

# Revo

Retail. Property. Community.

## Retail Destination LIVE

Revo's post-conference pack.



# From your hosts...



*On behalf of Revo and Retail Destination, we'd like to thank you for attending Retail Destination LIVE, 2022's Centre Management Conference.*

*This is the new 'must attend' event for everyone involved in the management and operation of retail property and wider retail places and we were delighted to bring together over 150 attendees from across the UK to network and learn. It was so great to see so many familiar faces at the first in-person conference since 2019. We talked about how the world has changed and delivered us so many challenges, opportunities and innovations.*

*I hope you took away an abundance of creativity, positivity, enthusiasm and optimism for the road ahead and I hope to see you and your colleagues at the conference in 2023.*

Michelle Buxton  
Board Director, Revo  
Founder and CEO of Toolbox Group



*A varied and engaging conference covering a wide range of subject matter. The significant economic challenges that are being faced both now and in the immediate future were discussed; however, the tone of the conference was very much about accentuating the positives and seeking out new opportunities.*

*Security and safety remains a top priority and even more so as the Protect Duty will become a new piece of anti-terrorism legislation, designed to ensure the public is better protected from a "multifaceted, diverse and continually evolving" terror threat.*

*The Environmental Social and Governance agenda was seen as of increasing importance with many excellent examples of work already undertaken, for example at MK One, and we heard about some of the more strategic challenges of what the shopping centre and property sector need to tackle to ensure that momentum is continued towards a net zero outcome in the future.*

David Allinson  
Chair of the Revo National Centre Managers Committee  
Centre Director, Manchester Arndale

# Exhibitors & Sponsors...

## RETAIL DESTINATION



#RetailDestinationLIVE | Future Places

# Thoughts from your National Centre Manager Committee...

“ **Getting along to RD Live really helped me contextualise some of the current management challenges out there as well as focusing the mind on some broader trends and issues ... all in a fun and relaxed environment. It was also great to catch up with colleagues face to face and share experiences and stories.** ”

**Philip Goodman, Centre Director, Glasgow Fort**

“ **The conference highlighted many issues, which are now on an accelerated path of change but one thing that really resonated with me was that we were already facing those challenges anyway. The events that have now unravelled have forced that pace of change and whilst this has presented us with challenges, the pace of change and the innovation that has come about means that we are as an industry in a very exciting and dynamic time of change that will, with a positive impetus, see a transformation that will come about to make our industry fit for purpose for the future. As an industry body what was clear from the conference is that we have an opportunity to shape and support this process of change to achieve the positive outcomes that we are all after.** ”

**Darren Pearce, Centre Director, Meadowhall**

“ **We have come through unprecedented times, change for Retail and our High Streets that would have normally taken 10 years have been compressed into 3, leaving us facing more of a revolution then evolution within the Retail and Property landscape. So to come to Leicester and feel the passion, energy and commitment, to rise to the challenges we currently face really was amazing. Even with the smaller numbers for this first, restructured and post-covid event, it has been a long time since a Shopping Centre Managers conference has created that sort of buzz amongst delegates. The inspiration generated by many of our key presenters really was amazing, reflected in the total concentration and focus on so many of my colleagues faces as the presentations were received.** ”

**Andrew McNeilly, Centre Manager, The Guildhall Shopping Centre**

“ **A fantastic day, which seemed to go down really well with all who attended. Well done to everyone involved in organising and executing a great “come back” event. I think the bar has been elevated to a much more engaging and relevant level giving us a great position to continue to build on and grow the centre manager community.** ”

**Sue Patel, Centre Manager, The Meadows Shopping Centre**

“ **My key takeaway would be that - Despite all the challenges that the industry faces at the moment, there was some real positivity amongst the attendees at the conference and the speakers created some thought-provoking discussion points. I hope to work with the committee to support and reconnect shopping centre managers whilst actively engaging with Revo and the regional groups to encourage more people to attend networking events.** ”

