



John Rowan & Partners
Construction Consultants

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St Pancras: The end is near



Since December 2006 John Rowan & Partners have been employed as Tenant Liaison Managers (TLMs) for the retail fit-out element of the £700 million St Pancras station refurbishment. Their role has seen JRP responsible for assisting and monitoring all tenants through the design and LCSP approval process and managing the programme and co-ordination of works on site ready for the station's Grand Opening.

retailers such as Foyles, Wilton and Noble and Hamleys. The station's unique design has given rise to a set of unusual challenges for JRP as Laura Adams, Tenant Liaison Manager explains:

"One of the main requirements of the retail element of the project has been the implementation of consistent signage. Each of the four retail areas has different signage guidelines that all retailers must adhere to, regardless of their personal branding and ensuring consistency has been a significant challenge. What also sets this project apart from other retail developments we have worked on has been the interesting juxtaposition between big high-street retailers and small, family-run businesses. At our initial planning meetings we had to liaise with LCSP on behalf of the likes of Boots who had a large team of designers and architects putting forward their

views, and individual retailers represented by a father and son team who had design guidelines drawn on a sheet of paper! These unique obstacles have only served to make this project a positive and enjoyable learning experience and we look forward to the eventual completed handover of the retail arena."

As well as TLMs, JRP has been acting as LCSP representative on some of the redevelopment's other key elements such as the Sears's Champagne Bar, which is the longest in Europe and a focal point for the new station. More recently, JRP has been appointed Project Managers for the development of the station's main Brasserie, and alongside the retail development, this gives JRP a key role in the completion of this prestigious, internationally renowned project.

Throughout the refurbishment Midland Mainline has been operating a full service on their North to South link from Bedford to Surrey but the station's main attraction is the Eurostar, whose main British Terminal has been relocated from Waterloo. New stations have been included on the Eurostar's route through the redevelopment; Ebbsfleet and Stratford, which form part of the wider Eurostar development project. A high speed line to Kent is also being constructed and is due for opening in 2009. Alongside their role as retail TLMs, JRP are working in a project management capacity at the Ebbsfleet station development, thereby giving

them a key role within the overall £5 billion Eurostar project. With regards to the station design specifically, the St Pancras refurbishment is based on Grand Central Station in New York. Four separate retail areas have been created; the Circle, Arcade, Marketplace and Rendezvous and tenants have been especially appointed in order to give the station an open, family feel as opposed to a stark, chain-store atmosphere. The circle area for example is home to high-street staples such as Marks and Spencers, Monsoon and Starbucks, while the Arcade will comprise more specialist



Looking to the future

Despite the credit crunch, construction orders are at their highest level since 1988, and as the end of the financial year approaches this has placed JRP in a very strong position. The housing emphasis that continues to dominate legislative rhetoric and action represents further good news for the company, enabling the Public Sector Regeneration (PSR) and Development & Regeneration (D&R) teams to add more contract wins to already impressive client lists.

PSR's most recent appointment, on Newham Homes' £250 million decent homes programme has presented JRP with the unprecedented opportunity to grow the business at a choice rate over the next year. With the Hotels team chasing up

strong leads with new clients and projects across the capital and Development & Regeneration reaping the benefits of a particularly lucrative Autumn bidding round the challenge, as Stephen Gee notes, "will be to control growth at a manageable rate."

With this in mind, the company has recently launched its five-year business plan, the core component of which is to ensure steady, 20 percent growth for JRP year on year.

In making this aim a reality the emphasis has been placed on expanding the existing expertise of JRP's four core business units; D&R, PSR, Hotels and Retail and Building Surveyors. PSR and D&R are already recognised as market leaders in the RSL and Decent Homes sectors and similar recognition is being

developed by the Hotels and Retail and Building Surveyor units. Over the course of the plan, two new areas of business expertise will also be launched; based either on a new sector such as health or education or a growing specialist service provision such as Information Services, environmental expertise or planning advice. Alongside this, the existing IS team will be further developed into a stand alone profitable business unit, with an anticipated £562,000 turnover by 2012.

JRP's predicated growth promises strong opportunities for staff progression. At the end of the five year period it is envisaged that 13 Members, 14 Partners and 16 Associate Partners will be required to manage all of the respective teams and workloads, thereby creating significant potential for employees to gain

promotion and develop and fulfil their career ambitions.

The 2012 culmination of the plan coincides with London's hosting of the Olympic games. "We hope that 2012 will mark the business having achieved its own Olympic challenge," comments Steve Gee. "We want to have

progressed from our current position of employing 60 staff and turning over £4,450,000 to 125 employees and a turn over of close to £11 million. As a company, I am confident that we already have the right market positioning and the best people to make these five year aims a reality."



