



Insight on

New Zealand Earthquake

Rebuilding Christchurch

INSIGHT 3

The John Rowan and Partners magazine Summer edition 2012

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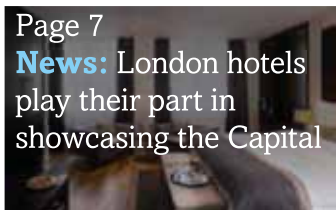
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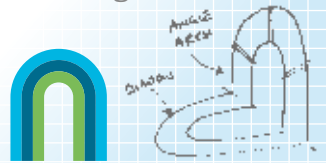


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**"It is a massive
testament to
the way the
project has
been managed.
This project
is turning
heads all over
the world."**

Jeremy Hunt,
Culture Secretary,
on the Olympic
Park.

QUOTE
OF THE
MONTH

Send us your views on the 'quote of the month.'
Email: ichisholm@jrp.co.uk

STAT OF THE MONTH

**Since 4 September
2010 over 10,490
earthquakes have
occurred in
and around the
Christchurch area.**

Based on the NZ
Christchurch quake map

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John Rowan and Partners is a global property and construction consultancy specialising in the delivery of cost management, project management, building surveying, health and safety, planning, sustainability advice, information systems and strategic asset management services to all areas of the construction and property industry.
www.jrp.co.uk

STEPHENGEE ON THE SPOT

INDUSTRY NEWS/
VIEWS/OPINIONS



So a lot has happened since our last edition of INSIGHT...

2012 has been busy for us, and as we celebrate 30 years in business, we are delighted to announce a new head office, corporate identity and changes to our senior management team, all of which will help us to continue our growth and development.

Across our sectors

we are certainly

seeing a growing

workload and

optimism about

the future

Ian Blacker has been elected as our new Chairman replacing Tim Young who, after 6 years in the role, decided not to stand for re-election. Tim has made a significant contribution in that time and will continue to do so on strategy and innovation within the business.

Ian, who has over 25 years experience in property consultancy, joined the business 3 years ago to head our Planning Advisory Services team and to advise the Board in the role of Non-Executive Director. Securing planning permission clearly remains critical to the delivery of new schemes and as the whole industry adapts to the latest planning reforms, Ian will continue to lead the provision of Planning Advisory Services to our clients alongside his new role.

Andrew Nycyk will bring his extensive pan-European experience and industry profile to the role of Deputy Chairman, succeeding Robert Russell who will concentrate on further developing our sustainability team.

Alongside the changes in our senior management we have also moved to a new head office which means for the first time in 8 years we are now all on the same floor. Our fantastic new space will help bring the company together and promote greater knowledge sharing and cross team working.

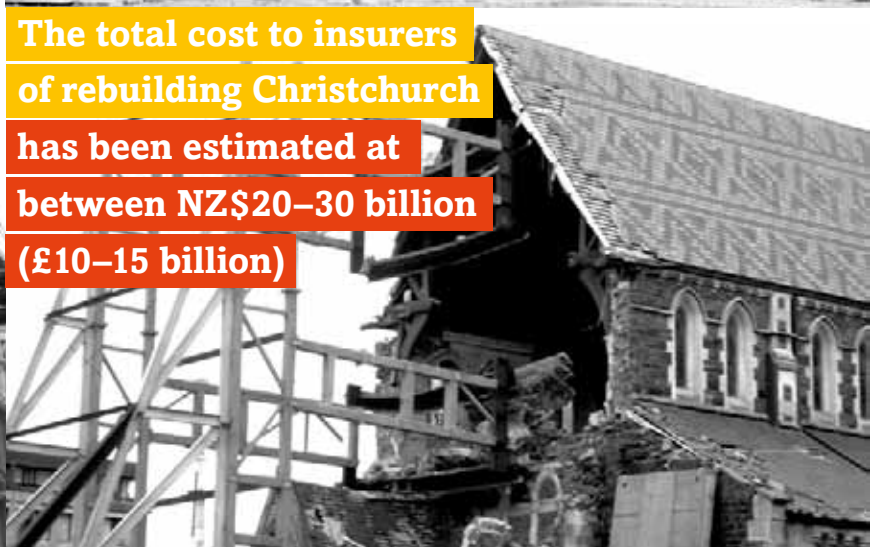
To go with our new office you may have noticed on the front cover that we have also developed the look and feel of our logo to reflect the company that we are today. You will still find the original elements of our brand, evolved to reflect the modern John Rowan and Partners.