**Peter White, Centre Manager, Kings Walk Gloucester**

# Programme...

THURSDAY 14 JULY 2022

09:30

## Welcome & Open

David Allinson, Centre Director, Manchester Arndale  
Michelle Buxton, Founder and CEO of Toolbox Group

10:00 - 10:15

## Management Challenges

Security - Martyn's Law, activism and antisocial behaviour  
Dawn Osborn, Director at NOVA  
Phil Wilkinson, Homeland Security Group (HSG), The Home Office

10:15 - 10:30

## Management Challenges

A Review  
Catherine Lambert, Director, Savills

10:30 - 10:45

## Management Challenges

Customer engagement  
Hannah Smith, Senior Consultant, CACI

10:45 - 11:00

## Management Challenges

Q&A Panel

11:00 - 11:30

Refreshment break, exhibition and networking

11:30 - 11:50

## Innovation Hour

Urban Greening/Vertical Farming  
Ben Dean, Chief Operating Officer, Square Mile Farms

11:50 - 12:10

## Innovation Hour

Adaptations in our shopping places  
Jen Scott, Founding Partner, Hustle & Heels

12:10 - 12:30

## Innovation Hour

Are you up to Data?  
Gareth Jordan, ART Software Group Director  
Anand Basu-Attwood, Commercial Operations Manager, Resorts World Birmingham

12:30 - 13:45

Lunch, exhibition and networking

13:45 - 14:00

## Sustainability

Reimagining Retail: Unravelling environmental and economic sustainability  
Tom Whittington, Director of Retail and Leisure Research, Savills

14:00 - 14:15

## Sustainability

ESG at Centre:MK  
Kevin Duffy, Centre Director, Centre:MK

14:15 - 14:30

## Sustainability

Property Sustainability  
David Johnston, Partner, Wedlake Bell

14:30 - 15:00

## Sustainability

Q&A Panel

15:00 - 15:20

Refreshments, exhibition and networking

15:20 - 15:35

## Future Vision

Integration of online and in-store  
Dr Amna Khan, Senior Lecturer in Consumer Behaviour, Manchester Metropolitan University

15:35 - 15:50

## Future Vision

The 'C' word  
Chloe Keith, Managing Director, Toolbox Marketing

15:50 - 16:40

## Future Vision

Future Gazers Panel Discussion  
Host: Ibrahim Ibrahim, Managing Director, Portland Design  
Michael Harrison, Co-Founder, Gravity Active Entertainment  
Emma Hinds, COO, Eurofund  
Robert Jewell, UK Managing Director, Axis  
Jen Scott, Founding Partner, Hustle & Heels  
Dr Amna Khan, Senior Lecturer in Consumer Behaviour, Manchester Metropolitan University

#RetailDestinationLIVE | Future Places

# Management Challenges...

## Presentations Snapshot...

10:00 - 10:15

### Security

Dawn Osborne  
Director at NOVA

In our post covid world the security management challenges facing retail destinations in the UK are increasingly significant. Customers expect safe, relaxing spaces to spend time however anti-social behaviour is on the increase and not always from a younger demographic. Activism is also on the increase as our society adapts to wider challenges, and public places are finding themselves to be destinations for protests who seek as broad an audience and impact as possible. Finally the impending Protect Duty or Martyn's Law will require a robust and considered approach to ensure compliance with the new legislation that will ultimately help to keep people safe in our retail destinations.

**The Protect Duty - what is it?**  
Key consideration in developing the policy and the Protect Duty - **PROPORTIONALITY**

- Confirmed as part of the Queen's Speech on 10 May that the Protect Duty will be taken forward as a draft bill in the parliamentary session.
- Developing and agreeing policy across Government which would form the basis for legislative proposals - which will be debated and discussed in detail.
- Will take forward legislation as soon as Parliamentary time allows.

Consultation results - provide a steer as to what will be considered

- Sevens in ten agreed or strongly agreed with the concept of the Protect Duty - most cited opinion being that it **remains at Publicly Accessible Locations** should be in scope of legislation.
- Sevens in ten respondents agreed that responsible venues and organisations should prepare their staff to respond appropriately in the event of a terrorist attack.
- Strong views expressed on the need for accountability within the Duty.
- 82% of respondents considered that it was appropriate for all parties with an interest in security at a venue/space or within an organisation to work together to consider threats and mitigations.

