



**Retail.
Property.
Community.**

By the members,
for the members.

OUR YEAR IN NUMBERS!

• OVER 1,200 MEMBERS:

Our thriving community surpasses 1,200 members, representing a diverse spectrum of industry professionals and thought leaders in the retail, property and placemaking community.

• INCLUDING 190 NEXT GEN REVO HUB MEMBERS:

Among our esteemed members are 190 Next Gen Revo Hub Next Gen luminaries, injecting fresh perspectives and cutting-edge ideas into our dynamic network.

• REACHING ACROSS 380 ORGANISATIONS:

Our expansive reach spans 380 organisations, creating a web of interconnected expertise and collaboration that fuels innovation and progress

• PRODUCED 104 NEWSLETTERS:

Elevating communication, we've meticulously crafted 104 newsletters, disseminating invaluable insights, trends, and news to our engaged audience.

• HELD 2 CONFERENCES:

Two impactful conferences stand testament to our commitment to fostering dialogue and knowledge exchange among industry leaders.

• MARKETING PARTNERS OF 3 CONFERENCES:

As strategic marketing partners for three conferences, our influence extends beyond our community, amplifying the reach of industry events and access for our members.

• COMMISSIONED NEW CUTTING-EDGE FUTURIST RESEARCH:

New cutting-edge research commissioned by Revo from Trajectory, a leading insight and foresight consultancy on the Government's Market Research framework and Futures Framework. The research provides a credible and insightful series of scenarios playing out over the next 10 years in the retail and leisure markets.

• CONTRIBUTED TO INDUSTRY-LEADING INDUSTRY SENTIMENT:

Trailblazing creativity, we've actively contributed our expertise to our industry-leading sentiment project crafted with Lambert Smith Hampton.

• PROVIDED 9 MEMBER NETWORKING EVENTS:

Fostering meaningful connections, we've orchestrated nine-member networking events comprising of study tours and socials, creating opportunities for collaboration and relationship-building.

• HELD 2 SEMINARS:

Through four enlightening seminars, we've provided a platform for deep dives into industry trends, fostering a culture of continuous learning.

• PRODUCED 7 COMMITTEE THOUGHT LEADERSHIP PIECES:

Our committees have generated 7 thought-provoking pieces, offering invaluable insights and influencing critical discussions within the industry.

• FORMAL 12 INDUSTRY PARTNERS:

Cultivating strategic alliances, we've formalised partnerships with eight industry leaders, amplifying our collective impact.

• SUPPORT OUR OWN REVO DIPLOMA:

Committed to professional development, we proudly support the Revo diploma, empowering both members and non-members to excel in their careers.

• SUPPORTED BY 7 SEPARATE INFLUENTIAL COMMITTEES AND 2 FORUMS:

Behind our success are seven influential committees and 2 forums, actively participating in over 36 committee meetings, propelling our organisation's vision and initiatives forward.



BRING ON 2025!

Our Theme – SHAPING TOMORROW’S PLACES

THOUGHT LEADERSHIP

- Safe & Inclusive Spaces Series
- Retail Destination LIVE 2025
- Revo Conference 2025
- Revo Hub Huddle Podcast
- Revo 2034 Future Insight Reveal: Unveiled with Landsec

TOURS

- Canada Water
- Liverpool One
- Meadowhall
- Printworks
- Merry Hill
- Berlin & Hamburg International Tour
- Olympic Park
- W Edinburgh

AWARDS:

- The Revo’s 2025

COMMITTEE FOCUSES:

What our committees will be exploring – thought leadership, seminars, briefing notes, webinars, study tours and more to follow!

ASSET MANAGEMENT

Main Theme: Purposeful Places

Focuses:

- True Mixed-Use
- Collecting, Analysing & Understanding Data
- Standardising Turnover Rent Clauses
- What is an Asset Manager?

ESG

Main Theme: Climate Change At The Centre

Focuses:

- Imaginative Repurposing – Locking in Environmental Performance
- Decarbonisation Guidance
- Commercial Value: Social Impact
- Effective Community & Stakeholder Engagement in Regeneration
- The Revo’s ESG Excellence – A Committee Review

MARKETING

Main Theme: Good, Green, Smart Spaces

Focuses:

- The Impact Of AI, Tech and Data on the Future of Our Industry
- Getting The Most Out of Our Places to Meet Challenging/Changing Consumer Demands
- Exploring Relationships throughout The Placemaking Journey
- Evolving Traditional Marketing and Budget for Our Future Places



REPURPOSING & REGENERATION

Main Theme: Quicker Growth, Faster Planning

Focuses:

- Planning – A Year of Change!
- Funding
- Innovation (Uses/Conversions/Use of Space)
- Delivery Mechanisms

PROPERTY MANAGEMENT

Main Theme: Consumers Want More

Focuses:

- Owner & Occupier Collaboration
- Social Value Initiatives
- Anti-Social Behaviour
- Service Charge – Reconciliations, Accruals and Major Works and Pressures

REVO HUB

Main Theme: New Relationships

Focuses:

- Future UK High Street Brands
- How Do We Attract Diversity into the Industry
- Who are Our Future Leaders & Rising Stars
- Spring & Autumn Next Gen Socials

REVO SCOTLAND

Main Theme: Expecting More of Spaces

Focuses:

- Resilience And Vibrancy Through Activating ‘Uppers’
- Report On Activating Roofscapes Of Retail Assets
- The Need For Polyculture In Urban Centres
- Update On Design Of European Style Food Halls



OUR OPERATING & ADVISORY BOARD

REVO ADVISORY BOARD

Senior industry individuals representing the breadth of our retail property and placemaking community who provide invaluable advice, actively support our programme of objectives and are Revo's ambassadors within and beyond the industry. 2025 refresh coming soon!

REVO OPERATING BOARD

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



Vivienne King,
Impactful Places



Dan Parr,
CACI



Sara Boonham,
Gleeds



Stuart Harris,
Milligan



Caroline Main,
MAPP



Yvonne Boyd,
Revo



Kayley Buxton,
Revo

LEADING CHANGE AND INNOVATION IN THE RETAIL AND LEISURE BUILT ENVIRONMENT

The dynamic change underway in the retail and leisure real estate sector and its social, societal, economic and environmental value requires dedicated UK representation. Revo provides 'the' forum for the industry to collaborate, self-moderate, question, develop and progress.

Run by the members, for the members, Revo represents the entire ecosystem of skills involved in our industry's reinvention. Members have a professional and social advantage with a network that combines seasoned experience with fresh talent, to shape the retail, leisure and placemaking sector.

