



I am a seasoned Chief Executive and Managing Director with a solid reputation as an inspirational and transformational leader, driven by an unwavering focus on operational excellence. Acknowledged as having laid the foundations for a major change of emphasis to the UK shopping centre industry in prime commercial property, asset management, retail, hospitality and the entertainment sectors in the UK's most vibrant and successful retail centres. Directly managed 15million square feet of prime commercial property with a combined value of £10billion, £450million operating P&L, over 3,000 retailers and 800 million customer visits. At Westfield and The Peel Group, I reported at Board level and introduced ground-breaking initiatives, setting industry standards in operating performance, achieving substantial return on investments. My company enjoys stability and growth and is a commercially viable trading entity.

### **Board Level Experience, Executive Leadership, Large Scale Projects**

- Currently as Chief Executive and Company Secretary of Vauxhall Tavern London Ltd, Royal Vauxhall Tavern, I have sole fiscal and corporate governance of the company. At Westfield I was a member of the UK Executive Committee reporting at Board level to the global company, Westfield Corporation. At The Trafford Centre, I also reported at Board level to The Peel Group
- Initiated, directed and successfully closed a multi-million-pound sale of the freehold interest of my company, RVT Enterprises UK Ltd, retaining ownership of the management company with a 5-year lease. 15 year new lease terms agreed from August 2018
- Restored commercial viability to Royal Vauxhall Tavern through restructuring the business, introducing a new business model, achieving a turnaround from a loss making position under previous management, increasing sales by 51% to £1.7m, reporting six figure pre-tax profit at year end 30 June 2018, which has been consistent results over the last three trading year end periods
- Established Royal Vauxhall Tavern as an award winning, Iconic London venue, where I provide strategic leadership, driving substantial business growth through maintaining a focus on strategy, fiscal reporting, profit delivery, operating standards and a diverse and eclectic entertainment programme gaining recognition from top artists as a preferred venue of choice
- Following a two year dispute, the Intellectual Property Office determined that all IP rights relating to RVT remain in my ownership
- Managed substantial prime commercial properties, Westfield, Trafford and Meadowhall with a combined value of £10billion, £450million P&L, 15 million sq ft, prime commercial assets over 3,000 national and independent retailers and 800 million customers
- Exercised full accountability for the Westfield £6billion commercial portfolio of 10 shopping centres totalling 5 million square feet prime commercial retail, £200million P&L, over 1,500 retailers. Increased retail sales across the portfolio from £760million to £1.4billion, increased non-rental income from £1.8million to £7.6million, increased car park income from £2.9million to £6.75million, increased asset value from £677million to £6billion. Deployed debt management strategy ensuring payment and 98% collection
- Delivered and managed multi-million-pound large-scale retail set-up projects, Westfield London, Westfield Stratford, Westfield Derby, Merryhill in Birmingham, Trafford Centre in Manchester and Meadowhall Centre in Sheffield, inputting to concept and design, developing retail and catering strategies and ensuring operational management effectiveness of robust systems and procedures
- Directed the UK's most successful retail developments, Westfield, Trafford and Meadowhall, consistently increasing property values, exceeding rental expectations, developing and implementing commercial and operating strategies that maximised performance
- Achieved a £54million rent roll at The Trafford Centre, more than doubling the £24million rental expectation of Peel Holdings
- Advanced business in the community initiatives and delivered a number of firsts in the shopping centre industry including establishing a partnership with The Office of Fair Trading, Retail Fair Trading Zone, Acclaimed Customer Service Programmes, Retail Global Economic Reporting, Retail World Study Tour, and Retail Crime Partnerships, for stakeholders and 800 million customers
- Created Trafford Centre, Meadowhall Centre and Royal Vauxhall Tavern brands and integrated the Westfield global brand concept into the UK portfolio, placing stakeholder, retailer and customer perception at the heart of business, creating operational excellence
- Pioneered The Trafford Centre Recruitment and Training Foundation with Manchester TEC, partnering with over 200 national retailers for re-skilling 7,000 industrial sector workers to NVQ level to equip them for supervisor, retail, security, operational, catering and customer service jobs ensuring compliance of statutory and mandatory training needs for national retailer programmes

### **Corporate Governance**

- Currently, I have sole fiscal and corporate governance of the company. Overseeing assets under management at Westfield and Trafford, I validated and monitored the company's corporate governance processes, conducted due diligence, and performed statutory and regularity audits demonstrating high standards of integrity whilst reducing exposure to the business, and most recently, ensuring compliance with the General Data Protection Regulation legislation in May 2018 (GDPR).

