



# Revo

Retail. Property. Community.

## **Guiding the evolution of the retail, leisure and placemaking property sector**

The annual report on activities in 2022 and prospectus for 2023.





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MAPP



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Revo

## Operating Board Members

Guiding the way forward for our organisation, the Operations Board consists of our Operations Director and our Non-Executive Directors. The Operations Board determines the strategic direction for Revo and oversees its operations.

The team have been working hard to redefine the organisation and adapt our activities to ensure members continue to have the opportunity to network, share knowledge, debate trends and raise their profile in the industry.

## The Revo Board

This group of industry leaders are representative of the breadth of our membership and consists of up to 28 members including the Operations Board Directors and Committee chairs. The Revo Board provides an important layer of governance for the organisation and is a valuable sounding board for the Revo Directors in reviewing strategic decisions.

## Guiding the evolution of the retail and leisure property sector

Revo supports the whole retail and leisure property and placemaking community. It is the forum for its members to network, share experience, provoke thinking and lead the evolution of the built environment. Beyond the invaluable role it performs in connecting people through networking events, Revo is a platform for our members to promote their thinking, share knowledge and reinforce their position as industry leaders.

### Networking

Many of us enjoy relationships across the industry that have been nurtured through Revo's 38 years. Revo is a valuable forum for both established industry leaders and for those in the earlier stages of their career offering a continuing relevance and focus.

- Revo conferences
- Networking events
- Shopping Centre Managers
- Conference
- C-Suite
- Spotlighting/profiling members
- Revo Hub events
- RevoComms

### Knowledge Sharing

Over the recent period of restrictions we have recognised the importance of adapting our activities to ensure members continue to have the opportunity to share knowledge, debate trends and raise their profile in the industry. Revo provides a forum for the industry to discuss issues and implement policies and strategies to deal with challenges the industry faces.

- Webinars
- Seminars
- Podcasts
- International collaboration
- Cross sector partnership
- International and domestic study tours
- Monthly newsletter
- Panel discussions
- Research
- RevoComms

### Provoking Change

Revo continues to provide commentary and opinion that represents the interests of the industry and our membership. This includes collaboration with peer organisations to lobbying government, and leveraging our research and knowledge to influence local and UK wide policy.

- Commentary and opinion
- Awards
- Education & working with Revo
- Educational Trust
- Toolkits and guidance
- Highlight Policy Consultations
- Surveys





## Repurposing & Regeneration

The changing nature of our urban places is one of the most important issues of our time.

The Repurposing and Regeneration Committee is a forum for Revo members with an involvement in this sector to discuss current issues as well as to provide a conduit for technical papers, thought leadership and seminars to be produced.



**Chair**  
**John Percy**  
Montagu Evans



## Asset Management

Open and collaborative discussion across the Industry has never been more important as we face into these unprecedented times. We aim to create relevant and informative content for our members on the areas that most impact the real estate community; covering these topics from a wide range of viewpoints to stimulate that debate and discussion that is so important across our industry.



**Chair**  
**Russell Loveland**  
Pradera Lateral

## Our Committees

Our committees are the engine room of Revo and deliver topical thought leadership events, opinion and research to develop industry leading guidance that shapes our industry.

## Revo Hub

Revo Hub are a collective of young professionals in retail property aiming to share fresh ideas and experiences to connect and inspire people at the start of their careers.



## National Centre Managers

To connect, engage and strengthen our Centre Management community.



**Chair**  
**David Allinson**  
Manchester Arndale

## Marketing

Our aim is to inspire and educate through developing networks and research data, and sharing industry knowledge, to further benefit the end service given to customers, in what is an ever changing and dynamic industry.



**Chair**  
**Emily Palmer**  
Festival Place

## Revo Scotland

We ensure that the UK wide Revo agenda of knowledge sharing and networking is delivered locally in Scotland through a series of seminars, tours and other activities. We also continue to liaise with Government and local authorities on retail evolution and the regeneration of our urban centres.