Stephen Gee, Managing Partner

2007: The year of the good employer

Beginning in March 2007, when JRP placed in the Sunday Times Best 100 Small Companies to Work For survey on the first year of entering, and culminating in early December, when the company was named 'QS Employer of the Year' at a prestigious industry awards ceremony; 2007 was a great year for JRP and its staff.

Along the way, John Rowan & Partners also featured in the top 50 of the first of Building magazine's annual 'Good Employers Guide', further testament to the strength of the policies that the company has in place to support and encourage staff development.

Steve Gee comments, "winning the QS Award for

Employer of the Year was the icing on the cake for what was a great 2007 for all of us at JRP; another fantastic achievement and important recognition for the business within our industry. None of this would have been possible without the enthusiasm, support and hard work of all of our staff so a big thank you to all of them!

"The positive reaction after from some of our competitors and some of the leading lights of the industry really shows that this latest award has further raised our profile and ensured that John Rowan and Partners is seen as and is the place to work. We are currently in the process of entering the Sunday Times Best Companies survey for

what will be our second year and look forward to the results of this as well as increased success in other awards categories over the course of 2008."

Real Work

Laura Adams
Tenant Liaison Manager



How did you get where you are today?

I have been interested in buildings from a young age and worked in an estate agents and surveying practice from 16, working at weekends and in school and university holidays. I enjoyed working there so when it came to choosing a degree, building surveying seemed like a natural solution.

What are your responsibilities?

I am currently on secondment at St. Pancras International Station as a Tenant Liaison Manager. My role entails representing the stakeholders to the retail tenants and liaising with the fit-out contractor on programming for example.

Describe, briefly, your typical day

If only there were such a thing! I go to work with the best of intentions, get a phone call at 9am and the whole day changes.

What's the high point of the typical week?

Thursday night - the big challenges of the week have normally been resolved by then and the weekend is approaching as a reward.

What about your job keeps you awake at night?

I sleep well but dream of sheep jumping over picket fences and vacuum drainage.

How do you feel on a Sunday night?

Scared but excited.

Who in your field do you most admire?

Bob the Builder. He never really seems to get the job done but somehow he is really popular with his peers anyway!

How do you stay motivated?

The great thing about project management is seeing your work materialise with a physical result. It's that which attracted me to the profession in the first place and it's that which keeps me striving for results.

If you could change just one thing about your job, what would it be?

Nothing!

The future of the housing sector

Building on its burgeoning reputation in the market as leaders – in thought and action – in social housing delivery, John Rowan & Partners took the initiative to host a discussion forum for a cross-section of industry representatives to express their views on the Government's contentious Housing Green Paper. Held on 26th October 2007 at 30 St Mary Axe, the roundtable asked attendees whether the government's legislation has succeeded in getting to the heart of addressing the country's chronic housing shortage and if not, what is missing?

Representatives on the day included Dan Brady, Business Development Director, Bellway Housing Trust, Sir Richard MacCormac, Chairman, MacCormac Jamieson Pritchard Architecture, Sayeed Kadir, Director of Property and Asset Management, Newham Homes, Michael Crook, Chairman of Planning and the Environment, Cushman + Wakefield and Ann Lucas, Homes for Islington. Trade bodies were present in the form of Gavin Smart, Assistant Director Research and Futures, National Housing Federation, Derek Bateman, Environmental Group, Local Government Association and Dennis Rees, Chairman, National Federation of ALMOs. The event was chaired by Stephen Gee, Managing Partner, JRP and he was joined by Partners Mash Halai, Sean Tobin and Adam Tucker.

Consensus was reached on the fact that the government's delivery targets – 240,000 homes per year by 2010 – are not sufficient to

cope with a population that is predicted to expand by another 17 million by 2031. More worryingly though, in an industry already tasked with Crossrail, the Olympics and the Thames Gateway developments, capacity is already fit to burst and resources and skilled workers remain in relatively short supply.

One of the biggest issues identified that is already stifling housing growth is the planning system. The general perception was that the Local Authority system is not working; it is suffering from a skills drought and its capabilities are severely constricted by the reams of processes that must be undertaken prior to permission being granted. Michael Crook argued a need for 'positive planning,' whereby "design guides are produced that enable developers to buy into projects knowing in advance what is expected of them." Richard MacCormac however proposed a complete overhaul, suggesting a return to "UDCs, New Town

Companies and Compulsory Purchase Orders in order to ensure targets are met."

Another prime consideration was whether the Green Paper's designated delivery bodies have the necessary resources to meet the government's targets. It was widely agreed that ALMOs currently lack the finance needed to make an impact in new build terms. The situation was brighter with regards to RSLs though as Gavin Smart explained, "it will be challenging but we are confident that RSLs have the necessary capacity to borrow the £20 billion required over the next ten years in order to build homes to specified standards." The private sector, it seems, is raring to go. Dan Brady commented, "if the economy and land supply can be brought forward we are more than up to the challenge. Give us the tools and we'll do the job."

