



Insight on

East Village

a lasting Olympic legacy

# INSIGHT 5

The John Rowan and Partners magazine

Winter 2014

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### QUOTE OF THE MONTH

With quality housing  
and community  
facilities right on  
the doorstep, East  
Village will offer a  
great new place for  
people to live, work  
and study. It is a  
fantastic example  
of how the Olympic  
legacy is unfolding  
in the heart of  
East London

Boris Johnson  
Mayor of London

Send us your views on the 'quote of the month.'  
Email: [ichisholm@jrp.co.uk](mailto:ichisholm@jrp.co.uk)

### STAT OF THE MONTH

Through the  
Olympic project

# £12.5 billion

has been invested into  
the Stratford area by the  
public and private sectors



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.  
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# STEPHENGEE ON THE SPOT

INDUSTRY NEWS/  
VIEWS/OPINIONS



**Welcome to our fifth edition of Insight which, in recognition of our continued work at the Olympic Park, we've dedicated to the legacy of building better communities. While for many the success of the 2012 Olympics is a distant memory, it continues to be a large part of our lives. We currently have a team of more than 40 people working at the impressive East Village, helping to turn the former Olympic Park into 2,818 homes that will be a fitting legacy for the success of the Games.**

Encouragingly, we've had a strong 2013 at John Rowan and Partners and have continued to grow. Our continued dedication to developing young talent and graduate employment has led to us taking on a further 14 graduates through our internship programme this year and, as a result, our team now numbers more than 125!

Many regular readers of Insight will be aware of our internship campaign, The Pledge, which we created to try and save a generation of talent from moving away from the construction industry and it was therefore encouraging to see a real return to graduate employment in 2013. As the industry emerges from the downturn we've also started to see an increase in work, particularly in housing, and our approach to staffing and interns has helped drive this by affording us the flexibility we need to respond to our changing markets.

In other news Ian Blacker, who joined us in 2009 to set up the Planning Advisory team and became our Chairman in 2012, has been welcomed to the John Rowan Partners Membership and we're sure he will help us take the business forward to even greater success in the years ahead. All in all, 2014 is shaping up to be a very positive year for John Rowan and Partners and we hope you have a successful year too.

**2014 is shaping up**

**to be a very**

**positive year for**

**John Rowan and Partners**

**STEPHENGEE**  
**MANAGINGPARTNER**

## INSIGHT TALKS TO Kirsten Henson



Kirsten Henson, from KLH Sustainability, holds a masters degree in Civil Engineering and a second in Engineering for Sustainable Development. A technical adviser to the UN Environment Programme and fresh from the Olympics, Kirsten spoke to Insight about KLH Sustainability and the importance of delivering a sustainable Games with a lasting legacy...

### Tell us a bit about your past?

I studied engineering at university. In my final year I was introduced to a field of engineering called 'Sustainable Development', it provided a clear environmental and social context for the engineering I had spent the past 3.5 years studying. It was then I realised that was what I wanted to do. I worked in Environmental Impact Assessment before completing a Masters in Engineering for Sustainable Development. At that time, I was working for Buro Happold, who were part of the planning team for the London Olympics, which had already set some challenging sustainability objectives. I realised then how difficult it was to apply the theory of sustainability into practice. In terms of career progression I was very fortunate that the Olympics coincided with my selected specialism. They say you make your own success, but now and then a little luck helps.

### How did you come to form KLH Sustainability?

I worked for Buro Happold and then CH2M Hill, and by 2010 I was getting recognition among designers, contractors and the supply chain for my ability to innovate and deliver on sustainability – so I decided to give it a go myself! The first significant contracts for KLH Sustainability were actually in the events industry rather than construction. We explored the sustainability philosophy of temporary architecture with a number of clients to deliver unique, statement structures

with predominantly hired components. The BP pavilion for example was 85% off the shelf components, and over 90% of the structure was reused after the event, and I don't think it was less of a statement. With clever design and architecture, and a sustainability focus, you can create bespoke experiences without spending millions on new materials that end up in a skip.

### What does the company do?

We tend to work with clients or contractors. Often these clients have a strong sustainability agenda within their core business but, find it challenging to apply the sustainability agenda to construction, which is outside their core business, for example when they are building new office space. We help to develop a clear sustainability strategy that responds to their corporate objectives while being relevant to the construction industry. We then provide guidance and technical support on everything from selecting principle contractors and design review, to data collection and reporting.

Contractors tend to contact us for support when they are responding to tenders with a strong sustainability drive. We develop a clear sustainability approach that recognises the end clients' and their own sustainability agenda and then often pitch with them and, if successful, help implement what was offered. We've had lots of success – I am not saying the contractors win every job, but they do score highly on sustainability.