Our mission is to provoke forward-thinking debate and guidance that supports and leads the evolution of a prospering and successful built environment. We are dedicated to the dynamic exchange of innovation and best practice acting to shape and support the communities we serve.

OUR MISSION & VALUES



ABOUT US

In our 39-year journey, Revo has cultivated enduring relationships that resonate across the industry.

A cherished forum, Revo serves as a nexus for both seasoned industry leaders and those navigating the early stages of their careers, providing sustained relevance and focus.

- Revo Conference
- Retail Destination LIVE
- Networking Events
- Exclusive C-Suite Access
- Profiling Members
- Next Gen Events
- RevoComms

DYNAMIC KNOWLEDGE EXCHANGE

As the world and industry dynamically evolve, we acknowledge the paramount importance of adapting our activities. This ensures our members consistently access opportunities for knowledge-sharing, engaging in insightful debates on industry trends, and elevating their profiles within the sector. Revo stands as a dynamic forum fostering discussions, advocating for policy changes, and collaboratively devising strategies to confront the multifaceted challenges that the industry encounters.

- **Webinars**
- **Seminars**
- **Podcasts**
- **International Collaboration**
- **Cross-Sector Partnerships**
- **Monthly Newsletters**
- **Committee Driven Thought Leadership**
- **Futurist Insight – The Forces Driving Retail and Leisure Places in 2034**

Launch of Published Insights Scheduled for January 2025 – Keep an eye on our upcoming events for more details!

CATALYSING TRANSFORMATION

At Revo, we remain at the forefront of shaping industry narratives. We persistently provide commentary and perspectives that champion the interests of the industry and our diverse membership. This involves strategic collaborations with peer organisations, amplifying our members' advocacy efforts with government bodies. Furthermore, we leverage our robust research and knowledge base to exert influence and showcase local and UK-wide placemaking and regeneration initiatives, actively contributing to the positive transformation of our industry.

- **Toolkits & Guidance**
- **Highlight Calls To Government**
- **Case Studies**
- **Study Tours**
- **The Revo's**
- **Commentary & Opinion**
- **Educational Trust**





NETWORKING EXCELLENCE

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- The Revo's
- Commentary & Opinion
- Educational Trust
- Toolkits & Guidance
- Highlight Calls To Government
- Case Studies
- Study Tours

SEEKING OUR COMMITTEES



ASSET MANAGEMENT

Chair: Chris Baker, Estee Lauder

Purpose: Open and collaborative discussion across the industry has never been more important as we face into an ever-evolving landscape. 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.



ESG

Chair: Belinda Morgan, Cundall

Purpose: To drive the Environmental, Social and Governance agenda for retail leisure and placemaking – places and people.



MARKETING

Chair: Chloe Keith, Toolbox Marketing

Purpose: To creatively and strategically inspire, educate and support those within retail & leisure community. Being on the pulse of trends, interpreting research data, and sharing industry experience, to further benefit an ever changing, dynamic industry from the property owner to the end consumer.



NATIONAL CENTRE MANAGERS

Chair: David Allinson, Manchester Arndale

Purpose: To connect, engage and strengthen our Centre Management community.



REPURPOSING & REGENERATION

Chair: John Percy, CBRE

Purpose: 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





REVO HUB

Purpose: A collective of young professionals in retail property aiming to share fresh ideas and experiences to connect and inspire all the Revo Hub Members (under 30's) at the start of their careers.



REVO SCOTLAND

Chair: Alan Anthony, Threesixty Architecture

Purpose: The Revo Scotland committee has been in place for over 31 years and its objective is to 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. Beyond this, Revo Scotland continue to liaise with the Scottish Government and local authorities on policy and matters relating to retail evolution and the repurposing and regeneration of our urban centres.



PROPERTY MANAGEMENT

Chair: Jeremy Lees, Savills and George Grimes, ESTAMA

Purpose: Encourage the continual debate around how retail spaces are managed, and how the role of the property manager and thereby its relationships with occupiers, contractors and landlords continues to change & evolve.



SAFETY & SECURITY

Chair: Steven Gardner, Hafod Management

Purpose: Work collaboratively with safety and security specialists to develop best practice guidance, provide high-level risk briefings for REVO members and provide key updates on upcoming legislative changes which will impact all aspects of property management.



COMMITTEE INSIGHT

We asked our committees “What’s on the horizon for our industry in 2025?” here are some of our favourites!

ASSET MANAGEMENT - NAVIGATING UNCERTAINTY

“I think we are looking at a continued period of uncertainty with some retailers doing well, others not and the same applying to shopping locations. The greater certainty of the new UK government may well be offset by the global uncertainty generated by the change in administration in the US meaning household budgets and discretionary spend may continue to come under pressure.

Although there appears to be some greater interest from investors driven by perceived value i.e. values are low enough to get their attention however whether sellers and buyers aspirations will converge is yet to be seen. The ‘buy it cos it’s cheap’ mentality does not however address the long term issues.

Every location needs a clear long term strategy. This approach can be helped with owners such as Local Authorities willing to take a long term view however they often seem reluctant to spend what is needed to put a comprehensive strategy in place. Long term investors need to accept that in order to make their investment a success they need to understand the worth in the short term investment needed to have the right people to devise the strategy and accept there will be some short term pain.”

ESG – COMMUNITY-CENTRIC RETAIL

“The most successful centres will be focussed on the whole community, thinking about those who do not visit as well as those who do. Through continued investment and diversified leasing, these centres better reflect the neighbourhoods they are in and grow unique visitors, frequency and average spend per visit. Creating spaces people want to spend time in for a variety of reasons, and delivering rent growth for landlords.”

MARKETING – THE YEAR OF THE MARKETER

“Property has long lagged behind retail in our ability to understand the customer journey from end to end: knowing who our customers are, what messages they respond to, how effective a campaign has been and connecting marketing spend to transaction value. That changes in 2025, I think the focus will shift to owners of places prioritising ROI on marketing spend, optimising the experience messaging to target the most valuable customers and to measuring impact.

Alongside a more rigorous approach to marketing spend landlords will also start to own the customer more, building their own single customer views, bespoke segmentations and loyalty programs that all focus on customer retention and growing engagement.

2025 is the year of the marketer!”

REPURPOSING & REGENERATION – BRIDGING THE GAP

“Continued challenges around viability for town centre regeneration. Need for clarity about government financial support to help bridge viability gap and support local authorities in delivering regeneration. Need to ensure town centres are not forgotten on the government agenda, with focus on housing building often geared towards new settlements / greenfield. Starting to see delivery on the post Covid early town centre regeneration schemes – opportunities to learn lessons and see regeneration and repurposing in action.”