### **Prime Commercial Property, Asset Management, Operational Management, Complex Decision Making**

- Established Royal Vauxhall Tavern as an award winning, iconic London destination, where I provide strategic leadership and ongoing operational management, driving substantial business growth, maintaining focus on strategy, fiscal reporting, profit delivery, operational standards, providing a diverse and eclectic entertainment programme and gaining recognition from top artists, promoters and the community it which it serves and is determined as a preferred venue of choice
- RVT operates in a competitive and diverse market with onerous restrictions placed on the property. In 4 years, it has been made an asset of community value, Grade II listed, included in the local authority conservation area and designated Sui Generis status, despite the restrictions, the company continues to enjoy stability and growth and remain a commercially viable trading entity

**JAMES LINDSAY**  
**Core Competencies**  
**September 2018**



- Managed all asset management functions of a substantial prime commercial property portfolio, Westfield, Trafford and Meadowhall with a combined value of £10billion, £450million P&L, 15 million square feet of prime lettable space encompassing, management, acquisition, disposal, development, leasing and debt management with 3,000 national retailers and 800 million customers
- Set Westfield UK strategy and direction on prime commercial property, all asset management functions, operational and brand management strategy integrating a global brand to the UK market, briefing team and stakeholders on operational performance
- Achieved exceptional growth and stability during Westfield for the £6billion prime commercial property portfolio comprising ten shopping centres across 10 counties, totalling 5m sq ft prime commercial retail space with a £200million P&L and 1,500+ national retailers through providing relationship management and directing management, acquisition, disposal and development. Under the Westfield business model once lease terms are agreed all the asset management function transfers to Shopping Centre Management
- Exercised full £200million P&L accountability for the Westfield £6billion commercial portfolio of 10 shopping centres totalling 5 million square feet of prime commercial retail space, 1,500 retailers. Increase retail sales across the portfolio from £760million to £1.4billion, increased non-rental income from £1.8million to £7.6million, increase car park income from £2.9million to £6.75million, increased asset value from £677million to £6billion. Deployed a debt management strategy ensuring 98% collection within 28 days
- Improved the change management process across Westfield property, facilities management, security, safety, cleaning, retail, catering and operations, delivering industry best practice, high standards of operational performance and service charge excellence
- Initiated ground-breaking customer service programmes and introduced commercial programmes across the Westfield portfolio for a range of UK commercial markets, retail, catering, leisure and entertainment concepts, boosting retail sales, improving commercial income and strengthening profit retention across the UK commercial properties with annual customer footfall surpassing 124 million
- Directed the acquisition and due diligence process for the £1billion, 95,000-square-metre retail shopping centre Merryhill, whilst restructuring the business, I identified, £11million un-forecasted revenue, generating 40% uplift to the P&L
- Prepared, delivered and managed Westfield annual budget of £27million for facilities management, encompassing operational hard and soft services, contract tendering process and approval and following company global standards and reflecting RICS best practice
- Advised 1,500+ Westfield UK retailers on sales movements, and implemented new strategies to support under-performing retailers
- Served as Director on £1.2bn project, implementing strategic decisions during 4 years pre-opening in design, construction and management, reporting at board level to Peel Holdings with a further 2 years' post opening. A landmark prime commercial retail development, with a combined 185,000 sqm of retail, 16,250 sqm of leisure and 13,950 sqm restaurant, catering and hospitality with widely-acclaimed customer service programmes not previously delivered in the UK retail market. Adopted the visionary approach in providing live on-stage performances with A-list artists. Advanced ground breaking business initiative programmes in customer service programmes forging strong partnerships with retailers, customers, local authority and emergency services
- Directed Trafford Centre strategic retail, commercial and operational strategy, managing continuity and stability for the business, setting goals, determining business direction, and astutely managing £70million P&L, 300 national retailers, 32 million annual customers, 300 directly employed staff and 7,000 retail employees, reporting at Board level to The Peel Group
- Managing Director at Meadowhall Centre Ltd, achieving growth, devising, retail, commercial and operational strategy for the prime 120,000-square-metre development, with £52million P&L, 280 national retailers, and 28 million annual customer visits. Led, developed and managed 8 direct reports and 200 directly-employed staff, reporting at Board level to Stadium Developments

### Financial Management, Forecasting, Treasury

- Secured a multi-million pound deal of the freehold interest, under a share purchase agreement, retaining the management company
- Restored Royal Vauxhall Tavern to commercial viability in 3 years through restructuring the business, introducing a new business model, achieving a turnaround from a loss-making position to increasing turnover by 51% to £1.7m, with six figure pre-tax profit
- In 4 years, improved Westfield UK asset value of 10 shopping centre national portfolio, increased value to £6billion through acquisition, disposal, development and management
- Exercised full P&L accountability for the Westfield UK portfolio. Managed £200m profit and loss account, £27m recoverable costs, £8m non-recoverable costs, £12m owners' costs, £17m Capex costs, and achieved 38% growth during my tenure
- Deployed Westfield debt management policy and reduced operating costs to recover 98% liability in 28 days
- Westfield, increased retail sales across the portfolio from £760million to £1.4billion, increased non-rental income from £1.8million to £7.6million, increased car park revenue from £2.9m to £6.75m (+61%), maximised rental income to £135m (+74%),
- Trafford Centre Ltd, enabled growth of £1.2billion shopping centre business by devising the strategic plan, setting goals, determining business direction, and astutely managing £70million P&L, 300 national retailers, and 32 million annual customers
- Meadowhall Centre Ltd, managed and implemented retail, commercial and operational strategy for the £800million shopping centre business, 120,000-square-metre prime commercial property, £52million P&L, 280 retailers, and 28 million annual customers

