgate Environmental Trophy, receiving a further £500 to spend on their project.

British Land's Biodiversity Programme encompasses a wide range of projects and activities. We focus on setting the standard for green roofs. We also work with local schools and community organisations to encourage biodiversity and raise awareness.

We are currently updating our Sustainability Brief for Management to include a new biodiversity section. This will include key standards and best practice guidance. If you want to receive a copy, when it is published in March 2012, please email: [sarah.cary@britishland.com](mailto:sarah.cary@britishland.com)

**Case study : Retail**

**Mar 2012 – Young farmers thrive at Surrey Quays**



Surrey Quays Centre Manager and the Club Coordinator with young farmers at Surrey Docks City Farm.

**More volunteers, more members and a growing waiting list signal success for a Young Farmers Club near to our Surrey Quays Shopping Centre, thanks to British Land funding.**



Surrey Quays Centre Manager enjoys a day with some of the young farmers.

In December, the two-acre working farm in Rotherhithe, south-east London hosted a year-end celebration, when young farmers received achievement certificates from Surrey Quays Centre Manager, Ian Moore.

Young Farmers Club Coordinator, Jane O’Sullivan, commented that there was a lot to celebrate - thanks to the efforts of the youngsters, support from the volunteers and British Land’s funding.

Over the last year, the educational project has been able employ more part-time educators and increase meetings from monthly to weekly – with

two meetings every Saturday. There are now more than 80 young members and an active waiting list. The team is also hoping to expand the current band of volunteers, so they can take in more youngsters.

Farm Manager, Gary Jones, added: “There’s a real buzz around the farm on a Saturday when the youngsters are here and it’s fantastic that we can have them here every week.”



In February and April, the farm came to Surrey Quays Shopping Centre – to the delight of shoppers and their families. Pictured above right: young farmers with volunteer Doug Day and Jane O’Sullivan.

Other activities in 2011 included participation in the Lambeth Country Show, in which the young farmers won second prize for their scarecrows, and a visit to a working organic dairy

**£39,000**

British Land funding over three years for Surrey Docks City Farm.



**The Young Farmers Club has had a really brilliant first year, thanks to the efforts of the youngsters and all the support we get from British Land and Surrey Quays Shopping Centre. We certainly have had lots to celebrate.**



Young Farmers Club Coordinator, Jane O’Sullivan



farm in Kent.

Jane recalls: “Young farmers got to see the herd being milked in the milking parlour and a great day was had by all. This was a great opportunity for young people to get out of the city for the day and enjoy the countryside as well as learn about dairy farming.”

In the run up to Christmas, shoppers at Surrey Quays showed their support for the farm by making voluntary donations at the Centre's giant snow globe. This magical attraction recreated, on a large scale, an ornamental globe, complete with falling snow. Shoppers and their children could step inside, visit Santa, and have their photos taken by Centre staff.

The globe was free to enter, but visitors responded to an invitation to support the farm, by donating almost £700, which British Land match funded for a final total of £1,370 to pay for a soft fruit garden and help buy jam making equipment. Farm Manager, Gary Jones, commented: “The fruit garden will be a great addition to the farm and we are all looking forward to sampling the lovely new produce.”



Youngsters enjoy seasonal magic inside the giant snow globe at Surrey Quays Shopping Centre.

The Young Farmers Club members also helped to raise £200 through another celebration event at the farm, Capital Growth, which highlights the diversity of food growing spaces around London. During the one-day event at Surrey Docks, young people gave guided tours of the farm, helped to sell produce and made freshly-pressed apple juice from the farm's own trees.

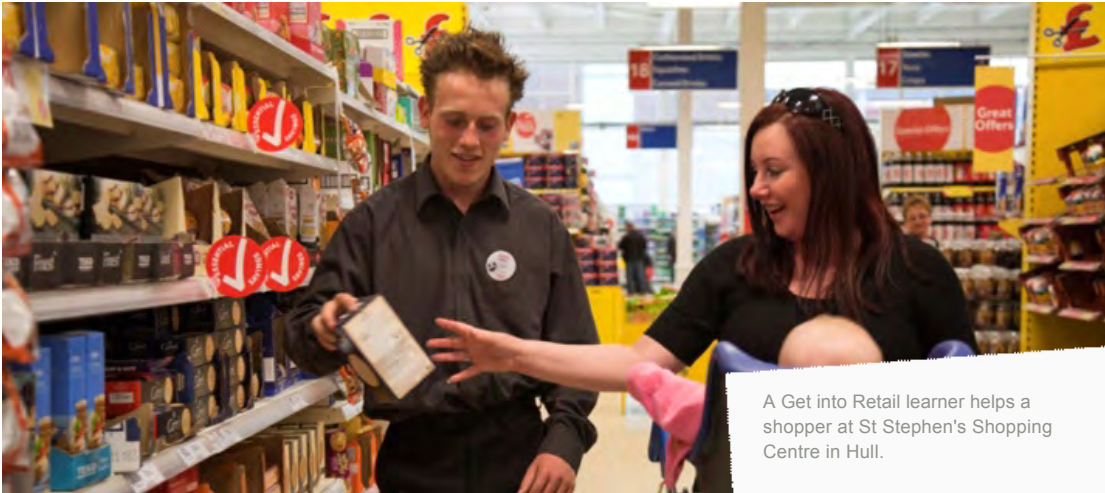
Surrey Docks Farm is an educational charity, which gives local people opportunities to learn about farming, food production, nutrition, beekeeping and animal care. The Young Farmers Club gives local children the chance to care for farm animals and complete tasks, building their self-esteem and self-confidence.