PROPERTY MANAGEMENT – COLLABORATION & COMMUNICATION

“More collaboration and communication between landlord and tenant as we await the new version of the RICS Professional Standard for service charges in commercial property, as well as landlord and tenant working together for data capture on utilities, and environmental data.”



REVO HUB – SEAMLESS TECH, SUSTAINABILITY, AND CONSUMER-CENTRIC INNOVATION

- In-store technology – more and more places invest in in-store tech to make the customer experience as smooth as possible including self check out, virtual try ons and AI-driven assistance with shopping.
- Augmented and Virtual Reality to enhance customer experience
- Sustainability remains of great importance to consumers who are increasingly demanding transparency in sourcing and sustainability. retailers will be aiming to adopt eco friendly practices such as recyclable packaging.
- In '25 the retailers will be aiming to make shopping more convenient, engaging, and aligned with consumers' values.

REVO SCOTLAND – BUILDING RESILIENT URBAN CENTRES

“The sustained period of reducing demand for retail space over the last decade or so has been painful but it has led to positive moves to rebalance urban centres by (re) introducing other uses. The introduction of homes, hospitality, cinemas, workplace, etc continues to create greater resilience, extended periods of activity and safety in our centres; this, in turn, reinforces and supports retail. We are seeing the positive effects of this healthy mix on the retail industry and this has, in some part, helped stimulate a retail ‘bounce back’ in some locations (mainly large city centres). There is a danger of thinking ‘it’s all sorted’ and back to ‘business as usual’ and there seems a greater level of short term thinking and quick financial returns approach in the industry. It will be important to keep our ‘eyes on the prize’ and keep striving to develop layered, rich and poly cultural urban centres rather than accidentally slip back into total retail dominance. Otherwise we will have failed to grasp the opportunity to create town and city centres that truly meet the needs of their communities.”



SAFETY & SECURITY – WELCOMING MARTYN’S LAW

“The welcoming of Martyn’s Law which will deliver, for the first time globally, a mandatory security standard. Shopping centres and public event spaces will be safer for this but it will mean that people skills, operational processes and technology will need to be reviewed and made fit for purpose.”

Explore the rest of the compelling predictions from our esteemed committee members. Don’t miss the opportunity to absorb a diverse range of forecasts that can provide valuable guidance and keep you well-informed about the exciting developments on the horizon.

[Click here to find out more!](#)



THE REVO DIPLOMA & LEISURE PLACE MANAGEMENT

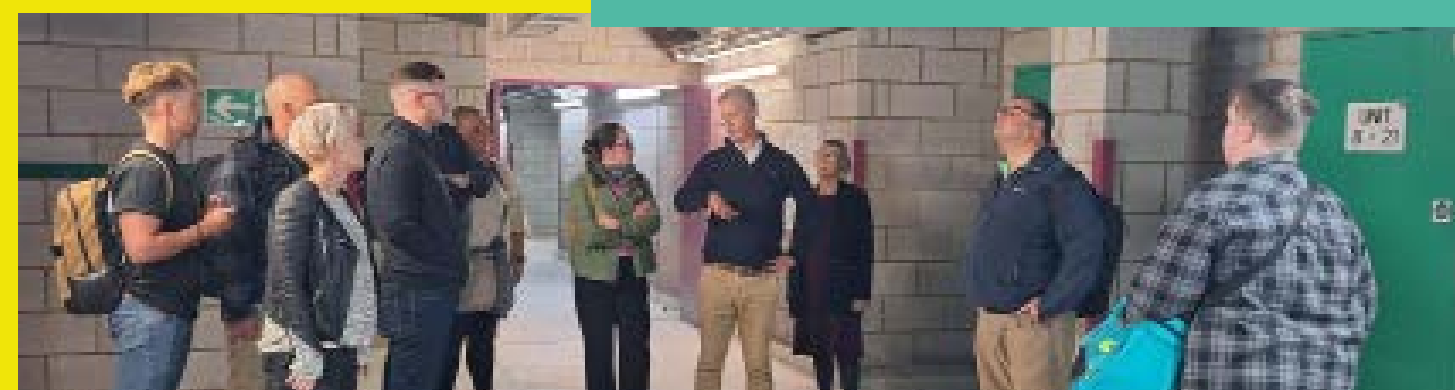
Created specifically for the retail and property industry, level 4 academic qualification has been developed in conjunction with industry experts and the Revo Educational Trust and is delivered by Solent University. It provides retail place managers with the practical skillset and knowledge to manage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

Explore, Learn, Succeed.

By enrolling on the Revo Diploma in Retail & Place Management you will open the doors to take your education and career to another level:

- Accelerate Your Career in Retail & Place Management
- Learn the Skills to Thrive in the Evolving Retail Landscape and unlock new opportunities
- Advance Your Knowledge with our 12-month Accredited Course
- Hear from Industry Experts to Stay Ahead in the Competitive Retail Marketplace
- Gain Real World Insights from Study Tours of Leading Shopping Centres
- Connect with Industry Experts and Network with Fellow Professionals
- Gain In-depth Knowledge and Practical Skills with Solent University Accreditation
- Gain practical learning and university accreditation through this unique collaboration between Solent University and Revo
- Open up a pathway to degree education following successful completion of the Diploma

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



BEST OVERALL GRADES 2023

TO LUCRECIA DUFOO



MOST ASPIRATIONAL STUDENT 2023

TO LISA COPE



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?

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

BENEFITS:

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

RETROSPECTIVE LOOK ON 2024

What an extraordinary year it has been! As we look back on 2024, centred around our theme of **Places & Spaces Reinvented**, we can't help but marvel at the incredible journey we've shared together. To our exceptional members, dedicated committees, esteemed board members, unwavering supporters, and invaluable partners, we extend our heartfelt gratitude. You are the lifeblood of our community, and your support, commitment, and enthusiasm have made 2024 an unforgettable chapter in our collective story.

As we reflect on the successes of this past year, let's carry forward the valuable lessons and cherished memories into the future. Together, we've redefined our industry and set the stage for continued transformation.

Entering 2025, we remain committed to our mission of being a community by the members, for the members. Your continued involvement ensures that our journey remains vibrant, purposeful, and shared. Here's to another year of growth, innovation, and collective success!

AWARDS

- The Revo's 2024

CONFERENCES

- Retail Destination LIVE 2024
- Revo Conference & Village at Completely Retail Marketplace
- Retail Bulletin x Revo – Future of the High Street

INDUSTRY FUTURIST INSIGHT

- The Forces Driving Retail & Leisure Places in 2034

INDUSTRY SENTIMENT

- Annual survey in conjunction with Lambert Smith Hampton – Places & Spaces Reinvented: What is the Future for our Towns, High Streets & Shopping Centres?