2012 is a momentous year for the country and while there is still huge speculation about when the economic climate will brighten, things are certainly positive as we are working on some great new projects across the UK, Europe and in New Zealand. Across our sectors we are certainly seeing a growing workload and optimism towards the future and we are grateful to all our colleagues and clients for their continued support.

STEPHENGEE
MANAGINGPARTNER

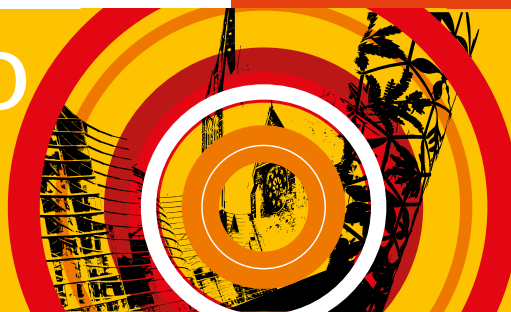


The total cost to insurers
of rebuilding Christchurch
has been estimated at
between NZ\$20–30 billion
(£10–15 billion)



interview

INSIGHT TALKS TO ALASTAIR MILES



On 22 February 2011 an earthquake hit the New Zealand town of Christchurch. It was the second major earthquake in 6 months, killing 185 people in one of the nation's deadliest peacetime disasters. **Alastair Miles**, Director of Miles Construction, talks to INSIGHT about the challenges of working in a town devastated by earthquakes.

**Q1. Tell us a bit about your past?
How did you come to set up
the company?**

I gained my qualifications and worked in Christchurch for various companies gaining experience in building and project management until 1995. Like many young New Zealanders I travelled for a few months before landing in London where I joined John Rowan and Partners, working there until 2003. I moved back to Christchurch and worked with a construction company to build a new hospital and manage the relocation of staff and patients. After 16 months I left to form Miles Construction in 2006.

**Q2. What was your main line of work
before the quake and were you
experiencing the same kind of
problems as the UK construction
industry?**

Our main line of work hasn't particularly changed; we're still taking on residential clients, both new build and renovation, ranging from basic homes to multi-million dollar homes. Restaurant fit-outs and commercial projects are also continuing. The difference after the earthquake has been the speed of some projects. Many projects we are currently working on were in the pipeline before the earthquake and have been moved to beat the demand that will soon begin. Most of the earthquake work hasn't really started as we are still waiting for the green light from insurance companies, but once it does it's going to be a struggle to get contractors.

There are subtle differences but generally Christchurch is similar to the UK construction industry. We have the same systems which have been developed from British companies and we have experienced the same downturn, however I think the difference is that the industry here is quite architect-led.

**Q3. Are there unique challenges of
running a construction company in
New Zealand?**

I don't think it's any different to the UK or New Zealand pre-earthquake. It's all about workload and feeding the machine.

**Q4. What was your experience
of the quake?**

The first one was in the middle of the night so we just woke up to everything shaking and crashing down – we didn't really realise at the time that we could have earthquakes so close to us. Everyone walked outside and made sure everyone else was OK and we started to assess the damage.

I was out of town for the earthquake in February but we lost our offices in that one. When the first quake happened there was a real sense of positivity and that we could rebuild Christchurch but after the second one people were just dumbfounded. We had another one in that June and one just before Christmas – it's all very surreal!

Q5. What are the unique challenges of working in an earthquake zone?

Resource is a real challenge and has really changed the way we work. Relationships are becoming more and more important; we've already had clients wanting to secure and book us to start work for three months time and so the relationship with the client needs to be strong.