**Chair**  
**Alan Anthony**  
Threesixty Architecture

## Sustainability

We are committed to driving the Environmental, Social and Governance agenda for retail, leisure and placemaking – guiding our industry to create places with people and planet at the heart of the agenda.



**Chair**  
**David Johnston**  
Wedlake Bell



## Property Management

We facilitate the continued debate around how retail, leisure and placemaking spaces are managed, looking at current operational issues and how future opportunities can improve efficiencies and keep them spaces relevant. Whilst providing up to date guidance on best practice.



**Chair**  
**Carl Foreman**  
PM+U







# The Revo Diploma in Retail & Leisure Place Management

**Created specifically for the retail and property industry, level 4 academic qualification has been developed in conjunction with industry experts and the Revo Educational Trust and is delivered by Solent University. It provides retail place managers with the practical skillset and knowledge to manage and operate the retail and leisure assets that sit at the heart of our communities.**

A graduate from this course will be able to play a role in an industry that is constantly being challenged to get the best out of our assets in driving performance and value. Students will learn the additional competencies required of a traditional centre manager to transform them into a commercial manager able to present, interpret financial data into strategy, and facilitate wider community partnerships.

As the Revo Diploma is also delivered through on-line teaching, it has been possible to expand the course internationally. Last year two Spanish students joined the course and this year two Spanish students and two Maltese students joined which was 50% sponsored by the [European Shopping Places Trust](#). This has been a major step forward with the programme and ESPT hope to support up to five more European students in the 2023 intake with 50% course fee support and Revo Educational Trust will also support UK students with part funding.

[Want to apply for funding, find out more here](#)

The Revo Educational Trust is a charity established in the UK in 1989. The Trust's mission is to provide education and training offering for those either interested or wanting to access opportunities in the retail and leisure property community. Our education offering is open to all members of the public.

The Trust's projects aim to be relevant and inclusive. We seek to tackle the workplace training challenges of tomorrow and support the attraction of talent across the spectrum of opportunities the real estate industry provides, to ensure the sector continues to thrive and prosper. Over 32 years, the Trust has supported many great initiatives through its history in grants totalling over £1 million.

[Click to find out more about the courses and fees](#)

## From small acorns, great things grow

**Feel that you could benefit in learning all about the latest in retail and leisure place management to futureproof your career in the industry?**

### Benefits:

- Study online
- When it suits you
- Support from peers
- Industry mentoring and connections
- Global leader access and insights

### Modules:

- Introduction to Retail and Leisure Place Management
- Principles of Retail and Leisure Management
- Management, Operations, Health and Safety
- Fundamentals of Property Law and Data Governance
- Principles of Marketing
- Financial Management and Reporting
- Project: The Retail Place - The Future Leaders Project

## What our students say:

**Mo Shirazi, Operations Manager, CBRE**

*"The diploma provides students with a well-structured insight into the world of retail and leisure property management and covers some interesting topics such as Property Law, Financial Reporting, Operations, and Marketing. Students benefit from the flexibility of accessing the content virtually through Teams sessions and an online portal or in person at the state-of-the-art Solent University campus. Sessions are delivered by academic professionals and industry experts who share experience and knowledge through real world case studies which are relatable to all aspiring property professionals. For me, connecting and networking with fellow professionals and industry experts has been one of the highlights of the course. This has provided me with an invaluable opportunity to learn from and support others"*

**Andy Godfrey, Retail Services Manager, British Land**

*"As a way of rounding off a thorough understanding of Retail and Leisure Place Management, the Revo Diploma delivers across the board; the beauty of the course is that it is accessible to candidates from all backgrounds, as it reinforces the knowledge you have in familiar areas, and fills the gaps in those areas you have less knowledge. Whether your background is Retail, Marketing, Property Law or Facilities Management, this course will improve your skillset in areas where you have less experience – giving you confidence to deliver the whole "Place Management" role in future situations. Personally, the additional benefit I received was the sharing of experience and knowledge with the cohort; a network that I lean on to this day when I have relevant queries or need a sounding board for innovations or ideas I am looking to implement. The quality of teaching from the academic team and industry experts was fantastic – but processing theory into real-world scenario was made much more relevant when sharing experience in the classroom. A unique and wonderful learning experience."*