INDUSTRY FUTURIST INSIGHT

- The Forces Driving Retail & Leisure Places in 2034

INDUSTRY INSIGHTS

- Weekly UK Shopping Centre Footfall Benchmark Statistics – MRI Software Data Insights Partnership



CALLS TO GOVERNMENT

- Labour can utilise the retail and leisure sector to unlock economic growth, says innovative Revo future insight research
- Real Estate Coalition Calls on Government to Publish Plans on MEES Standards
- Business Groups Unite To Voice Alarm Over Scottish Tax Policy

SUPPORTING PARTNER EVENTS

- CREtech London 2024
- MAPIC 2024
- Experience on Main Street Conference

SEMINARS, ROUNDTABLES & BREAKFASTS

- ARL x Revo Roundtable - Regeneration & Repurposing with a focus on Residential
- Movers & Shakers x Revo - 'The Future of UK Retail Assets' - Investing | Location | Mix

SOCIALS

- Next Gen Autumn Social
- Revo Hub x LPFXtra Social

STUDY TOURS

- Broadgate Central
- Earls Court
- Glasgow Love Loan
- Port of Leith Distillery
- The O2
- Trafford Centre
- Westfield Stratford City

THOUGHT LEADERSHIP

- Briefing Note - Anti-Social Behaviour
- Christmas Trends 2024
- Environmental Awareness Calendar
- ESG Committee - The Revo's - What we'll be looking for in 2024?
- The Value of Place Marketing
- Property Management Committee - Mitigating the Risk of Cannabis Farming within UK
- Commercial Properties - Property Management Committee - Commercial Landlords: Hedging the Risk of Energy Efficiency Investments

VIDEOS

- Relive the Magic of The Revo's Awards Ceremony 2024
- Revo Conference 2024 - Opening Remarks
- Revo Conference 2024 - Industry Insight - The Forces Driving Retail and Leisure Places in 2034 - Revo Conference 2024 - Capital Markets - Senior Principals Panel

PODCASTS

- Revo Hub Huddle | Episode #2: With Hannah Smith, CACI
- Revo Hub Huddle | Episode #3: With Jessica Brunt, Verte
- Revo Hub Huddle | Episode #4: With Alan Anthony, Threesixty Architecture
- Revo Hub Huddle | Episode #5: With Daniel Morgans, Chapman Taylor and Jonathan Bassindale, Spatial Practice
- Revo Hub Huddle | Episode #6: With Robert Bradley, Castle Quarter

WEBINARS

- Charting a Purposeful Path: A Dialogue with our Esteemed B Corp Members on the Journey to Sustainability? - Government Funding for Regeneration - Is it a prize worth winning?
- Impact of AI in our Places & Spaces?
- Places & Spaces for Women & Girls
- Places & Spaces Reinvented - Inclusive Leasing

WITH THANKS TO OUR SPONSORS:

- Believ
- Blue Tiger
- Brabners
- CACI
- Gardiner & Theobald
- ITVET
- Lunson Mitchenall
- ME Group
- MRI Software
- PFM Intelligence Group
- Retail Advantage
- The Retail Group (TRG)
- Thomas & Adamson

WITH THANKS TO OUR PARTNERS:

- ATCM
- Completely Retail Marketplace - CREtech
- Experience UK
- IPF
- Lambert Smith Hampton
- MRI Software
- Movers & Shakers
- Retail Destination
- Save The High Street
- The Retail Bulletin
- Toolbox Marketing

**Catch Up
On All The
Content On
RevoComms!**



Over 392,488
organic
LinkedIn
impressions

6 podcast
episodes

Over 3,500
event
attendees

36+
committee
meetings

Monthly
newsletters
sent to
over 1,000
members

Over 12,750
people
reached on
Instagram

Over 300
video
views

2024 REVO CONFERENCE & VILLAGE AT COMPLETELY RETAIL MARKETPLACE

Introduction:

On the 24th September 2024, over 2,200 retail property professionals attended the Completely Retail Marketplace and Revo Conference & Village - the fourth time we have collaborated on this event.

Under the expert guidance of Vivienne King, the focus was on Retail & Leisure Places and Spaces Reinvented, which set the stage for a dynamic exploration of the future of retail and leisure. The day was brimming with valuable networking opportunities, engaging discussions, and insights into industry developments.

A special shoutout goes to our fantastic host, Vivienne King, and our keynote speaker, Oliver Shah, Associate Editor and Leader Writer at The Sunday Times, whose insights set the tone for the day. We also want to acknowledge our brilliant lineup of speakers for sharing their knowledge and expertise:

- **Tom Johnson, Managing Director, Trajectory Ltd**
- **Sam Cotton, Head of Asset Management & Leasing, Battersea Power Station**
- **Ojay McDonald, Chief Executive, Association of Town & City Management (ATCM)**
- **Chris Baker, Portfolio Director UK, Redevco**
- **Michael Brown, Director & Co-Founder, Altered Space**
- **Lucy Winterburn, Director of UK Investment, Savills Investment Management**
- **Bruce Findlay, Managing Director for Retail, Landsec**
- **Joanne McNamara, Executive Vice President – Europe, Oxford Properties**
- **Alberto Esguevillas, CEO, Eurofund Group**
- **Barry Cox, Managing Director, Pradera Lateral**

We would also like to express our heartfelt gratitude to our sponsors—Blue Tiger, Retail Advantage, and The Retail Group (TRG)—whose generous support made this event possible. And a special thank you to our event partner, Completely Retail Marketplace, for once again delivering an outstanding event!

The conference sessions hosted by Revo were watched by over 400 peers throughout the event. These sessions, except the keynote, have been made available on our YouTube channel for all to watch, and count towards CPD hours.

WELCOME, KEYNOTE AND Q&A:

- Welcome from Vivienne King, Founder and Managing Director of Impactful Places and Revo Operating Board Member with an industry overview keynote from Oliver Shah, Associate Editor and Leader Writer at The Sunday Times.

INDUSTRY LEADING RESEARCH LAUNCH & INSIGHTS – THE FORCES DRIVING RETAIL AND LEISURE PLACES IN 2034.

- The launch of the new cutting-edge research commissioned by Revo from Trajectory, a leading insight and foresight consultancy on the Government's Market Research framework and Futures Framework. The research provides a credible and insightful series of scenarios playing out over the next 10 years in the retail and leisure markets.
- Presentation by Tom Johnson, Trajectory Managing Director, followed by quick fire reflections and debate with the following industry leaders representing the range of interests in the retail and leisure built environment. Leaders include, Sam Cotton of Battersea Power Station, Ojay McDonald of ATCM, Chris Baker of Redevco and Michael Brown of Altered Space.