In March 2012, volunteers from Surrey Quays Shopping Centre will support another community project, completing a 13-mile fundraising walk, starting at the Centre and taking in 10 London bridges. This event, organised by the Surrey Quays team, will raise money for St. Christopher's Hospice in Sydenham, which cared for Centre Administrator Rose Haslam, who died of cancer in May 2011.

Surrey Quays is a British Land and Tesco joint venture, managed by Munroe K.

## Case study : Retail

Jan 2012 – Young people who aren't one in a million



A Get into Retail learner helps a shopper at St Stephen's Shopping Centre in Hull.

**With youth unemployment at more than a million, we look at how we're working with our property teams around the UK to help young people into work.**

Communities Executive at British Land, Anna Devlet, comments: "For the future of our economy and society, we need to help these vulnerable people to break out of what can be a vicious cycle of joblessness, anxiety and depression."

She adds: "Traditionally, the retail sector employs a high proportion of people aged 16-24 years old. Helping these youngsters to develop their skills and confidence is critical not only for them but for the communities where they live and for the retail sector, which is facing some major challenges."

**At Meadowhall Shopping Centre in Sheffield**, we are co-funding six new apprentices, who joined the customer services team on 12 December. Altogether the Centre has recruited 10 apprentices this year through partner organisation, The Source Skills Academy. These young people are now working in various areas, including customer service, administration and maintenance. At the end of the 12-month programme, during which they receive ongoing support from The Source, they will achieve a nationally-recognised Level 2 qualification in their chosen subject area.

Centre Director at Meadowhall, Darren Pearce, commented: "Recruiting apprentices is a great way to develop your workforce. These 10 new individuals are enthusiastic and eager to learn, and we are proud to be helping them to develop their careers."

The Source is an innovative £5.5 million training and development centre set up by British Land and Sheffield City Council, next to Meadowhall. Established as a charity, The Source has provided training to thousands of local people since opening in 2003, including apprenticeships for 660 young people, as well as supporting over 1,000 businesses in the local area.

Anna Devlet comments that British Land is currently in active discussions with the management teams at a number of British Land properties with a view to taking on more apprentices in a variety of roles, with the support of The Source and other local training providers.

# 660

Young people have taken part in apprenticeships through The Source Skills Academy, a training and development centre set up by British Land and Sheffield City Council in 2003.



**It is with the fantastic support and generosity of British Land that we have been able to reach out to and change the lives of so many young people on the Get into Retail programme at St Stephen's.**



Fundraising Manager at The Prince's Trust,  
Leanne Birch



**At St Stephen's Shopping Centre in Hull**, Adam Sager (pictured right) recently joined the security team as a full-time apprentice, getting experience, earning a salary and improving his career prospects. After two false starts at college, Adam applied for the 12-month apprenticeship with security contractor at St Stephen's, Control Security. Within days of completing a Level 2 supervision course and gaining his Security Industry Authority licence, Adam started at the Centre, where he is already a valued member of the team.

Adam comments: "The apprenticeship is just what I hoped for. I am working full time, five days a week and am learning much more than I did at college. And it is incredibly varied - no two days are the same and I meet new people every day too. But, most of all, I like the fact that this is not only a

proper job but the start of a career. I can progress with this and potentially be promoted if I do really well."

Centre Manager at St Stephen's, Jim Harris, said: "Apprenticeships are great for everyone. As an employer we gain a new member of staff that we know is committed and keen to learn. For the apprentices, they gain invaluable work experience and skills, which is brilliant for those youngsters that don't want to follow an academic path. Adam is certainly a great addition to the St Stephen's team. He is enthusiastic and dedicated and we're delighted to have him with us."

