



RETAIL

CASE STUDY HIGHLIGHTS 2011

EXCEEDING RETAILERS' EXPECTATIONS

"We own some of the best retail assets in the UK, providing our occupiers with modern, flexible and affordable environments which allow them to thrive."

Charles Maudsley, Head of Retail

DELIVERING VALUE

We actively manage occupancy costs whilst facilitating the right environment to encourage footfall, through effective management, smart procurement and creative thinking.

"British Land provides better value than some landlords. They seem to understand that keeping costs down has a direct benefit to them as well as us."

Retailer feedback 2011

In October 2010, the security team at Teesside Shopping Park in Stockton-on-Tees agreed to expand the service they provide – without increasing their fees. They now do a full litter collection overnight, help to clear paths during snowy weather and direct traffic at busy times. They have also been first aid trained, with someone on call, on site, for staff and shoppers 24/7.



At the Kingston Centre in Milton Keynes, we are set to cut landscaping costs by 58% in 2011/12, saving retailers £12,200 – thanks to switching supplier to a small local nursery, which has also been allowed to set up weekend sales (pictured) in a previously unused semi-covered courtyard, enhancing the aspect of the courtyard and increasing trade for adjacent craft centre retailers.

CUSTOMER SERVICE EXCELLENCE

Glasgow Fort Shopping Park won a BCSC Achieving Customer Excellence Award 2011, as assessed by mystery shoppers.



During one of the coldest winters in recent years, the team at Glasgow Fort often worked through the night to clear snow, keeping the Park trading during the busiest shopping period of the year, and saving retailers £25,000 compared to the cost of external suppliers.

SETTING THE STANDARD FOR TRANSPARENCY

In 2011, we launched our new, more reader-friendly and comprehensive service charge budgets. Following positive feedback from retailers, we are now updating our mid-year reviews and year-end statements to match.

We support the RICS Service Charge Code, and continue to liaise with the Property Managers Association, RICS and others on service charge initiatives and benchmarking, to raise standards across the sector.

PEACE OF MIND FOR LESS

We use the scale of our portfolio to negotiate competitive insurance coverage, with 2010 property insurance rates 10% lower than two years ago on average, public liability rates 3% lower and terrorism rates 5% lower.

Based on retailer feedback, going forward we will also provide more detailed information on insurance cover and work harder to ensure our insurance reports reach the right people.

PROMOTING OUR RETAIL PROPERTIES

This year, we invested over £1 million in marketing and promotion across our retail portfolio, for instance funding websites at many of our major retail parks.

Meadowhall Shopping Centre in Sheffield secured media coverage worth £11 million in 2010, more than double 2009 levels.

One of the highlights was Charity Chicks, a one-off store which saw the likes of Jamie Oliver, Sienna Miller, Fearne Cotton and JLS donating items which raised over £21,000 for local homeless charity SAFE@LAST.



In 2011, we carried out our fourth independent customer survey. This showed that we continue to outperform industry averages, with almost 80% of our retail occupiers rating us good or excellent. It also confirmed the effectiveness of many of our efforts to address the priorities retailers identified in our 2009 survey. Notably, almost 90% of our retail occupiers rate our responsiveness as good or excellent (2009: 66%), almost 80% rate our property management as good or excellent (2009: 56%) and satisfaction with service charge management is 75% (industry average: 11%).

Find out more:

 www.britishland.com/retailsurvey

250 MILLION VISITS

OUR UK RETAIL SITES RECEIVE OVER 250 MILLION VISITS EACH YEAR

MANAGING BUILDINGS EFFICIENTLY

SWITCHING ON TO SAVINGS

On our retail parks, the biggest opportunity to reduce the energy use we control is through lighting. We particularly focus on low-cost or no-cost initiatives, so we deliver savings to retailers, at the same time as cutting carbon emissions.