CAPITAL MARKETS – SENIOR PRINCIPALS PANEL

- Over the last 10 years Investors have fallen out of love with retail as an asset class. We've seen a huge reduction in the value of shopping centres with asset owners going bust, but has the market reached the bottom? We are seeing signs of positive investment activity in the sector again, what is driving this and who is investing?
- We heard from some of the UK's leading investors and advisors on how they view retail and what makes them, or would make them, invest in the sector. Panel discussion moderated by Lucy Winterburn of Savills Investment Management with the following panelists Bruce Findlay of Landsec, Joanne McNamara of Oxford Properties, Alberto Esguevillas of Eurofund Group and Barry Cox of Pradera Lateral.



RETAIL DESTINATION LIVE 2024

Presented by Retail Destination and Revo, Retail Destination LIVE is the premier event for bringing together the brightest minds in the shopping centre industry to exchange experiences, ideas, challenges, opportunities, and, of course, to make lasting connections. This year, we were thrilled to take the event to new heights, once again surpassing expectations from previous years!

To all attendees, your unwavering passion for the shopping centre and placemaking sectors serves as a beacon of inspiration. Witnessing such a vibrant and inclusive community gathered under one roof was truly remarkable. A special thank you goes

out to our esteemed, industry-leading speakers, whose expertise illuminated a wide array of topics from an insightful overview of the industry and the broader economy to in-depth discussions on safety, security, and the game-changing potential of emerging technologies. We also extend our sincere appreciation to those who shared their invaluable perspectives from the SCEPTRE Awards and The Revo Awards.

A heartfelt thank you is due to our outstanding host, Darren Pearce, whose energy and charisma elevated every moment of the event.

[Click To View The Gallery](#)

Mark your calendars for March 5th at Old Trafford Cricket Ground, where we'll come together again for a day packed with insightful conference sessions, a supplier exhibition, and ample networking opportunities, all concluding with a spectacular gala dinner and entertainment. We look forward to seeing you there!



Don't just take our word for it....

"With the event growing year-on-year, it was fun to enjoy the new venue with bigger and better spaces for the exhibition and conference. The agenda was a balance of powerful sessions, detail-led presentation and panelists sharing experience, I thoroughly enjoyed the variety this year!"

Sara Morel, Communications Manager, ART Software Group

"RD Live was a fantastic opportunity to get together and re-connect with colleagues face to face. Great agenda and opportunity to share current challenges and solutions. In a rapidly changing world the opportunity to network and collaborate is even more important and I'm really keen to support the various networks and look forward to our next RD Live Conference!"

Robert Goodman, Retail Director, Landsec Shopping Centres





THE REVO'S

The Revo's were meticulously designed to acknowledge and honour the epitome of excellence in the built environment.

Drawing inspiration from the distinguished Revo Gold, ACE, and Purple Apple awards, this comprehensive awards series embraces development, investment, asset management, operations, customer experience, and destination marketing within the sector. As the built environment undergoes continuous transformation, we take pride in staying abreast of industry changes.

Marking an extraordinary milestone in 2024, The Revo's featured 13 categories, a distinguished panel of 31 judges, over 160 entries, 54 finalists and the recognition of 13 well-deserving winners and 2 highly commended recipients. It was a grand celebration of excellence in the built environment, providing a platform to applaud those who are not only adapting but also leading the way into the future.



To all participants of The Revo's 2024, your unwavering dedication and innovative contributions have truly set a new standard in our industry. We are privileged to acknowledge and celebrate your outstanding achievements. As we eagerly anticipate The Revo's 2025, let the countdown begin!

EVENT OVERVIEW/RECAP

- **Host:** Laura Hamilton is a TV presenter, property & travel expert, and entrepreneur
- **Charity:** Elifar Foundation - The name Elifar stands for Every Life Is For A Reason, a philosophy which serves to remind us all that everyone deserves to enjoy the minimum standards of comfort and happiness, though for those with severe disability, these are often not easily achieved. The financial, physical and emotional cost to them and their families is enormous and any help we can give will often be life-changing, and always gratefully received.

Thank you to all of our attendees who donated when purchasing tickets plus all your generous donations on the night, we have raised over £4,500 for this amazing cause.
- **Food:** Hats off to Bubble Food for delighting our guests with a creative yet delicious culinary experience.
- **Jazz:** A special thank you to Exhibition London and the Spaces & Stories team for providing the perfect backdrop to add a unique flair to our celebration.
- **Venue:** A massive round of applause to our digital content team Webvid Creative for not only capturing the magic of the evening but also delivering such STUNNING visuals—your work truly brought the event to life!
- **After Party:** Thank you to everyone for the continuing the celebration with our winners, guests, sponsors and judges!



[Click To View The Gallery](#)

THOUGHTS FROM OUR GUESTS

“This was my first Revo’s. Having worked in the industry for many years, it was a great opportunity to catch up with colleagues and friends to celebrate success. I was delighted to witness a diverse attendance from the industry, the Revo’s provide a platform for all to shine and take centre stage. It was fantastic to see onsite FM teams, tech solutions and key workers championed and winning awards alongside big corporations. A great event and look forward to returning for years to come.”

Jordan Moss, Global Real Estate, Lockton Companies LLP

“The 2024 Revo’s was a really special occasion - A modern and vibey take on the awards format, reflective of the innovative see change taking place in our industry. The whole event served as a great reminder of the important work happening across retail, leisure and real estate, the value it brings to communities and how recognising new standards will shape the future.”

Tarah Gear, Director of Brand and Place Futures, Milligan

“Sponsoring The Revo’s has been an incredible experience and a true highlight of the year. The event brings together an inspiring range of talent, showcasing the remarkable achievements within our industry. It’s not just about celebrating success; it’s about cultivating a sense of pride across the entire community. Being part of the Revo community is truly rewarding. From the vibrant events like The Revo’s to the enriching webinars, the opportunities to connect, learn, and grow are second to none. The study tours, in particular, are a brilliant way to explore the breadth and diversity of destinations across the Revo network, uncovering fresh insights and ideas. I look forward to seeing how The Revo’s continues to champion innovation and excellence in 2025.”