He added: "We have been involved with youth enterprise in Hull for the last four years - and recognise that the need for support for young people in Hull is high. Figures from earlier this year showed around one in ten 16-18 year olds in Hull were not in education, employment or training, and almost 8% were claiming Job Seekers Allowance, more than double the average for England. We all need to do what we can."

Some 145 unemployed young people have participated in The Prince's Trust Get into Retail programme at St Stephen's since 2007, with a number of retailers at the Centre providing work experience placements. Following two weeks of training and a week's work experience, each young person is then offered up to six months support by The Prince's Trust.

In 2010 and 2011, 64% of participants went on to positive outcomes, such as employment, education or volunteering. British Land has contributed towards the running of these courses since the programme started, with further funding pledged for 2012.

Jim Harris commented: "Not only is this a great community project for Hull, but it's fantastic the way local businesses have come together to provide support. For example, East Yorkshire Motor Services gave the participants free bus passes for the three weeks, Holiday Inn provided meeting rooms free of charge and Tesco provided complimentary lunch trays for the classroom days."



In November, 21-year-old Matt Woodley (pictured left), who took part in the 2010 Get Into Retail programme at St Stephen's, was crowned the winner of the Yorkshire Post Flying Start Award. After his dream of joining the Army was shattered aged 17, due to a curvature of the spine, Matt began drinking heavily and self-harming and, at his lowest point, tried to take his own life. He had been unemployed for almost two years when he came across a poster advertising the Get into Retail programme. He describes this sighting as a "stroke of luck which enabled me to change my life".

Before joining the programme, Matt was extremely nervous but looking forward to meeting new people and breaking his cycle of sitting at home all day. He excelled during his work placement at Tesco Extra and started to believe that he

wasn't going to be on Job Seekers Allowance for the rest of his life. He now has a secure job in a petrol station, is a Young Ambassador for The Prince's Trust, and has discovered that he



has an opportunity to apply for the RAF in 2014. On asking Matt how he feels about his life now, he said: "I can put it in one word - happy".

[View Matt's video on The Prince's Trust website](#)

In 2011, another youth enterprise initiative saw St Stephen's sponsor Hull's involvement in Global Entrepreneurship Week for the third year running, with the management team involved in various activities. This worldwide movement encourages millions of people to unleash their enterprising talents and turn their ideas into reality. In Hull, it is particularly focused on young people.

Other British Land properties supporting training, employment and education initiatives for local people include:

- **Parkgate Shopping in Rotherham**, where we are funding a coaching apprenticeship with Rotherham United Community Sports Trust. Read more about our award-winning community programme at Parkgate
- **Broughton Shopping Park near Chester**, where 60 young students from three local schools have taken part in a series of challenges, through a partnership initiative with Young Enterprise Wales. Read more about our Young Dragon's programme at Broughton
- **Fort Kinnaird Shopping Park in Edinburgh**, where we are supporting a new retail qualification for pupils at Castlebrae High School, in partnership with Community Connections Scotland and retailers. Read more about how we are training the retailers of tomorrow

## Case study : Retail

### Jan 2012 – The Source Skills Academy



Councillor Julie Dore, Leader of Sheffield City Council, with two of The Source's young apprentices.

**The Source is an innovative and unique £5.5 million training and development centre set up by British Land in partnership with Sheffield City Council in 2003, next to Meadowhall Shopping Centre in Sheffield.**



The Source has held Centre of Vocational Excellence in Retail status since 2005; it became one of a select number of National Skills Academies in 2009, won the ICSC Foundation International Community Support Award in 2010, and received a Business in the Community Big Tick in 2011 - for the sixth

year running.

Established as a charity, The Source is based in an area of low skill and employment levels. Since opening, its holistic approach has led to 800,000 visits by people accessing the training and facilities, which include a gym, day nursery, café and mock shop for students.

The team has supported 2,000 businesses across South Yorkshire, helping them to improve their performance. They have also built the confidence and employability skills of thousands of local people, including those from disadvantaged communities, connecting them to new economic opportunities.



#### Apprenticeships

If every business hired an apprentice, this would boost the Yorkshire and Humber economy by

## Awards

The Source won a Business in the Community Award 2011, for the sixth year running.



**My apprenticeship gave me the confidence to further my career and make something of myself. The qualification improved my confidence and made me a stronger person. I'm going to create a great life for my son, because I didn't have the best start myself.**



Learner feedback

£1.2 billion within six years (National Apprenticeship Service research). In 2011, 1,239 people were on The Source's apprenticeship programme, with a further 154 participating in other work based learning. Since 2004, 3,240 people have participated in the work based learning programme, gaining a qualification and developing skills, as well as earning. The Source's programme is so good, they are delivering training nationally for several retailers.

