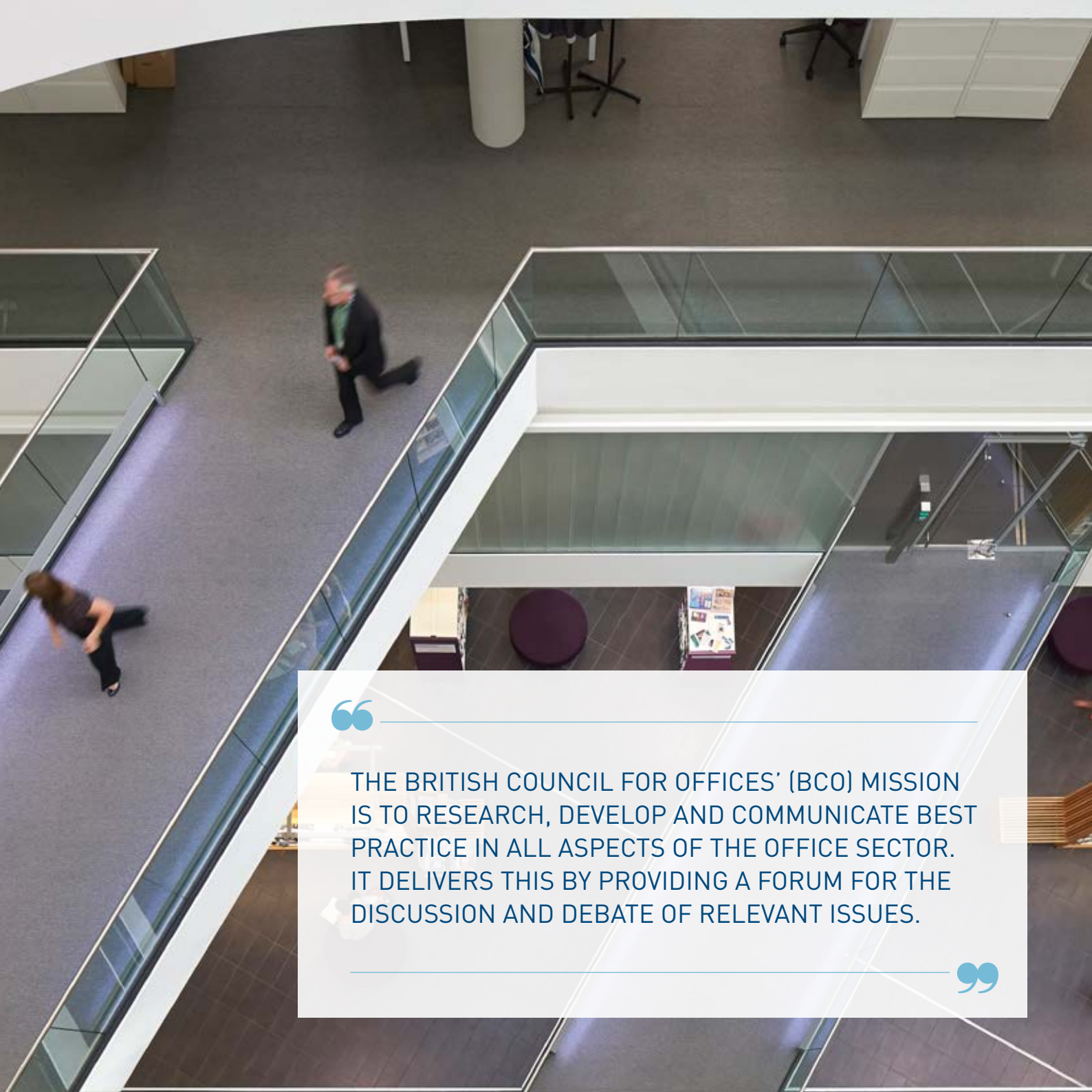


PEOPLE KNOWLEDGE  
EXPERTISE EXPERIENCE  
OFFICE ENVIRONMENT  
ARCHITECTURE DESIGN  
TOGETHER  MAKING A  
DELIVERY DIFFERENCE  
BUDGET CREATIVE BRITISH  
OUTSTANDING INDIVIDUAL  
COMMERCIAL RESEARCH  
ANNUAL REVIEW 2014/15



“

THE BRITISH COUNCIL FOR OFFICES' (BCO) MISSION IS TO RESEARCH, DEVELOP AND COMMUNICATE BEST PRACTICE IN ALL ASPECTS OF THE OFFICE SECTOR. IT DELIVERS THIS BY PROVIDING A FORUM FOR THE DISCUSSION AND DEBATE OF RELEVANT ISSUES.