This year's success stories include:

- **£31,000 energy savings at Nueva Condomina in Madrid**, with 6% less energy use than last year – thanks to a range of initiatives, including the introduction of photovoltaic panels in the car parks.
- **£17,000 energy savings at Teesside Shopping Park in Stockton-on-Tees**, with 26% less energy use – thanks to the security team who are on site 24/7 and make sure that only essential lights are on out of hours.
- **£12,000 energy savings at Glasgow Fort Shopping Park**, with 18% less energy use – thanks to the on-site team working through the night to identify the optimum lighting levels, for both economy and CCTV coverage, and then fine-tuning time switches and installing additional circuit controls.
- **£2,300 energy savings at Gallagher Retail Park in Cheltenham**, with 59% less energy use – by adjusting lighting times and progressively replacing car park lamps with energy efficient alternatives.

RAINDROPS KEEP FALLING...

At three of our shopping centres, Eastgate in Basildon, Meadowhall in Sheffield and St Stephen's in Hull, rainwater from the large roof areas is harvested and re-used, for instance to water plants and flush toilets. This year, the team at St Stephen's cut mains water use by 71%, saving retailers an estimated £22,000.



LESS WASTE EQUALS LOWER COSTS

At Nugent and Prospect Place Shopping Parks in Kent, Munroe K diverted 170 tonnes from landfill, equivalent to £8,150 in landfill taxes.

This followed a waste management review, which increased recycling across the two sites to 61%, from 22%.

Initiatives included introducing new plastic balers, as well as capacity alarms on mixed-waste containers, so that they are only removed when full – to reduce unnecessary disposal charges. The estimated payback period is less than a year.

Building on this success, we have commissioned similar reviews at Glasgow Fort Shopping Park, Giltbrook Retail Park in Nottingham and Meadowhall Shopping Centre in Sheffield.



Recycling in action at Nugent

SMART SYSTEM SET TO SAVE MONEY

At two of our major shopping centres, Eastgate in Basildon and Meadowhall in Sheffield, we are installing a new energy metering system and optimisation process, following an award-winning pilot at our Head Office.



This will reduce base-build energy use (common parts and shared services) by at least 10% in each centre. We expect to recoup capital costs within five years through energy savings.

This will build on the ongoing efforts of the on-site teams to cut energy use. This year, they achieved energy savings of 6% at Eastgate and 3% at Meadowhall, collectively saving retailers around £68,000.

The Eastgate team also maintained its strong recycling performance, recycling an impressive 78% of waste, equivalent to £39,600 in landfill taxes. This included a new composting initiative, which saw 148 tonnes of food waste sent for composting.

At Nassica Retail Park in Madrid, we cut mains water use by 35%, saving retailers around £5,000. New rain detectors help prevent unnecessary watering and the use of native, drought-tolerant plant species reduces the need for watering.

At Fort Kinnaird Shopping Park in Edinburgh, we cut water use by 65%, saving occupiers £28,000 – thanks to the on-site team identifying underground leaks, which they then got the water company to fix.

INTERESTED IN SUSTAINABILITY?

We welcome your feedback on our initiatives – and are always interested in joint initiatives with our retail occupiers: cr@britishland.com

LOCAL FOCUS ON COMMUNITIES

TRAINING THE YOUNG RETAILERS OF TOMORROW

Two young students from The Source at Meadowhall in Sheffield, Jamie Oakes and Matt Webster, won the Best Window Display Award 2010 at the World Retail Congress in Berlin, having been selected to represent the UK in this international competition.

The Source is an innovative £5.5 million training and development centre set up by British Land and Sheffield Council in 2003. It became a National Skills Academy 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.

At Fort Kinnaird Shopping Park in Edinburgh, we are supporting a new retail qualification for pupils at Castlebrae High School, which serves one of the most deprived areas of Scotland. This year's programme, delivered in partnership with Community Connections Scotland and retailers, culminated in a fashion show in the New Look store (pictured top right).

St Stephen's Shopping Centre in Hull ran its award-winning Get into Retail programme for the fourth year, in partnership with The Prince's Trust and retailers. Following two weeks of training and a week's work experience, 14 of the 20 young people went on to positive outcomes, including Craig Purvis (pictured right).



GETTING ACTIVE

At Parkgate Shopping in Rotherham, we are funding 'The Apprentice', delivered by Rotherham United Community Sports Trust. As part of the first phase of this project, over 50 youngsters took part in sporting activities.

The team will now pick five young people who are not in education, employment or training to go on a 12-week 'Get Ready for Work' programme, at the end of which 'The Apprentice' will be chosen for a six-month placement with the Sports Trust.