**Retail Crime Survey 2022**

- 100% of retailers see violence as a TOP 3 threat
- 70% of retailers see violence as the NUMBER 1 threat
- 1,301 violent or abusive incidents EVERY DAY

Number of incidents of violence estimated to the sector in 2022: **35,216**

9% of violent incidents result in injury

Over **800,000** incidents of verbal abuse

Top features and approaches retailers are investing in to make colleagues feel safe:

1. Security staff
2. CCTV
3. Security staff
4. Alarm buttons
5. Improved communications

10:15 - 10:30

### A Review

Catherine Lambert  
Director at Savills

**Post Covid-19**

- Climate Change and risks to Markets:**
  - Key Revenue (attractions for selling / reduced demand)
  - Operating Costs (e.g. increased Regulations, Utility & Insurance, employee pressures, social value consumer pressure)
  - Capital Costs (investment required for retrofit)
- The 4th Industrial Revolution**
  - Digital Transformation - people powered - smart technology & smart buildings
  - Data, Data, Data & AI Technology - Midway saving almost 15% Disengagement to operating costs, environmental efficiency, revenue recovery, reporting accuracy, customer experience, overall responsiveness and employee satisfaction satisfaction.
- Cost Pressures** - Commodity, Labour, Distribution
  - Soaring Inflation & Interest Rate hikes - more of a threat than political conflict?
  - Many tightening, borrowing costs increasing, price pressures

**Post Covid-19**

- People**
  - Mass De-Unionisation:
    - Demographic changes to Retail
  - Communication Problems:
    - Multiple Platforms
    - Remote Employee
  - Employee Burnout:
    - 50% related preference to travelists
  - Accounts & Cash Control:
    - Trading and service charge payments
    - Cover charges hang-over
    - New Lines - Income & Turnover
  - Skills & Training:
    - IT Skills number 1 issue

**Retail Occupier Trends**

The role of physical stores in an increasingly digitised commerce landscape is changing, turning stores into aspirational destinations that straddle leisure and entertainment.

RETAIL FOR MPAC'S UPDATED

RETAIL IS TRANSFORMING IN ESSENTIAL WAYS

10:30 - 10:45

### Customer Engagement

Hannah Smith  
Senior Consultant from CACI

Underpinning the success of places is all about understanding how people are engaging with them. For many years this was a well-known process; footfall, wifi, and surveys all helped us get under the surface and understand what motivated shoppers. But then Covid changed everything. Motivations have shifted, as has the way in which we engage with places, and that has impacted shopping centres. CACI will outline how behaviours have moved, some of the more recent techniques for capturing that data, and a brief outlook for the future, with a focus on the Cost of Living crisis and what that will mean for customer spending in particular.

**How do you measure a happy shopper?**

6 years ago, the top five data consisted of reported behaviour

- Exit surveys
- Footfall
- Focus groups
- Some turnover / anecdotal occupier feedback

We were able to measure things such as...

- Footfall
- Dwell
- Frequency
- Spend
- Conversion
- NPS
- Satisfaction ratings

But these are snapshots in time, and not always interlinked...

**The data now available to us has rapidly evolved in the last 2 years**

**Transactional spend data**

**Spend and visit by customer type**

**Mobile Data**

**Spent by product category**

**ATV by customer type**

**Volume and value of spend by user type**

**Three trends have transformed the UK landscape**

- A step-change from in-store to online spend**
- New working habits**
- Community First**

Want to get involved?  
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# Innovation Hour...

## Presentations Snapshot...

11:30 - 11:50

### Urban Greening

Ben Dean

Chief Operating Officer, Square Mile Farms



11:50 - 12:10

### Adaptations in our shopping places

Jen Scott

Founding Partner of Hustle and Heels

The future of Town Centers relies on the pipeline of upcoming business owners with product and service offerings which add value to the local communities they serve. In this presentation, we will explore the challenges and opportunities Hustle & Heels encounter supporting potential and existing retail, hospitality and Industrial businesses across London in partnership with Local Authorities.