Other issues raised included the obstacles that increasing the sustainability of homes posed to affordability, the lack of available land for development, the absence

within the Green Paper of a mention of sustainable communities and the need to consider the role of existing stock. With regards to the latter, it was wholeheartedly agreed that, as it constituted 90 percent of the homes of the future, existing stock must be included in all plans to increase England's housing supply. Through the refurbishment of sink estates and combating the issue of under-occupancy the sector's existing stock can and should play an important role in easing the housing shortage.

Overall it was agreed that the proposals set out within the Housing Green Paper do not go far enough to addressing England's lack of affordable homes. While the economy in areas such as London and the South East continues to expand at a rate of knots housing will continue to be in short supply. It should be clear by the time of the next General Election in 2009 that targets cannot be met, the challenge the sector faces now is what should be done in the meantime?



Treasure and Wizardry

On 13th October 2007 magic and mystery was afoot as Harry Potter, disguised as JRP employee Harry Lall, made an appearance in Ealing! To mark with this year's release of the final installment of the Potter books, JRP's annual treasure hunt and quiz was given a wizarding theme and Harry's Potters competed alongside Sheron's Slytherin's, Mash's Muggles and Gurpal's Gryffindors in a tough test of general knowledge.

The quiz followed the traditional treasure hunt through Ealing, where teams of six to seven employees followed a series of cryptic clues that led them to Duffy's Pub, Pitshanger's Lane, which was the JRP's Friday night drinking venue when the company first began.

Once everyone reached the secret venue a hard fought 60-question general knowledge quiz ensued, where, in a turn up for the books, first place was taken by Gurpal's Gryffindors and Mash's Muggles, followed by Sheron's Slytherins and a wooden spoon for Harry's Potters. The fun began again in December, when social events took on a more festive feel and all staff enjoyed team turkey dinners as well as the annual JRP Christmas party.

Last year's cricket season was a roller coaster ride, with wins recorded against Dominion Housing Group and HTG/Virgin and a strong effort put in by all participants. The season began with the traditional, hard-fought contest between the JRP 'Old and Young 'Uns' and the Juniors maintained their winning streak by five wickets and with two overs to spare. Individually, Dave Gibbons had a great start to the season, recording 52 not out, three catches, three wickets and 25 not out in the first two games. Adrian Van Rooyen and Paul O Connor led the charge in providing a series of 'memorable moments' while Steve and Christopher Gee's consistently solid performances proved the outlook is bright for the future of the Gee cricketing dynasty! Supporters and players alike will now be looking forward to next season and the beginning of 2008's football games.

Decent appointments

The Decent Homes arena proved a particularly lucrative arena for John Rowan & Partners' PSR team over the course of 2007. Owing to their significant experience in the sector on three star rated programmes such as Hounslow Homes, the PSR team recorded contract wins and appointments with Ealing Homes, Homes for Haringey, Newham Homes and Hammersmith and Fulham Homes.

At Ealing Homes, JRP are undertaking the Strategic Management and Partnering Advisor role for the £310 million project, which involves the refurbishment of approximately 15,000 homes. The programme, currently in its initial stages, sees JRP overseeing Ealing Homes' Partnering Framework Agreement and managing their constructors and consultants, as well as introducing innovative processes for performance measurement, project delivery and programme management.

The Newham Homes programme concerns the improvement of a total of 20,000 properties. JRP, together with MMBL and IG9, have been appointed to carry out project management, cost consultancy and clerk of works roles for the £150 million Low-Rise Enveloping and Internal Modernisation element of the project. Based on their expertise in this area, JRP have also been asked to provide the role of CDM Co-ordinator.

"We approached the tender process with the intention of entering into a contract with the firms that provided the most economically advantageous response when evaluated against price and quality," explains Ann Lucas, Procurement Manager, Newham Homes. "Alongside the high standard of their submission we were impressed by JRP's previous track record with other decent homes providers. We are keen for JRP to begin work as soon as possible and we are confident that they will play an integral role in the delivery of our decent homes programme on time and to budget."

At Hammersmith and Fulham Homes JRP will be supporting the improvement of 10,000 properties. The £230 million programme is based over seven geographical areas with five contractors responsible for individual elements. Similarly, at Homes for Haringey, JRP is responsible for the delivery of one of four elements of the overall £240 million programme. JRP's share consists of 5,000 properties and pilot projects have now begun with the wider programme commencing in April.

"The 2010 deadline is fast approaching and we cannot underestimate the challenges that we may encounter over the next three to four years," adds Ken Morgan, Partner JRP. "We are very confident that our existing expertise in the decent homes field will enable us to plan for and overcome any obstacles, while also fulfilling stakeholders' requirements."



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