At Glasgow Fort Shopping Park, we are providing £30,000 of funding over three years to local charity FARE, making it possible for around 120 youngsters to go on Outward Bound courses each year, targeting those most at risk from the effects of gang culture and violence.

At St Stephen's, we continue to sponsor the Gérard School of Football, which promotes a fitter, healthier lifestyle for youngsters. The fledgling school, set up by local student Gérard Jones, is now regarded as the premier football school in the north of England and was voted one of the UK's top ten local activities for children.



THE BIG DONATION

More than 30 of our retail sites across the UK supported the British Heart Foundation's Big Donation appeal, with thousands of shoppers donating a record 9,200 bags of unwanted, good quality items worth £184,000.

Other charities which benefited from donations by generous staff and shoppers at our shopping centres and retail parks included Help for Heroes, Marie Curie Cancer Care and the Poppy Appeal.

A 'bounceathon' at Beaumont Shopping Centre in Leicester raised over £1,000 for Barnardo's CareFree, which supports young carers. Schoolchildren, shoppers and staff, including Centre Manager Sarah Duffin (pictured), bounced tens of thousands of times. British Land is also providing this good cause with £35,500 of funding over three years - to help vulnerable young carers in Leicestershire get back their childhoods.

DEVELOPING SUSTAINABLE RETAIL SPACE

LESS CARBON EQUALS LOWER COSTS

The 302,000 sq ft retail development at Whiteley Village in Fareham is designed to be 35% more carbon efficient than current standards.

The features we are incorporating to cut carbon emissions will also reduce running costs for future retail occupiers, for instance with high-performance insulation reducing energy demand for heating and cooling. 2,850 sq ft of photovoltaic panels will also generate clean power.

As part of our commitment to achieve a BREEAM Excellent sustainability rating at Whiteley Village, we will provide occupiers with Green Building Guides and set standards for efficiency and sustainability during fit-out, encouraging best practice.



Whiteley Village is a 50% joint venture between British Land and Universities Superannuation Scheme (USS).

EXCELLENT DESIGN

BREEAM EXCELLENT SUSTAINABILITY RATINGS FOR TWO OF OUR RETAIL DEVELOPMENTS.

99.5% RE-USE AND RECYCLING

DURING OUR £1 MILLION EXPANSION OF KINGSWOOD RETAIL PARK IN HULL, WE HAVE DIVERTED 1,273 TONNES FROM LANDFILL, RE-USING OR RECYCLING 99.5% OF ALL CONSTRUCTION WASTE GENERATED.

ENHANCING BIODIVERSITY



GREEN FINGERS

Volunteers from Fort Kinnaird Shopping Park in Edinburgh got together with local schoolchildren and teachers to plant Scottish wildflowers, focusing on nectar-rich species that appeal to birds, bees, butterflies and other bugs.

In a small overgrown area on the edge of Birstall Shopping Park in Leeds, we thinned woodland plantation, stacking any wood and twigs left over into piles to provide food sources and nesting habitats. We also plan to install bird and bat boxes.

During the summer, the team at Teesside Shopping Park in Stockton-on-Tees donned wellies to install an otter holt, in partnership with agricultural trainees from nearby Houghall College. They are delighted that otters have returned to the River Tees, and have been spotted on the tidal river section which flows through the Park.



HABITAT HEROES

Biodiversity is essential for many of the Earth's natural systems to function. We work with local schools and community organisations to encourage biodiversity and raise awareness of its importance.

In Bradford, where our Forster Square Shopping Park is located, we are providing £40,000 of funding for Habitat Heroes over two years to develop outdoor educational resources that will last well into the future.

Thanks to this funding, almost 100 local schoolchildren took part in a range of biodiversity initiatives, including creating bog gardens, hedgehog boxes, mini-beast hotels and bird feeders, as well as planting trees and bulbs.

This booklet features a collection of property management and corporate responsibility case studies from across our managed retail portfolio. All initiatives took place from 1 April 2010 to 31 March 2011, unless otherwise stated.

For our Corporate Responsibility Report: britishland.com/crReport2011

For our retail survey 2011: britishland.com/retailsurvey

Want to know more?

If you would like to know more or let us know your views, please contact us:

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