**Andrew Marmot, Centre Manager, JLL**

*"The Revo Retail and Leisure Place diploma changed the way I think about shopping centre management. Studying at Solent University has helped to open my mind beyond the narrow confines of what we consider is the right way to run a shopping centre. Thinking about our industry through the focus of academic rigor has helped to broaden my thought process and look at doing things differently. This diploma is a vastly different proposition from its predecessors and whilst you don't have to take the course to be a Centre Manager anyone who takes the course will be enriched by the process. Once you have successfully completed the course further opportunities for academic study at Solent are available which further help you develop. The Revo Diploma is the start of something new for you and your shopping centre journey."*

**Tina Powley, Centre Manager, British Land**

*"Signing up for the Revo diploma is key for any individual keen to build or affirm their career in Retail and Leisure Place Management. The value is not only provided within the syllabus and academia, but the knowledge shared within the classroom through your peers and industry professionals. Taking this course provided me with a family of professionals, forever connected and inspiring each other to learn, grow and strive for success in all we do. I am honoured to be part of the first cohort."*

**Jaqueline Passey, Assistant Centre Director, Landsec**

*"From the off I knew I was going to gain so much from attending the Revo Diploma. After many years in Shopping Centre Management I wanted to cement my knowledge and experience with the theory that sits behind it. The lecturers and support at Solent was amazing, always on hand to guide and advise. Alongside the learning part, and equally as important was the cohort itself, building relationships, sharing knowledge and supporting each other. We still call on each other for support, ideas and thoughts."*

**Revo**  
Educational Trust





# Retrospective look on 2022

We have had an exceptionally productive year as we made a move back to the increased face-to-face networking Revo is known for. We have delivered some truly industry-relevant and thought-provoking material over multiple platforms and locations. Much of this has been working hand in hand with members who have kindly shared their research and opinions, demonstrating the knowledge and expertise held within our membership and presenting those individuals and companies as industry leaders.

## Webinars

- [Revo Hub: The future of our City Centres](#)
- [Revo Hub: A Leader's Guide to Storytelling](#)
- [Seeing past the PR: Making Social Value Meaningful](#)
- [Unlocking the value of car parks](#)
- In partnership with urbanOvation – Retail Innovation & Leadership, Scott Malkin
- In partnership with urbanOvation – Creating Great "Meeting Places", Gerard Groener
- [Future Gazer's Continued....](#)
- [Unlock the Metaverse with Steven Kainth & Revo Hub | What does the Metaverse mean to me?](#)

## Videos

- [Meet Your Revo Hub Committee 2021 - 2022](#)
- [The Lexicon, Bracknell: a rejuvenation story](#)
- [How To Win At Diversity | Revo, Hammerson & Lunson Mitchenall](#)

## Whitepapers

- [Asset Management Committee | Turnover Leases - A framework for success](#)
- [Community together in electric dreams](#)
- [Sustainability Committee | MEES: Are you ready?](#)
- [Repurposing & Regeneration Committee | Collaboration in Transformation](#)
- [Marketing Committee | Have your place a very merry Christmas](#)

## Study Tours

- [Revo Hub | 25 Eccleston Yards and Duke of York Square](#)
- [Revo Hub | St James Quarter](#)
- In partnership with urbanOvation – Urban & Retail Innovation Study Tour
- Canada Water
- Edinburgh City Centre
- [Revo Hub | Regent Street](#)