We also have to be conscious of having very strong relationships with sub-contractors because once the money for the work starts to come in, some may not be loyal if they are offered more money elsewhere – holding on to them is going to be crucial. Much of our work at the moment is focusing on these relationships so we can rely on them when the time comes - it's paramount people get paid on time. We're also pricing the work ourselves and completing the necessary paperwork so all they have to do is get on with the job. So yes, building relationships is critical.

Q6. What lessons have been learned since the earthquakes?

Health and safety is going through a major transformation since the quakes. Consultants and contractors are being forced to change the way health and safety is delivered, which is a good thing and the industry in Christchurch sees it as a positive change as well. Other lessons we have seen include how and where we build in the future – certainly some areas of Christchurch won't get built on again.

The government is doing a good job of getting information out there but there are still lots of questions that they cannot answer and residents are finding it frustrating. In September it will be 2 years on from the first quake and not much rebuilding work has started.

Q7. What do you think the future holds for Christchurch?

Ultimately very positive but it's going to be a long road with a few ups and downs along the way. We have the chance to make Christchurch into a world class city but it's going to be challenging. Christchurch is going to be a great town and it's a real opportunity if they get it right.

**We have the chance to
make Christchurch into
a world class city but
it's going to be challenging**



LONDON HOTELS PLAY THEIR PART IN SHOWCASING THE CAPITAL

NEWS

There has been a surge of activity in the London hotel market as owners and operators upgrade their hotels to accommodate the 500,000 extra staying visitors that the Olympics attracted.

Point in case is Threadneedles Hotel London where owners Westmont Hospitality Group have been investing wisely. The hotel has relocated back of house staff facilities into new spaces within the basement and undergone a full upgrade and relocation of IT systems to create new additional guestrooms to a new design specification.



John Rowan and Partners acted as Project Managers and Cost Managers on the redevelopment and utilised the innovative Purchase Order Manager developed by its in-house Information Systems team

INNOVATIVE ASSET MANAGEMENT

With Green Deal funding less than certain, our newly appointed Head of Strategic Asset Management, Ben Johnson, talks to INSIGHT about Innovative Asset Management and what affordable housing providers can do now, with or without grant funding...

Effective asset utilisation, management and investment planning have always been important in the housing sector but have become even more so in the current economic climate. In the housing sector today welfare reform, market rents, affordability, social environment and the economic situation all require innovative investment and asset management strategies if landlords are to achieve their business objectives and meet the needs and aspirations of their residents.



Many landlords cannot rely on the housing stock data they already hold because the data has not been properly maintained or the initial stock survey was flawed. This makes it difficult to plan programmes effectively and accurately and can lead to investment being prioritised and subsequently delivered on the wrong assets or areas.

By joining together the wealth of data held on asset and housing management systems, with the many sources of public domain research on neighbourhoods, incomes, property prices and rent levels, it is possible to obtain a truly comprehensive picture of a landlord's stock. John Rowan and Partners has called this the Asset Investment Model (A.I.M). The model examines and combines key factors such as demand, stock condition, environment, community, socio-economic and asset financial performance to "health check" the stock and ensure investment is directed to the correct areas.

By using A.I.M, landlords can develop comprehensive strategic plans and understand which stock is performing well and which is failing highlighting the need for investment. However, it shouldn't always be about failing stock. There may be an opportunity to change tenure types to increase revenue streams in well performing areas for example, which will be exposed through the model and as part of the option and opportunity appraisals process. In some cases it will help take the decision to dispose of some stock that no longer meets the organisation's objectives, ensuring effective asset management.

COMMENT



DAVID BARRETT ON SOLAR ENERGY

David Barrett, Partner in the Sustainability team at John Rowan and Partners, talks about the largest solar scheme on affordable housing in London.