Kim Dodd, Marketing & Brand Director, Toolbox Marketing

“This was our first Revo’s Award win so huge thank you to the judges, hosts, sponsors and of course Kayley and the behind the scenes teams for such a rewarding initiative and memorable evening! The night itself was magical and standing as a team on stage looking down at hundreds of industry experts sharing our special moment with us will be truly unforgettable. The celebrations continued when we returned to the Harpur Centre with our Store Managers and the centre team greeting us - even our email signatures have had a makeover! Thank you all for this career defining experience.”

Samantha Laycock, Centre Manager, The Harpur Centre



“The Revo Awards Ceremony shows all the strength of the Revo community! It was an incredible opportunity to meet and connect with leaders from the property, retail, and placemaking industry in a stunning venue and welcoming atmosphere. The quality and professionalism behind the organisation of this event also truly set the standard for the industry.”

Julie Kervadec, Marketing Manager, Grand Arcade

“Attending the 2024 Revo's Awards Ceremony was a fantastic experience that perfectly encapsulated the value of being part of the Revo community. The event brought together a diverse and dynamic group of professionals from across the retail, leisure, property, and placemaking industries, creating an atmosphere of celebration, camaraderie, and shared purpose. The awards ceremony itself was a testament to the innovation and excellence that Revo stands for, honouring individuals and teams who are shaping the future of our industry.”

Sam Eastwood, General Manager, Battersea Power Station



OUR WINNERS 2024

- **Best Asset Management Initiative:** Midsummer Place
- **ESG Excellence:** Grand Arcade, Let's Go Circular
- **Rising Star:** Gina Colley, Threesixty Architecture
- **Rising Star:** Chantal Taylor, Wellington Square
- **Technology Innovation:** Printworks
- **Occupier of the Year:** Lone Design Club
- **Independent Operator of the Year:** Indirock, The Victoria Square
- **Team of the Year:** St Johns Centre Liverpool
- **Best Marketing Campaign of the Year - Large:** Cribbs Causeway
- Cribbs & Me
- **Best Marketing Campaign of the Year - Medium:** Grand Arcade
- Grand Discoveries
- **Best Marketing Campaign of the Year - Shoestring:** The Harpur Centre
- Wishing Tree
- **Best Community Initiative:** Centre:MK - The Place Between
- **Best Repurposing & Placemaking Project:** Merry Hill
- **Best Long-Term Regeneration Initiative:** St James Quarter

OUR HIGHLY COMMENDED 2024

- **Best Community Initiative:** Centre:MK - The Place Between
- **Best Repurposing & Placemaking Project:** Ffos Caerffili, South Wales

MEET THE SHORTLIST

THE REVO'S

Best Asset Management Initiative

Castle Quarter
Merry Hill
Midsummer Place
Printworks

ESG Excellence

Grand Arcade, Let's Go Circular
Lush
Metrocentre
Mill Gate Shopping Centre

Rising Star

Ben Hammond, Toolbox Marketing
Chantal Taylor, Wellington Square
Gina Colley, Threesixty Architecture
Rebecca Morter, Lone Design Club

Technology Innovation

Don't Waste Group & The Crown Estate
Market Place, Spacebook
Over-C By Risktech
Printworks

Occupier of the Year

Clarks, Junction 32
Nike, Junction 32
Lone Design Club

Independent Operator of the Year

Indirock, The Victoria Centre
Keep It Local At Longton Exchange Shopping Centre
Unity, Queensgate

Team of the Year

Broad Street Mall
Meadowhall Security Team
Mill Gate Shopping Centre
St John's Centre Liverpool



Find out more about the best of the best in our industry



PURPLE APPLES

Best Marketing Campaign of the Year - Large | Over £25k per campaign

Bwp & Gravity Max – Launching Liverpool One
Castlepoint – Festive Point
Cribbs Causeway – Cribbs & Me
Manchester Arndale – The Arndale Christmas Survival Guide
Silverburn – Flamingo Summer
Victoria Square – Spring Summer Campaign

Best Marketing Campaign of the Year - Medium | Between £5k - £25k per campaign

Grand Arcade – Grand Discoveries
Mill Gate Shopping Centre – Jurassic Journey
The Glades – Summer Daze And Summer Shenanigans
Two Rivers Centre – Dragon School

Best Marketing Campaign of the Year - Shoestring | Below £5k per campaign

Mermaid Quay – Classics On The Quay
The Broadway's – Green Promise
The Harpur Centre – Wishing Tree
Touchwood Solihull – Eid Event

Best Community Initiative

Centre:Mk, The Place Between
Grand Arcade, Grand Discoveries
Market Place, Breaking Barriers Sensory Garden
St David's Shopping Centre, Ethical Boutique
Stretford Town Centre, Stretford Socials

GOLD'S

Best Repurposing & Placemaking Project

Ffos Caerffili, South Wales
Kringlan Mall
Merry Hill
Printworks
The Victorian Market
Main Hall Refurbishment

Best Long-Term Regeneration Initiative

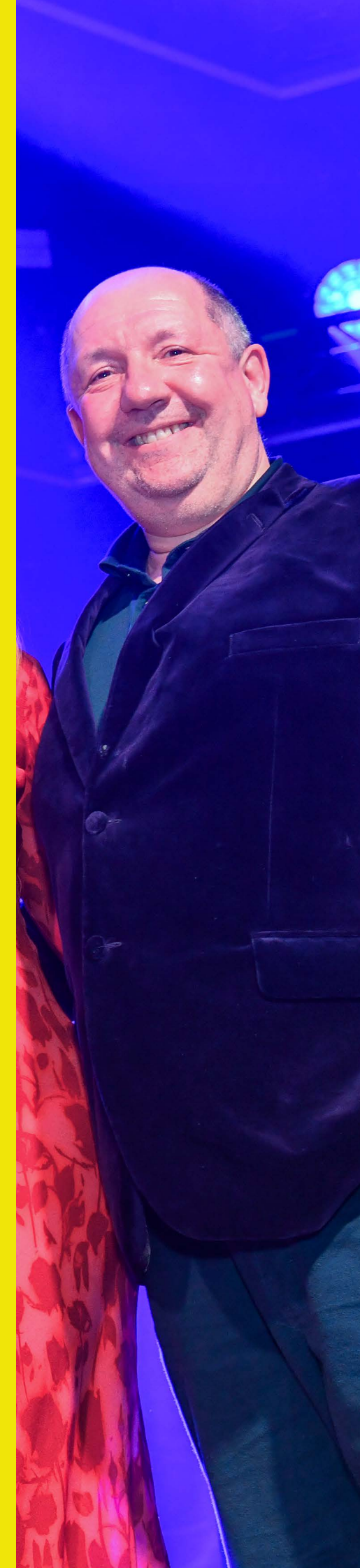
A Vision For Glasgow's Golden Z
Battersea Power Station
Merry Hill
St James Quarter