## Events

- [How To Win At Diversity | Revo, Hammerson & Lunson Mitchenall](#)
- [Scotland Event: Repurposing Retail 4 – Fixing Town Centres for Good](#)
- [Completely Retail Marketplace April Event – Exhibitor](#)
- [Centre Managers Conference – Retail Destination LIVE Future Places](#)
- [Revo Hub Summer and Christmas Networking Event](#)
- In collaboration with the Leisure Property Forum: Big Box Leisure Evolves Again – Can It Also Save Our Retail Spaces?
- [Completely Retail Marketplace & Revo Conference](#)
- [Revo Scotland Centre Managers Summit](#)
- [Committee Event | Collaboration in Transformation Roundtable](#)
- [A Celebration of Place | Recognition Event](#)
- [MAPIC 2022 – Supporting Partner](#)

## Industry Sentiment

- [Annual survey in conjunction with Lambert Smith Hampton - "How can we deliver the renaissance of our town centres, shopping centres and high streets?"](#)

With thanks to our sponsors



With thanks to our partners



All available on-demand in our content hub

Over  
**1,300**  
video views

Almost 250 tweets  
published resulting in  
1,376 engagements  
reaching over  
54,582 people

83 eflyers  
sent to database  
of over  
6,000 people

Monthly  
newsletters  
sent to over  
1,500  
members

Over  
**3,000**  
event  
attendees

Over  
**1,000**  
webinar  
registrations

Over 290  
LinkedIn posts  
published resulting in  
8,785 engagements  
and reaching over  
154,776 people

**30+**  
Committee  
Meetings



# 2022 Conference

On the 27th September 2022, over 1,900 retail property professionals attended the Completely Retail Marketplace and Revo Conference - the second time these 2 organisations have collaborated to host an event.

Not only was the event well attended and frequently talked about, Revo received great feedback to improve future physical events and all comments were positive. There was a buzz in the industry with conversations taking place and lots of topics on people's agendas.

The three conference sessions hosted by Revo were watched by over 500 peers throughout the afternoon. These sessions have been made available in the Content Library on the website for all to watch, and count towards CPD hours.

## Session 1

- Creating Vibrant Town Centres
- Presented by Revo Hub members Chapman Taylors Jonathan Jones and Threesixty Architectures Gina Colley with keynote speakers, John Hoyle of Sook and Tom Whittington of Savills

[Click here to watch on demand](#)

## Session 2

- The rise and rise of responsible investing. The role of 'S' in ESG.
- Panel discussion moderated by Revo Board member and The Good Economy's Vivienne King. Whose panel included Emma Cariaga of British Land, Tim Cornford of Ellandi, Sarah Forster of The Good Economy, David Johnston of Wedlake Bell, Chris Santer of Schroders and Charles Royle of AEW UK.

[Click here to watch on demand](#)

## Session 3

- Generational Opportunity – How do the Public and Private sectors collaborate to ensure long term sustainable regeneration in our towns and cities?
- Panel discussion moderated by Revo Board member and Milligan's Stuart Harris. Whose panel included Katherine Russell of John Lewis Partnership, Emily Jones of Urban Splash, Huw Mowbray of City & County of Swansea and Mike Coplowe of L&G.

[Click here to watch on demand](#)

Date for  
your diary  
**Tuesday 26th  
September  
2023**

# Membership Benefits

A retail & leisure property dedicated agenda

- ✓ Highly competitive membership fee rates.
- ✓ Network amongst the broadest retail and leisure property community.
- ✓ Showcase your business and influence change through events participation, sponsorship and briefings.
- ✓ Join one of our committees.
- ✓ Access to member-only events.
- ✓ Reduced prices and priority booking for our own and co-hosted events (conference, seminars, study tours and socials).
- ✓ Hear the future for our community through our network insights.
- ✓ Gain regular updates and briefings on current industry issues.
- ✓ Free Revo membership to all under 30's in your organisation.
- ✓ Member-only digital platform RevoComms