**Without upsetting any of your other clients, what has been your favourite project to date?**

It's difficult to say, because each project has something unique and challenging about it. Personally, I enjoyed working with Arena Group on Horse Guards Parade Beach Volleyball. We installed a 15,000 seater Stadium including almost 4000 tonnes of sand in the middle of London. The project team really embraced the sustainability agenda. Just sitting at the top of that stand looking over London was quite phenomenal.

There are pockets of excellence within the industry, but we tend to find that the Olympic legacy of collaboration and the achievements around employment and skills, health and safety, sustainability and design quality, haven't yet been embraced more widely by the sector. Often tight budgets and timeframes mean that delivery is the priority, which is disappointing because intelligent sustainability doesn't have to cost more, but it does require some extra thought and collaboration.

**Is it all about construction or do you cover other sectors as well?**

It is mainly construction or events where something is built, but that's not to say that we wouldn't work in other sectors. We've worked with the supply chain on the manufacturing side, but on the whole our focus is construction – there's enough to keep us busy and develop our specialism.

**Contractors tend to contact us for support when they are responding to tenders with a strong sustainability drive**

**So what's next for KLH Sustainability?**

We're looking to recruit a new business manager and invest money in a strategy for growth. We are also developing the corporate side of things; education, CPD work and facilitating workshops. We're aiming to use our experiences to inform our CPD work, so we are never preaching something without examples from the construction site to make it more tangible.



INSIGHT ON...

# East Village: a lasting Olympic legacy

**27 acres of parkland**

**22 miles of cycle**

**and footpaths**

**4 miles of waterways**

In June 2008 construction of the Olympic Village began, amid overwhelming concerns about the viability of the project in the face of low property prices and the economic downturn. For a project that could normally take up to 20 years from the ideas being drawn up to the first keys being handed over, it was only with unprecedented effort, collaboration and up to 6,000 construction experts on site daily that the project was delivered on time.

So would all this investment be worth it, once the excitement of the 2012 Games had come and gone? Insight decided to take a closer look at what the Olympic Village is now becoming...





## The project was the largest new city-centre space to be developed in Europe for 200 years

**The success of the 2012 London Olympics not only showcased the best UK athletes and sporting triumphs of our generation, but was a celebration of some of the country's best architecture, construction and project delivery achievements. With 9 new train and tube links and an Olympic Village to house 17,000 athletes costing £500 million to construct, the project was the largest new city-centre space to be developed in Europe for 200 years.**

But as the golden glow of the Games faded in to Britain's history, one question remained – how could the Olympic Village be reshaped in to a living legacy?

Described as London's best connected neighbourhood, the new East Village is transformed almost beyond recognition. In a central London location, it offers all the usual benefits in abundance, including 1.9 million square feet of retail and entertainment areas, cafés and bars, a health centre and 9 miles of new roads connecting the area. And to top it all off, of course, there are 5 world-class sporting venues.

The unusual nature of the redevelopment also means that the area can justifiably claim to enjoy some of the benefits of 'country living', including 27 acres of parkland, 22 miles of cycle and footpaths, and 4 miles of waterways, as well as the new Chobham Academy on the doorstep and 3 different play areas. Living green and brown roof gardens have been planted on buildings over 100m high to complement the surrounding environment, as well as absorbing rain and CO<sub>2</sub> and reducing noise. When compared to the sporting legacy, which has recently raised some concern over a failure to boost the number of children playing sport, the successful transformation and creation of a physical Olympic legacy is beginning to thrive.

The team from John Rowan and Partners have been on site since 2010 and have been overseeing this complex redevelopment to ensure that it met the first 2013 deadline. Sustainability has been crucial to East Village, from the design and construction to the materials used and the homes delivered, with 95% of construction waste being diverted away from landfill. This approach included installing smart insulation to save 183,000 tonnes of carbon annually, a biomass power station to deliver renewable energy, heating systems that are 90% efficient and LED lights to reduce CO<sub>2</sub> emissions by 5,000 tonnes a year.

Proudly boasting bright, modern and spacious homes from 1 bed apartments to 4 bed townhouses, including nearly 700 social rented homes, with top class sporting facilities, shopping, a school and health centre on the doorstep, it is no surprise that, by as early as January 2013, the 2,818 apartments on offer in E20 had received over 17,000 registrations from people interested in renting or buying.