**Solar installation to
1,000 properties will
save hundreds of
pounds on residents'
energy bills**

1,000 Waltham Forest Council residents will save up to £140 per year in their energy bills after the installation of Solar Photovoltaic (PV) panels on the roofs of their homes. This is the largest solar scheme on affordable housing in London and is the result of an innovative partnership agreement between Ascham Homes and Waltham Forest Council.

With many of the issues surrounding the Green Deal still up in the air, it is great to see projects like this moving forward. Not only has this improved the carbon footprint of the existing housing stock but it will also deliver significant benefits to the residents involved and has maximised the income potential under the FiT.

Solar PV panels generate cheap, green electricity from sunlight and provide one of the best options for a sustainable and renewable source of energy for our homes. They help to save energy used for household appliances and lighting, hence reducing energy bills and the overall carbon footprint for the borough.

The systems installed will also save approximately 1 tonne of carbon per year per household. Ascham Homes will act as the Council's agent for the management and maintenance of the solar scheme over its 25 year life, ensuring that electricity payments are received, monitoring the scheme, commissioning any repairs and ensuring that the business plan is operated effectively.

I would hope that this project acts as encouragement to other affordable housing providers to show them that projects like this are commercially viable. I for one am convinced that going forward PV panels will be part of the solution for affordable housing to deliver their obligations under the Climate Change Act.



Ascham Homes' appointed John Rowan and Partners as Project Managers along with contractors Apollo and Breyer Plc.

PAULO'CONNOR IN NEW ZEALAND

INDUSTRY NEWS/
VIEWS/OPINIONS



We've heard from Alastair Miles about the situation in Christchurch, but what did our very own **Paul O'Connor**, Partner at John Rowan and Partners, make of it when he went out to work with Miles Construction last year? INSIGHT talks to Paul about his experience...

Q1. How did the move to New Zealand go and what has been the biggest personal change?

After being based in London for the past 13 years it was an amazing opportunity for me to travel to the other side of the world to work on a project such as this. It has been quite a change in terms of working culture and in many ways things are a lot more laid back here with people wearing jeans and t-shirts. At the same time you can feel that there is a real intensity and pressure that things need to be done and change needs to happen quickly.

The weather also takes some getting used to. At any time of the day you can get what they call a southerly, northerly or an easterly, which is basically a strong wind from any direction. Some of these can be very cold, a lesson I learnt quickly when getting off the plane in shorts and t-shirt expecting boiling hot weather and finding snow instead!



Q2. What was it like when you first arrived?

The damage caused by the earthquake covers the whole of Christchurch and the surrounding area but the worst hit area was the central business district, commonly known as the CBD. This is now a restricted area called the red zone due to the high level of destruction. After 2 weeks of being here and still suffering from jet lag, I experienced my first aftershock at 5 o'clock in the morning. It was a magnitude of 4.1, nowhere near as big as the initial 7.1 earthquake in 2010, but it was certainly big enough for me.

Q3. What's the atmosphere like out there?