- "I never wanted to miss a day. The apprenticeship gave me real experience and I gained a qualification in the process, which helped me find employment in retail and will support me in my future." **Learner feedback**
- "The Source has supported me over recent years to grow my business and I can't speak highly enough of their customer commitment." **Retailer feedback**
- "I have seen a vast uplift in staff morale, productivity and team participation. We have introduced various new methods and practices within the department. These have contributed to a happier, more motivated workplace which achieves better results." **Retailer feedback**



### **Opportunity Sheffield**

In 2010, The Source successfully bid for a £1.5 million business support project called Opportunity Sheffield. This has enabled The Source to provide free advice and support to 1,599 local businesses, safeguarding 474 jobs that were at risk and creating 155 brand new jobs, including 68 apprenticeships. Results currently exceed expectations by over 20%.

### **Employability Programmes**

In Sheffield, 28% of working age people are economically inactive (national average 24%). Since 2005, 1,644 people have benefited from The Source's courses to prepare people for employment, including the long-term unemployed, refugees, homeless, former drug users and ex-offenders. Current initiatives include Retail Preparation Courses with Jobcentre Plus and others, the Government's Work Programme and The Prince's Trust Get into Retail programme for young people. In 2011, The Source improved the employability skills of 582 unemployed people.

- "I am very happy today because my life has taken another direction after four years of unemployment." **Learner feedback**
- "I think the way of learning at The Source is excellent. I learn a lot better here than anywhere else." **Learner feedback**

### **Schools Programme**

Since 2003, 436 learners aged 14 to 16 years old have participated in the schools programme, benefiting from retail and customer service training. Collectively they have gained qualifications equivalent to 1,375 GCSE grades A to C. They combine lectures at The Source with work placements – a first taste of the working world for many. Since 2006, a further 318 young people have participated in short courses lasting up to seven weeks, covering topics such as customer service, employability and money management.





Councillor Julie Dore, Leader of Sheffield City Council, opening First In - Best Dressed.

### First In - Best Dressed

In 2011, The Source launched an innovative charity shop in Sheffield, First In - Best Dressed, run by a team of retail apprentices. This initiative offers the young apprentices a unique opportunity to gain experience running a business, at the same time as raising much needed funds for local charities. It is supported by Sheffield City Council and the Skills Funding Agency.

### The Autism Centre

Autism affects five million UK families, and 98% of adults with autism are unemployed. Since 2003, 239 young people have benefited from a life-changing work experience programme. 61 are currently in supported placements or paid

employment. Project Manager, Glynis Beck, comments: "Work placements are the first step on the ladder. For many, saying good morning on their first day in placement is a big achievement, and one that we celebrate. Our young people are amazing."



### Sheffield Showcase

Young apprentices from The Source are also creating displays in vacant shop windows in Sheffield city centre, through Sheffield Showcase. Since 2010, 349 businesses have received free advertising and 35 apprentices have created window displays, working alongside experienced professionals.

This exciting project involves The Source, Sheffield City Council and Yorkshire Forward. Two of the young students, Jamie Oakes and Matt Webster, won the Best Window Display Award at the 2010 World Retail Congress in Berlin, having been selected to represent the UK in this international competition.

- "Sheffield Showcase advertised our exhibition which was a fundraiser for Sheffield Samaritans charity. It brought 25% more visitors and increased sales by

100% on the last 13 years." **10 Artists Exhibition organiser feedback**

- "The best thing about Sheffield Showcase is that you get to work with professional people and meet new clients every day." **Learner feedback**

### Engaging with others

British Land and The Source are actively involved with various national and local associations, including National Skills Academy for Retail, British Council of Shopping Centres, Sheffield City Council, Rotherham Work and Skills Board, local Chambers of Commerce and community groups.

Tracy Duggan of the National Skills Academy for Retail commented: "The Source has been extremely supportive in helping to roll out all our products. They were involved in the original pilot for the Mary Portas masterclasses two and half years ago, and their continuous support has been commendable."

In 2011, The Source launched new hubs in Rotherham, near to our Parkgate Shopping, and Sheffield City Centre – making it easier for local learners and businesses to access training and support.



Councillor Helen Mirfin-Boukouris, Cabinet Member for Business, Jobs and Growth at Sheffield City Council, unveiling The Source hub in Sheffield City Centre.

Our experience at The Source has also been put to good use at a number of our properties around the UK, in supporting successful training initiatives with local partners and retailers.

Find out more about how we're working with The Source to support apprentices at our properties

All figures correct as at 31 December 2011