Launched  
January 2023

## Don't miss out, join today!

Revo remains an important voice for the industry and a great forum to network and share ideas. The organisation is run by its members for the benefit of the members and the wider industry. If you would like to become more involved with Revo contact any of the operating board or email [hello@revocommunity.org](mailto:hello@revocommunity.org)



# A Celebration of Place

A Celebration of Place is an industry and UK wide recognition campaign to celebrate the good within the industry over what has been an extremely challenging period (Jan 2020 to March 2022). Despite the difficulties that we have all faced during the pandemic, both professionally and personally, there is a lot to be proud of in terms of how the industry and our people have adapted to keep our places operating and our people supported. This campaign was devised by a group of industry experts for Revo to recognise and celebrate the retail industry and replaced the previous Revo ACE, Gold and Purple Apple Awards for an interim period with the view of them returning in a revised format in years to come.

[Click here to find out more](#)



A Celebration of Place in numbers:

- We had 137 fantastic entries celebrated [here](#)
- 3 categories
- 15 industry front runners on our judging panel
- 28 shortlisted entrants in REFLECT
- 20 shortlisted entrants in REPRESENT
- 17 shortlisted entrants in REINVIGORATE

## Recognition Event

Thank you to all of the individuals, teams, suppliers, organisations, judges, sponsors, Next gen, members, and non-members who attended our Recognition Event in September for a night of recognition, networking and getting back together.

[Click here to view gallery](#)

**2023 coming soon...**

Our judges chose to spotlight the following submissions they felt should receive particular merit through the 'Judges' Choice' selection. They are the submissions that best fit the judge's marking criteria for each category. Please join us in congratulating those awarded Judges Choice for A Celebration of Place 2022!

- REPRESENT - Mo Dennis - Wellgate Shopping Centre
- REFLECT - Brighter Days - The Lexicon - Bracknell
- REINVIGORATE - Battersea Power Station

[Click here to find out more](#)



# Future Look at 2023...

## Q1 2023 - Confirmed

- Battersea Power Station Study Tour
- Revo and LSH annual town centre report published and discussed with an expert panel March 2023
- Retail Destination LIVE 2023
- Revo Hub Monthly Newsletters
- Launch of RevoComms

## Rest of 2023

- Scotland Summit 2023
- Swansea Redevelopment Study Tour
- Revo Hub Broadgate Study Tour
- Urban Splash Regional Study Tours
- Hub Summer Social
- Hub Christmas Social
- Revo Conference 2023 - Continuing in the success of the joint Revo/CRM conferences in 2021/2022.
- Revo Property Management Committee - Staffing & Employment Article
- Revo Property Management Committee - Servive Charge - Continuing the drive to create a benchmark.
- Centre Manager Community
- Regional Events: Scotland, North, Midlands, Wales, South
- Revo Scotland - Vision Led Regeneration: Glasgow Retail Core Project
- Revo Scotland/Revo Hub Social
- Revo Repurposing & Regeneration Committee - Guidance on Levelling Up

- Revo Repurposing & Regeneration Committee - Collaboration in Transformation Cont...
- Marketing Committee - 2022 Review & 2023 Forecast
- Marketing Committee - Coronation Events
- Marketing Committee - ROI when investing in the community
- Marketing Committee - Best practice for Summer
- Marketing Committee - Digital data and how to utilise it model format.
- Marketing Committee - 2023 Christmas predictions
- Safety & Security Committee - Navigating the Protect Duty legislation
- Safety & Security Committee - Current terror threat
- Safety & Security Committee - Potential risk of EV vehicles
- Sustainability Committee - Guidance on new industry regulations I.e. MEES
- Sustainability Committee - Social Value Continued...
- Asset Management Committee - ESG with a focus on green leases
- Manchester Study Tour
- Newcastle Study Tour
- International Study Tour Hamburg, Berlin and Warsaw
- PropTech - A paper highlighting how proptech can bring efficiency

# Revo

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