East Village is tackling the London housing shortage head on, offering appealing and practical homes. The development is also striving for and managing to meet sustainability targets in innovative ways that combat the challenges of inner city housing, making it an impressive and modern legacy to define the 2012 Games and the City of London future generations.

# A2Dominion Housing Group



“We have been working with John Rowan and Partners for over 10 years now and we find their extensive experience in housing, project management and IT invaluable.”

David Price - Director, A2Dominion

**Our relationship with A2Dominion has withstood the test of time for over a decade now, delivering numerous projects from assistance with regeneration and planning, to asset management and validation surveys. So, we thought it was time to take a closer look at the company...**

A2Dominion has gone from strength to strength in 2013, winning the award for Business Transformation of the Year at the UK Housing Awards 2013, run by Inside Housing magazine and the Chartered Institute of Housing (CIH). With a turnover of more than £249 million and an asset base of over £2 billion, A2Dominion works with 82 local authorities and has over 34,000 homes across London and the South East.

Over the years, our work with A2Dominion has included assisting them with many of their sustainability initiatives. The company aims to promote sustainability, using their Green Strategy Group to support initiatives such as cutting down on CO<sub>2</sub> emissions and waste, sustainable land use, and limiting the detrimental effects of the construction industry on nature.

As the sector faces challenges such as welfare reform and unemployment, A2Dominion is working towards supporting those who most need help, while still aiming to remain commercially oriented and competitive. The company claims that they develop innovative services and take a flexible approach to new ideas that will lead the sector and, far from being simply a vision, this approach is continuously seen across their projects.

A2Dominion's modern and flexible approach to finding ways to reduce residents' exposure to changing fuel prices and listening to their feedback has been crucial to our work on the £136 million regeneration of Green Man Lane in Ealing. Alongside this, other recent projects have included planning assistance for Hogarth Court in Croydon and 5,000 validation surveys on A2Dominion's housing stock as the company continues to develop. Through their innovative projects, the company continues to build a sustainable organisation that will not only survive and thrive in the difficult economic climate but will continue to improve people's lives for years to come.

**...feedback has been crucial  
to our work on the  
£136 million regeneration of  
Green Man Lane in Ealing**



# Rewriting the legacy of Green Man Lane

Dominated by gangs and anti-social behaviour, accommodation at the Green Man Lane estate was uncomfortable, cramped and cold with many 1 bedroom flats housing families of up to 5 people.

**A2Dominion and Rydon's £136 million regeneration is investing in the future of residents and using feedback to rewrite the legacy of Green Man Lane in line with their vision for the new development. After living with drug abuse and personal safety concerns, residents wanted a safer, greener environment, with better living space and energy efficiency to reduce fuel poverty.**

The regeneration of Green Man Lane has seen the demolition of the 8 storey towers and multi-storey car-park, to be replaced by 706 new homes and a much safer newly designed layout. Each home is built to Level 4 of the Code for Sustainable Homes with increased insulation, glazing, lighting efficiency and improved air tightness.

Recently completed, the Energy Centre is at the heart of the regeneration and aims to reduce carbon emissions for the development, in excess of 500 tonnes per year, while renewable energy for the café and community centre is provided by roof mounted PV panels. The removal of individual boilers reduces residents' maintenance and repair bills, and smart metering accurately indicates usage. Initial discussions indicate that the cost per KWh/hour will be much cheaper than using mainstream energy companies, by avoiding their usual profit margin of 10-20%.

As the project continues to focus heavily on these extensive and innovative improvements, Green Man Lane's past of antisocial behaviour and cramped, cold accommodation will soon be transformed to boast a future of investment, safety and better living conditions for residents.

## Sustainability Alliance with Rickaby Thompson Associates

## NEWS



**We are always looking for ways to improve our work on sustainability, so that we can offer clients the best quality advice on new energy initiatives. Rob Russell, Head of Sustainability, explains how our new alliance aims to do just that...**

Sustainable combines our work with that of energy and environmental consultancy Rickaby Thompson Associates (RTA). RTA was founded in 1982 and works in housing and construction, offering leading technical expertise on environmental responsibility.

The construction sector contributes 47% of all carbon emissions and a quarter of all waste each year, making sustainability a big consideration for clients. Our partnership helps deliver cost effective sustainable development, by offering clients bespoke advice on how sustainable design and construction can enhance the value of projects, and improve energy efficiency throughout the lifecycle of their buildings.

To help our clients navigate a landscape of conflicting information, our alliance offers refurbishment consultancy, environmental and renewable energy assessments, and advice on low carbon design. We also aim to always consider the array of costs and revenues associated with construction, ownership and occupation.