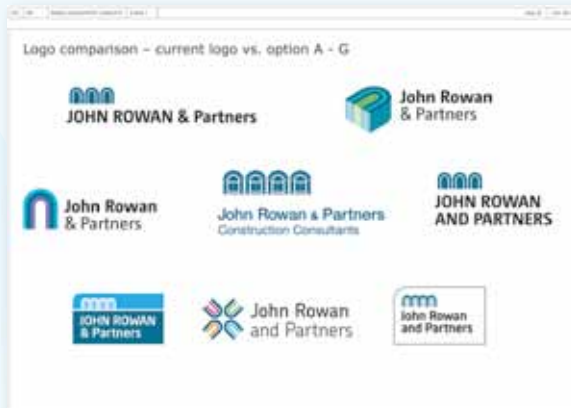
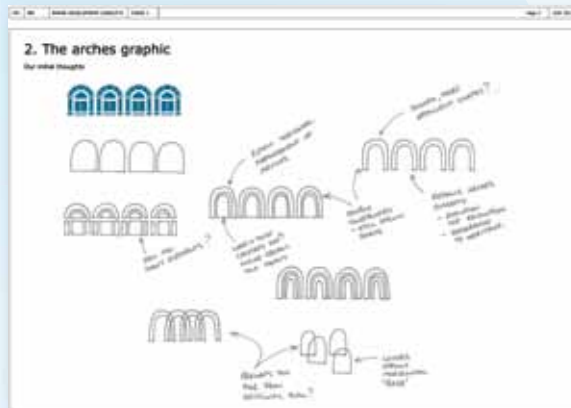
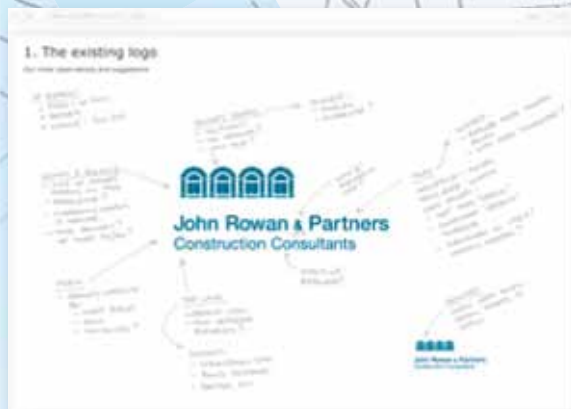
I have been truly amazed by how resilient and upbeat the people over here have been in the face of what has been one of the worst disasters in New Zealand's history. As a Londoner born and bred it was initially quite hard to not have a central area to shop and socialise, but very quickly temporary bars and shops have opened up in these amazing container villages around the central district.

There is a real consensus to not only get Christchurch back to where it was before, but to rebuild it even better. It's certainly an interesting time over here and I feel very privileged to be helping to put it back together.

EVOLUTION

While our values and approach as a business remain unchanged, we felt that although our logo had served us well for over 25 years, it no longer reflected where our business is today. For the budding brand managers out there, here's how we developed the corporate identity.

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The team at the JP Morgan Chase Corporate Challenge in Battersea Park, raising £4000 for Radio Lollipop



Narinder, Tina, Monika and Carmen helping to transform the garden at a primary school in Acton



SOCIETY NEWS



Guy, Mike and Richard take part in the British Heart Foundation London to Brighton bike ride



The mighty 'Purple and Blacks' in the Hays Property Cup



STEPHENGEE THE LAST WORD

INDUSTRY NEWS/
VIEWS/OPINIONS

Stephen Gee, Managing Partner talks about the 'Happiness Advantage'

We have been introducing across the business a new approach designed to promote an optimistic and positive view on work and life. The Happiness Advantage (a book from Harvard's Shawn Achor) details the new scientific information we have on how we can train the brain and how we think. It turns on its head the old theory of work hard, achieve the next thing and then we will be happy. Studies now show that being happy is the precursor to that achievement; to that business success. There have also been recent studies that happiness also relieves stress and improves health and productivity.

By being happy we don't just mean going around the office smiling but having a positive, optimistic approach to what we do and what we might achieve if only we try. We spend our lives surrounded by bad news and this couldn't be truer of our industry over the last couple of years. Simple techniques can be used to retrain ourselves to seek out the positives that do exist and put bad news into perspective.

In terms of business planning we found that after some very tough years it was becoming more difficult to raise our sights, be optimistic and set good challenging goals. Realistic planning had taken hold which tends to result in a downward spiral of achievement. In simple terms, is it better to set a target of 10% and achieve it because it is realistic? Or is it better to explore the possibilities of what you might achieve, if only you tried, setting a higher target of 20% and realising that when you achieve 16% that this is much better than a realistic 10%.

The introduction of the Happiness Advantage has already brought a great deal of success to the business. We are looking at a year where we will achieve strong growth (20%) across the business as a whole. Just as important is the positive atmosphere it has brought to our business, improving the whole feel of what we do and how we achieve it.



THE HAPPINESS ADVANTAGE

**Studies now show
that being happy is
the precursor to
business success**