MEET THE JUDGES

Head Judge: Gwen Youlden, Marketing & Sales Director

- **Belinda Morgan**, Partner, Cundall
- **Caroline Main**, Head of Retail, MAPP
- **Cat White**, Director, Turley
- **Chloe Keith**, Managing Director, Toolbox Marketing
- **Dan Parr**, Senior Vice President, CACI
- **David Allinson**, Centre Director, Manchester Arndale
- **David Cameron**, Director, Atelier Ten
- **Dominic Bouvet**, Head of UK Retail & Leisure, Cushman & Wakefield
- **Dom Millar, Director**, Completely Group
- **Ed Jenkins**, Head of Shopping Centre Asset Management, ABRDN
- **George Grimes**, Director & Head of Property Management, ESTAMA
- **Grigor Grigorov**, Architect & Partner, Make Architects
- **Hannah McNamara**, Co-Founder, P-Three
- **James Taylor**, Partner, Workman
- **John Percy**, Senior Director, CBRE
- **Julie Fitzsimmins**, Development Consultant, Lodestar
- **Marc Myers**, Retail Director Central London & Outlets, Landsec
- **Michelle Buxton**, Founder & CEO, Toolbox Marketing
- **Neil Hockin**, Managing Director, Lunson Mitchenall
- **Nicola Dixon-Brown**, Regional Portfolio, The Crown Estate
- **Sara Boonham**, Head of Cost Management, Gleeds
- **Sarah Meldrum**, Partner, CMS
- **Stuart Harris**, CEO, Milligan
- **Tania Love**, Associate Partner, Faulkner Browns
- **Tarah Gear**, Director, Milligan
- **Tolga Nekar**, Principal Consultant, CACI
- **Tom Whittington**, Director of Retail & Leisure Research, Savills
- **Victoria Holloway**, Marketing Director, NewRiver REIT plc
- **Vivienne King**, Founder & Managing Director, Impactful Places
- **Yvonne Boyd**, Operations Director, Revo



SPONSOR RECOGNITION:

Thank you all for your generous support as sponsors for The Revo's 2024. Your commitment to our cause and the recognition of excellence in our industry is invaluable.

MAIN SPONSOR

Established in 1999, Blue Tiger are more than a media agency, constantly evolving and pushing the boundaries to be market leaders within the connected world, harnessing a streamlined, data driven and science based approach to deliver ROI. Our consultative approach is paramount to the successes of our clients. We never accept the norm, we strive forward, we exceed, we deliver. Our mission is to define, implement and educate the media landscape. We deliver this through innovation, service and expertise, in order to change the thought processes of our client partners and the media owners.
Website www.bluetigermarketing.co.uk

DRINKS SPONSOR

As part of the £250 million Kingdom Services Group, we are a trusted provider of tailored security and cleaning solutions across the UK. Backed by over 30 years of experience and a strong national presence, we employ over 10,000 colleagues and successfully deliver innovative, scalable services to partners across a variety of sectors. At Kingdom, we pride ourselves on service with care. We combine the strength and resources of a national organisation with the personal touch of a family-run business. Every solution is customised to align with your values, culture, and strategic goals, ensuring exceptional service and long-term partnerships.

Website: www.kingdom.co.uk

BEST REPURPOSING & PLACEMAKING PROJECT



We help clients transform their businesses by bringing together the power of talent, data, and technology. Our curiosity and collaborative approach enable the discovery and exploration of new ideas and opportunities that bring meaningful innovation and real results.

Website: www.caci.co.uk

BEST COMMUNITY INITIATIVE

We're Dedicated To Shaping Tomorrow's Places Through Strategic Marketing And Vibrant Placemaking.

Toolbox Marketing understands the evolution of leisure and retail destinations, our experience enables us to provide insight driven strategic and creative solutions that will future-proof your place. From strategy planning, research, and brand repositioning to creating emotionally engaging communications, we make people want to shop, dine, and play. We offer comprehensive services to boost your brand and attract visitors to your destination. By integrating into your team, we grasp your unique challenges and goals, leveraging our marketing expertise to elevate your business to new heights.

Website: www.toolbox-marketing.com



BEST LONG-TERM REGENERATION INITIATIVE

Brabners

Brabners is a purpose-led independent law firm.

A certified B Corp with award-winning sustainability credentials, we seek to demonstrate that business can bring about positive change by being innovative, diverse and responsible. Our retail team works closely with the UK's largest retailers across beauty, fashion, leisure and hospitality, food and drink, automotive and health. We provide the full spectrum of legal services for the retail sector, including advising on commercial contracts, data protection and cyber security, employment and HR, pensions, corporate transactions and restructuring, branding, intellectual property and reputation management, real estate portfolios, charitable foundations and environmental responsibilities.

Website: www.brabners.com

BEST ASSET MANAGEMENT INITIATIVE



Home to UK heritage brand Photo-Me. Providing automatically uploaded HMPO approved Identification and Fun photos for over 60 years. Working closely with the world renowned designer Philippe Starck to create the exclusive Starbooth. Benefiting from digital advertising front screens, user friendly software and a camera that moves to fit your face. Making swivel stools a thing of the past. Inventors of Revolution Laundry, the only self-service industrial-power outdoor washing machine in Europe. Boasting three loads in one capacity, including eco-friendly detergent and an automated texting service 15 minutes before the cycle ends for its users. Due to the nature of the machine, trips have to be planned, therefore guaranteeing increased footfall and dwell time to your establishment.

Website: www.megroup.uk

RISING STAR



Retail, residential and commercial property, and energy trends experts. MRI Software is a leading provider of commercial real estate, housing, retail, and energy management software solutions that transform the way communities live, work and play. MRI's open and connected, AI-first platform empowers owners, operators and occupiers in commercial and residential property organisations to innovate in rapidly changing markets.

Website: mrsoftware.com/uk

TECHNOLOGY INNOVATION



ITVET is a world-leading provider of reliable and secure IT solutions and support. As a trusted tech partner, we manage all aspects of IT estates to improve efficiency, security and drive business growth. We've set up resilient IT solutions for hundreds of the world's best-known brands and we'll do the same for your business. We specialise in IT solutions and support for the commercial



JOINING OUR COMMUNITY

Join our community, help shape the future of retail and leisure property and placemaking and be involved in the conversation with over 1,200 industry professionals.