12:10 - 12:30

### Are you up to Data?

Gareth Jordan, ART Software Group Director

Anand Basu-Attwood, Commercial Operations Manager of Resorts World Birmingham

Discuss data-driven decisions and innovation together with top performance and community in Retail and Leisure Places.



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# Sustainability...

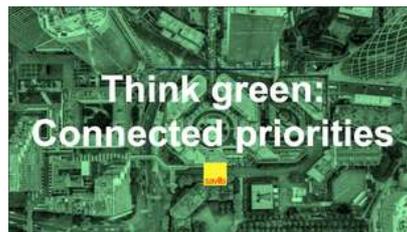
## Presentations Snapshot...

13:45 - 14:00

### Reimagining Retail: Unravelling environmental and economic sustainability

Tom Whittington

Director of Retail and Leisure Research, Savills



14:00 - 14:15

### ESG at Centre:MK

Kevin Duffy

Centre Director, Centre:MK

**What is GRESB (Global Real Estate Sustainability Benchmark)?**

The GRESB Real Estate Assessment is the global standard for ESG benchmarking and reporting for listed property companies, private property funds, developers and investors.

The assessment provides information to build an improvement plan, and to prepare for increasingly rigorous ESG obligations.

It provides comparative business intelligence on where you stand against your peers, and a communication platform to engage with investors.

The scores do affect the asset value.

**Achieving Our Strong ESG Credentials**

- Worked with Hermes, CBRE, service partners and the centre team
- Set a bold action plan - Net Zero Carbon for 2035
- Culture shift programme
- Started with quick wins
- Analysing & reducing energy consumption
- Align ESG with your PPM strategy
- Collaborate with retailers

**Learnings**

- Have a bold plan
- Ask
- Funding
- Don't assume
- Take the team with you

14:15 - 14:30

### Property Sustainability

David Johnston

Partner, Wedlake Bell

**WHAT IS NET ZERO**

“Net zero means that the UK’s total greenhouse gas (GHG) emissions would be equal to or less than the emissions the UK removed from the environment. This can be achieved by a combination of emission reduction and emission removal.”

Office for National Statistics

**THE “G” IN ESG**

**What is ESG?**

**Environmental, Social, and Governance**

Governance = Standards for running a company

**ONE OF THE PROBLEMS**

“Detrimental effects of climate change lie beyond the horizons of the business cycle the term of a lease and political the retail cycle”

David Johnston - 2022



# Future Vision...

## Presentations Snapshot...

15:20 - 15:35

### Integration of online and in-store

Dr Amna Khan

Senior Lecturer in Consumer Behaviour, Manchester Metropolitan University

15:35 - 15:50

### The 'C' word

Chloe Keith

Managing Director, Toolbox Marketing

Community has become a real buzzword in the marketing world and for our shoppers. Chloe will talk about its impact since coming through Covid and the importance of community to people, businesses and shoppers



15:50 - 16:20

### Future Gazers Panel Discussion



Host

Ibrahim Ibrahim

Managing Director, Portland Design



Emma Hinds, Chief Operating Officer, UK Retail Eurofund



Michael Harrison, CEO & Co-Founder, Gravity



Robert Jewell, Managing Director, Axis Retail Partners



Jen Scott, Founding Partner, Huste & Heels



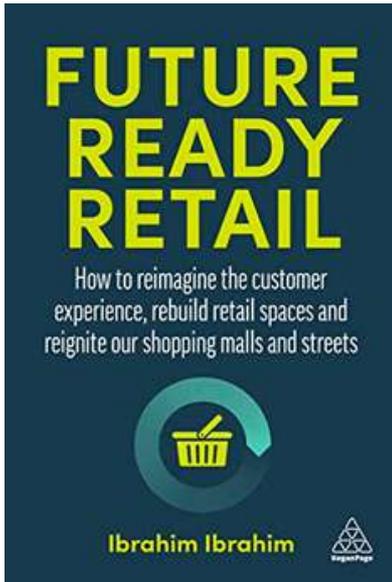
Dr Amna Khan Senior Lecturer in Consumer Behaviour, Manchester Metropolitan University

Want to get involved?