From overarching sustainability strategies, to detailed building performance monitoring and evaluation, our partnership offers guidance on new initiatives and policies, as well as finding realistic and cost effective ways to implement these on a project-by-project basis.



If you'd like to find out more about Sustainable, please contact Rob Russell at [rrussell@jrp.co.uk](mailto:rrussell@jrp.co.uk) or visit the website: [www.sustainablealliance.co.uk](http://www.sustainablealliance.co.uk)

# Risk management for social housing providers

The housing market is continuing to change. The government funding position post 2015 remains unclear and the Homes and Communities Agency (HCA) is emphasising the importance of risk management, as it alters the regulatory framework to reflect the changing market.

**As social housing providers begin to diversify, Ken Morgan, Head of Asset Management at John Rowan and Partners, explains why asset management is crucial to tackling the sector's new challenges...**

Demand for housing is increasing and social housing providers are now required to offer subsidised homes without a subsidy. Meanwhile, there continues to be uncertainty around the impact of welfare reforms, including the implementation of universal credit.

But the economy is moving in the right direction and house prices are rising. Social housing providers have started taking a more pro-active commercial approach to new opportunities and income streams and are raising money through secured loans and bonds. The correct financial modelling of assets can be crucial in helping providers work out the risks of their various options, and so data collection and efficient asset management systems are also becoming essential.

To offer our clients some guidance, John Rowan and Partners has developed models to help providers protect assets and future development, including the Asset Investment Model and Stock/Estate Optimisation Model. These tools help clients decide on the best asset management strategy to respond to the emerging challenges. Maintaining the detailed analysis of the 30 year investment model, while also including data for rental and other expenditure, can help establish viability and risks.

A 30 year long term analysis is not only an effective way of determining risk, but can help to demonstrate security to funders or banks, and improve financial star-ratings. These models also have strategic benefits, including a health check of the entire portfolio, monitoring the social and financial performance of stock, establishing a breakeven analysis, and identifying development opportunities.

In this diversifying sector, risk management is crucial as exposure to financial risk can undermine whole organisations. If social housing providers continue to adapt, and not only manage but maximise their assets through a strategic approach, the potential savings could help fill the financial gap left by decreasing government funding and promote the right diversification to allow providers and the market to thrive.





### Annual sports day

Our annual sports day at the end of July was a great success – no doubt thanks to the props from the Early Learning Centre – with everyone getting involved!



### Bowled over by JRP

The great British summer was on top form as was the John Rowan and Partners cricket team, which was only to be beaten twice in 8 matches by the formidable CWM and A2Dominion.



### Well Being Day

Our first 'Well Being Day' was a great success. Health and happiness is very important to us here at John Rowan and Partners so to highlight this we had a focused day with talks from our healthcare providers, health checkups, cycle yourself a smoothie and fitness classes at the gym next door.



### Green Bootcamp

Our Green Bootcamp, which ran from 8 - 12 July 2013, built on the success of previous years and contained exciting and innovative best practice session and lectures on sustainability. Speakers included Vital Energi, Willmott Dixon and Marks & Spencers.



# 60 SECONDS WITH... TIM YOUNG



Having joined John Rowan and Partners as a fresh faced 23 year old back in 1988, Tim Young has now celebrated 25 years at the company! So, to mark the occasion, we've taken 60 seconds with him to ask all about his time here...

## How did you first start working at John Rowan and Partners?

During my year out I worked with Charles Lewis at Cyril Sweetts and I helped him write his resignation letter when he left to join John Rowan and Stephen Gee. After I graduated I had a few interviews and job offers and accepted one with a firm in Brixton. Charlie persuaded me to come and meet John and Stephen for lunch. It has to be said that they plied me with more than my fair share of alcohol, and before I knew it I had resigned from the job that I hadn't even started and decided to join John Rowan and Partners! The rest is history.

## Your fondest memory of the past 25 years?

There are a lot of them to pick from, but I suppose it would have to be when John Rowan first introduced me to the world of client entertaining.

## What's your favourite project?

I'm very much enjoying my present role, overseeing the Independent Certifier team at East Village in Stratford.

## One thing you wish you could do better?

I wish I could play boogie woogie on the piano (... or, if you want a more boring answer, then I'd have to say be a completer finisher!)

## Where do you see the company heading in another 25 years?

Given how far we've come in the past 25 years – I can easily see John Rowan and Partners as a top 5 surveying firm, where everyone wants to work!

## When not at work what are you doing?

When I'm not working, you'll usually find me at home spending time with my children.

**John Rowan first  
introduced me to  
the world of  
client entertaining**