### Strategic Planning

- Served as a 50/50 J/V partner, owning the freehold interest of RVT Enterprises UK Ltd, and as a 50/50 J/V silent partner in RVT Management Ltd, the operating company managing The Royal Vauxhall Tavern business
- Initiated, directed and closed the multi-million sale of the freehold interest to an international property company through a share purchase agreement, executed the turnaround strategy following RVT's 4 years of consistent loss making, stabilised the business and returned it to commercial viability reporting 6-figure pre-tax profit for the last 3-year consecutive trading periods to June 2018

**JAMES LINDSAY**  
**Core Competencies**  
**September 2018**



## Strategic Planning

- As Managing Partner at Alpine Commercial Recruitment, I directed the management, consultancy and recruitment services to the retail and commercial property industry across the UK, Europe and UAE, responsible for headhunting and senior level appointments
- As Interim Managing Director for Warner Estates, £720million property portfolio, £65million P&L, comprising 9 shopping centres, 700 national retailers and 240,000 square metres of commercial retail space. Identified and recovered £800,000 in uncollected rent
- Revitalised the commercially-deficient York Designer Outlet with retail sales of £80million, by reviewing and developing strategy, securing Winter Wonderland from York City Centre for integration and introducing a leisure destination to the retail offer
- Oversaw retail offering of the Olympic Park Megastore and 4 additional retail units within the Olympic Park during the 2012 games, successfully generating extremely high footfall traffic and overall retail sales of £90million retail sales across the 5 retail units
- Won Time Out Love London Award in May 2018 – Most Loved Venue, February 2018, Prestigious Industry Awards Best Cabaret Venue, Best Cabaret Act, Best Club Host, Best Panto/Christmas Show and Best Bar Staff. In 2016 we were awarded the Outstanding Business Achievement Industry Award. In 3 years the venue is being recognised for the turnaround strategy and award recognition

## Hospitality

- QE2 A Royal Legacy – The world's most celebrated ocean liner. The Cunard experience defined the start of my career experiencing the luxurious first class service in hospitality. No ship past or present symbolises the eminence and ingenuity of maritime engineering and craftsmanship as much as the QE2. A paragon of design, innovation, speed, comfort, luxury and the ultimate provision in luxury service. The knowledge gained from my Cunard experience has remained with me and has been instrumental in my decision making process in the hospitality sector through concept and design input at Meadowhall, Trafford, Westfield and Royal Vauxhall Tavern. The ultimate dining experience in the exclusive comfort of the Queens Grill providing passengers with a unique first class experience offering the very best of Cunard. Exquisite waiter service with personal one to one service standards of excellence providing a global choice of food in luxury which are signature traits that are part of Cunard and the Queens Grill Service.

## People Management

- Royal Vauxhall Tavern is a SME independent company with a team of 14 people. I set the strategic direction of the company, identify training requirements, set remuneration, bonus payments and all fiscal, corporate and HR requirements of the company
- Westfield, served as head of department with 18 direct reports and 300 directly employed staff in London head office and across the portfolio, served as a member of the Westfield UK Executive Committee reporting to the Westfield Board setting strategy and direction in management, leasing, financial, HR, operational, building, security, cleaning, catering, marketing and branding policies
- Trafford Centre, led, developed and motivated the team of 11 direct reports and 300 directly employed staff, setting strategy and direction in management, leasing, financial, HR, operational, building services, security, cleaning, catering, marketing and branding with 7,000 retail staff serving 30 million customers annually
- Pioneered The Trafford Centre Recruitment and Training Foundation with Manchester TEC, partnering with over 200 national retailers for re-skilling 7,000 industrial sector workers to NVQ level to equip them for supervisor, retail, security, operational, catering and customer service jobs ensuring compliance of statutory and specific training needs for respective national retailer programmes
- Meadowhall Centre, led, developed and motivated the team of 8 direct reports and 200 directly employed staff, 6,000 retail staff, setting strategy and direction in management, leasing, financial, HR, commercial, operational, hard and soft services, security, cleaning, catering, marketing and branding policies with 6,000 retail staff serving 28 million customers annually
- Westfield, Trafford and Meadowhall setting communication strategy and demonstrated strength in communication with stakeholders, over 3,000 retailers, 7,000 retail employees, suppliers, local and central government and all the emergency services.
- Secured Investors in People accreditation in Trafford becoming the first in the shopping centre sector in the UK to be accredited
- Represented Westfield, Trafford and Meadowhall, as spokesperson for all television, radio and media interviews and approaches

## Shopping Centres in Development and Integration

- Liaised with development directors to drive effective centre management support of the development application during the planning application process, working with 10 local authorities over 10 counties to ensure approval is granted
- Prepared and reviewed development feasibility operating budgets
- Prepared and reviewed feasibility pre-opening budgets and preparation of more detailed marketing programmes and operational budgets through the development phase
- Audit of plant and equipment in existing centre to determine serviceable life
- Reviewed centre layout in design, existing centre tenancy mix and shop configurations to maximise income
- Reviewed construction phasing programmes to ensure continuity of trade in operational trading centres
- Provided support on PR associated with developments in construction

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