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# Revo Reads...



**Traditional shops are facing challenging and unprecedented times. Future-Ready Retail explains how changing consumer needs, the impact of digital and the issues around health, wellness and distancing have transformed retail and provides compelling solutions to help reimagine the high street and out-of-town malls.**

Conventional high streets, shopping arcades and retail malls throughout the world no longer attract the crowds needed to sustain them as successful commercial spaces. Suffering from the effects of online shopping, changing consumer attitudes and expectations, and the legacy impact of social distancing, there's a sense of urgency and the need to address the decline in physical retail.

Future-Ready Retail provides in-depth analysis of how consumers, health, data and new technologies will continue irreversibly to shake up physical shops and permanently shape the future of traditional retail. Arguing that to be future-ready, retail needs to be driven by people and places, not solely real estate, the book explains how brands can develop strategies to create shops whose main purpose is to recruit, retain and delight customers.

Featuring case studies from successful global brand, retail futurist and designer **Ibrahim Ibrahim** identifies key retail-cultural trends, shows why it's important to make retail space physically smarter and how to use touch points such as social, website and apps alongside the physical space, to achieve a seamless, enjoyable and profitable retail experience.

Conference 20% discount code: **FRR20**

<https://www.koganpage.com/product/future-ready-retail-9781398603349>

Buying for your team? Custom publishing and bulk discounts are also available.

*The accelerated evolution of retail is extraordinary. In 2020 we saw a shift in consumer behaviour like never before. These trends were already advancing, but too often ignored.*

*When we embarked on the Repurposing campaign with Re:Imagining Retail#1 it was a call to arms for all stakeholders in the property industry to consider the urgent need to adapt its retail spaces and places. The positive market reaction to this publication was astonishing. We now seek to take the debate a step further, with Re:Imagining Retail#2 – Sustainable Repurposing.*

**Retail repurposing** reimagines how we use our towns and shopping centres to live, work, play and thrive. **Sustainable repurposing**, is about making sure that these places are future proof, green, offer solid investment opportunities and provide what communities need. There are huge headwinds ahead. If we fail to act now, a third of retail could be redundant by the end of the decade. We're at a crossroads, where significant challenges meet opportunity. Retail needs to be rightsized, not replaced. Evolved, not eliminated.

Non-retail uses will play a vital role in the transformation of shopping spaces to a more dynamic, rich and purposeful mix of uses. There is a once in a generation opportunity to right previous wrongs, creating places that serve greater financial, economic and social value. More parties are now coming to the table, recognising that it is not just a question of if, but when. Challenges around viability remain, but increasingly are being navigated through new funding mechanisms, creative uses and partnerships. We're seeing investors, stakeholders and consumers focus even more on ESG, sustainability and social returns.

## RE:IMAGINING RETAIL



[Want to read more? Click here](#)



Consumers are more socially and environmentally conscious than ever. Understand their attitudes, adapt to their behaviour, reduce your impact.

The desire to use business as a force for good is not a new one, but a warming climate and deep social inequalities have brought new urgency to the question of how to best reconcile purpose with profit

CACI's newly commissioned research has revealed a complex but fast moving picture, with interesting dynamics dictated by age and income. Simply put, brands that embed ESG principles by understanding, and not underestimating consumer attitudes, not only stand to retain and grow market share, but also proudly stand by a contribution to the health and wellbeing of the planet and society.

[Want to look at the analysis? Click here](#)

# Gallery...



# Gallery...



# Revo

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## **Key Contact.**

**Marketing & Events Manager**

Kayley Buxton

**[kayley@revocommunity.org](mailto:kayley@revocommunity.org)**

**+44 7500 933 132**