Revo is the only membership body representing both owners, occupiers and professional consultancies in retail and leisure property and places. Our community plans, creates, develops and operates retail and leisure places throughout the UK's towns and cities for people to live, work and enjoy. Members include large and small private and publicly listed owners and managers of retail and leisure property, retailers, local councils, advisors and consultants. Our membership community works through our committees, events, publications and national and international networks to shape change in a rapidly evolving industry.

MEMBERSHIP BENEFITS

We'd love to have you as a member, so have a look at what's on offer. You won't be disappointed.

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

[Explore our membership structure & fees here](#)

Revo remains an important voice for the industry and a great forum to network and share ideas. The community 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, please email hello@revocommunity.org.

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[Meet Our Members](#)

TESTIMONIALS

"Throughout the last 30 years of my career, Revo has been an invaluable forum for networking and learning. The majority of contacts and friends I have in the industry I have met through Revo and the ongoing activity helps reinforce these valuable relationships. Revo has also been a great platform to allow me to promote our company and our ideas to a large and extremely relevant audience. The long history of conferences, dinners and socials are a string of fond memories, and the wide-ranging programme of activities continue to deliver value to me and my colleagues."

Alan Anthony, Managing Director & Architect, Threesixty Architecture

"Zest first attended one of Revo's events with Retail Destination in Feb 2023; we had such a warm welcome from Revo and found the event extremely valuable. We joined the community and have attended numerous events since. Our network has grown and we have built strong relationships through Revo and with Revo. Zest commissioned CACI to undertake research into the value of EV charging in retail and later in 2023 we hosted a breakfast event with Revo and CACI presenting such results; none of this would have happened without the platform & the members within. We look forward to further success, building new partnerships and to 2024's amazing events!"

Lucy Matthews, Strategic Partnership Manager, Zest

"Being a Revo Hub member has been great for my career in commercial real estate. The access to industry events, tours, and networking activities has been brilliant. From insightful conferences and panel discussions to exclusive property tours, Revo Hub provides valuable knowledge and hands-on experiences. The networking opportunities have been invaluable, allowing me to forge meaningful connections with industry leaders. For any professional looking to stay ahead in the industry and unlock new opportunities, I highly recommend Revo Hub."

Sabrina Stephens, Senior Account Manager, Be Wonder

Don't miss out, join today!



“The retail sector has a significant influence on global sustainability. From material decisions of fashion product manufacturers to localised waste strategies of regional shopping centres, Revo provides the opportunity to understand and contribute to a multitude of sustainability issues. During my time with Revo I have been fortunate enough to spend some time on the Scottish Committee and the ESG Committee. Membership and participation have led to very useful insights and contributions to questions around sustainable development and sustainable retail practices. This has included chairing a round table with the Department for Business, Energy & Industrial Strategy. Given the breadth and depth of the Retail Community, Revo offers a great platform from which members can learn and positively influence the sector.”

David Cameron, Director, Atelier Ten

“Revo Hub has given me great opportunities to meet the future leaders of the retail and mixed-use property industry while the events and tours have been really insightful, providing a rare peek into how places and spaces are designed, delivered and operated and what makes them successful.”

Grigor Grigorov, Architect & Partner, Make Architects

“Turley is a longstanding Revo member and joined the Repurposing and Regeneration Committee several years ago. The experience has been brilliant. We have been able to collaborate on so many great initiatives and the network it opened up to us has been invaluable to our business.”

Andrea Arnall, Director, Turley

“The future of retail needs to be more than just a space for transactions but instead it needs to be focused on the physical, social and community experience and developing sustainable mixed-use environments is key to achieving this. The renewed focus of Revo and an invitation to join Revo’s ESG Committee is the ideal opportunity to make this happen.

As a Director at Chapman Taylor, I can call upon our 50 years of Award-winning Experience in this Sector and intertwine it with our wider mixed-use expertise across multiple sectors to inform these mixed uses spaces. Shopping Centres have a big part to play in the future of our Towns and Cities and to remain relevant must also be both environmentally and socially sustainable. Good Design and Guidance from Revo Committee members can inform and nurture this placemaking to deliver a long-term socially and economically sustainable development.”

Nick Thursby, Director, Chapman Taylor



“Revo Hub provides a platform for young people in the retail industry to grow their network, socialise with likeminded people and to be part of the discussion. In a nutshell, Revo Hub gives the opportunity to grow your network and support your career. “

Natalie Mylroie, Director, JLL

“The whole team here at Toolbox Marketing benefits from being members of the Revo community. Those who are members of Revo Hub find the study tours and the strategic insights valuable in building their knowledge of the industry and providing them an opportunity to network with other young professionals. While those of us who sit on the committees enjoy being a part of the thought leadership discussions with like-minded peers to shape the future of industry.”

The Team, Toolbox Marketing

“I’ve been a member of the Revo Scotland Committee now for a number of years. This has offered me the opportunity to widen my understanding of the complex nature of the ever-evolving markets that we work in. It has also allowed me to mix with a diverse group of experts which has not only be insightful, but great fun. I’d encourage anyone with an interest in real estate to get involved in some capacity with Revo.”

Stuart Moncur, Director – Head of National Retail, Savills UK

KICKING OFF 2025 WITH NEW INDUSTRY INSIGHTS

On 22nd January, Revo will unveil its Futurist Industry Insights Report at an exclusive breakfast event, kindly hosted by Landsec in London.

Be part of the official launch of this visionary publication, which explores the future of retail and leisure spaces. Guests will be among the first to receive a complimentary copy of this groundbreaking report. Packed with cutting-edge research and trends, it provides actionable strategies to guide investment, development, and management decisions.

At this exclusive unveiling, industry leaders, innovators, and visionaries will come together to discuss the trends, challenges, and opportunities shaping the sector over the next decade.

ABOUT THE RESEARCH:

The retail and leisure real estate sector is undergoing dynamic transformation, influenced by societal, economic, and environmental factors. Revo, in collaboration with Trajectory, has embarked on a scenario-planning review to anticipate and navigate these changes. This comprehensive report examines:

- Political policies
- Skills and infrastructure
- Socio-cultural shifts
- And more!

Our goal is to equip Revo members and the wider industry with thought leadership, providing insights to enhance strategic planning, assess resilience, and adapt to evolving consumer demands. The report presents three plausible scenarios for 2034, each offering actionable implications for the industry's future. Aligned action from both private and public sectors will be critical to realising optimal outcomes.

SECURE YOUR PLACE:

Spaces are limited so RSVP today to confirm your attendance. Don't miss this opportunity to gain exclusive insights and connect with industry leaders shaping the future of retail and leisure.

[Click here](#)



Revo

Retail. Property. Community.

revocommunity.org

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[WC2N 4HG](#)



Become A Member
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