”

# ANNUAL REVIEW CONTENTS

BCO Annual Review 2014/2015



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# PRESIDENT'S FOREWORD

BCO Annual Review 2014/2015

**It's been a strong and significant year for the BCO – and for me as President, an incredibly rewarding one.**

I'm proud that together we have proactively taken on the challenge of our changing audiences. As you'll have heard me say on many occasions over the past 12 months, our customers are no longer office managers and our products are no longer just buildings; instead, we must talk directly to CEOs for whom an office is a setting for the best possible lifestyle and working environment, something they need to attract and retain their valuable talent.

I've been genuinely inspired by our industry's reaction to such a fundamental shift out of its comfort zone. Having set out what I saw as our challenge at the start of my Presidency, I've watched as we've pooled both expertise and enthusiasm to actively take advantage of this changing mind-set.

Today, I'm encouraged that so many of us are talking about the office not in terms of its vital statistics but as a business' breeding ground for happiness, wellness, innovation and success. By putting the occupier centre stage, we are genuinely moving the industry forwards – and as a result I truly believe that our membership is stronger and smarter than ever.

Nowhere is this more evident than in the conversations and debates I've had with the membership and leadership of the BCO during my presidential year. Throughout the period, I've been continually reminded of how talented and impassioned our industry is – something which I know was reflected at this year's highly successful Annual Conference in Chicago.

Similarly, this year's Annual Awards shone a light on the breadth and depth of excellence in our sector. It was brilliant to learn about the many innovative ways people are approaching our shared challenges and, in doing so, creating workplaces that set new standards.

2014 also saw the publication of the latest BCO Guide to Specification. Still seen as the industry's go-to 'standards bible', this edition notably includes details on how the increasing popularity of cycling to work has impacted the specification of buildings. Once again, we proved we really are live to the evolving needs of office occupiers.

Having been deeply embedded in the BCO for the past year, I appreciate more than ever how well it represents the interests of all those who occupy, design, build, own or manage offices. In the past year alone it has provided unrivalled forums to share knowledge and question how we could do things better and I, for one, have learned a great deal. I'd therefore like to take this opportunity to thank everyone who has contributed to the BCO being such a thriving organisation.

I am sure our incoming President, David Partridge, will also find it an inspiring and thought provoking role. We should go into a new year buoyed by our own adaptability and full of optimism for the future. Indeed, with David at the helm, the BCO is well placed to ensure its members and the wider industry create the next generation of future-proofed workplaces which respond to the lifestyles of the people using them.

**Colette O'Shea, Land Securities**  
**BCO President 2014/15**

COLETTE O'SHEA >  
BCO President 2014/15



“

HAVING BEEN DEEPLY EMBEDDED IN THE BCO FOR THE PAST YEAR, I APPRECIATE MORE THAN EVER HOW WELL IT REPRESENTS THE INTERESTS OF ALL THOSE WHO OCCUPY, DESIGN, BUILD, OWN OR MANAGE OFFICES.

”

EXPERIENCE

# RESEARCH & POLICY

BCO Annual Review 2014/2015

Ten research papers were published by the BCO during 2014/15. The most significant publication was the launch of the latest BCO Guide to Specification in September. As always the strength of this publication comes from the professional skills and experience of the members who write and contribute to it. This latest edition of the BCO Guide to Specification is available in both online and print format and the BCO Guide to Fit Out is also available in online format.

Another addition to the BCO research programme was the introduction of a series of briefing notes led by the Environmental Sustainability Group. Three briefing notes were published during 2014/15. The full listing of reports is as follows:

1

## MAKING THE BUSINESS CASE FOR WELLBEING July 2014

Employee wellbeing accelerates productivity as well as benefitting the bottom line which makes it important to business. This study showed the results of a survey of almost 2000 office workers.

The BCO, Morgan Lovell and Hatch worked together to quantify the impact that the workplace has on employee wellbeing. We investigated working conditions, attitudes and expectations by surveying office workers. The results were analysed by sector, geography and size to reveal the transformations to culture and design that are needed to drive greater performance. This study presents the business case for getting offices right, fostering wellbeing and productivity, and prioritising a healthy corporate culture. A key finding was that most UK employees believed that the design of their workplace supported their physical wellbeing.

2

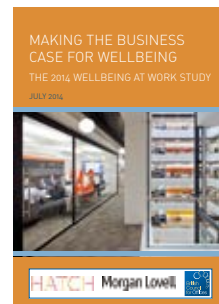
## BCO GUIDE TO SPECIFICATION September 2014

Last published in 2009, this latest edition of the BCO Guide to Specification further developed the recommendations for office developments across the UK. New research on occupier densities and small power consumption was commissioned to inform this latest edition of the BCO Specification.

New additions to this Guide were sections on building information modelling, rights to light, planning law and party walls. As with previous editions, it includes the incredibly useful 'Quick guide to key criteria'. It addresses the current drivers for change in the industry, identifying value, the rise of the coffee shop workplace and the growing demand for cycle facilities as the key factors at this time.

This publication is available in both print and online format.

1





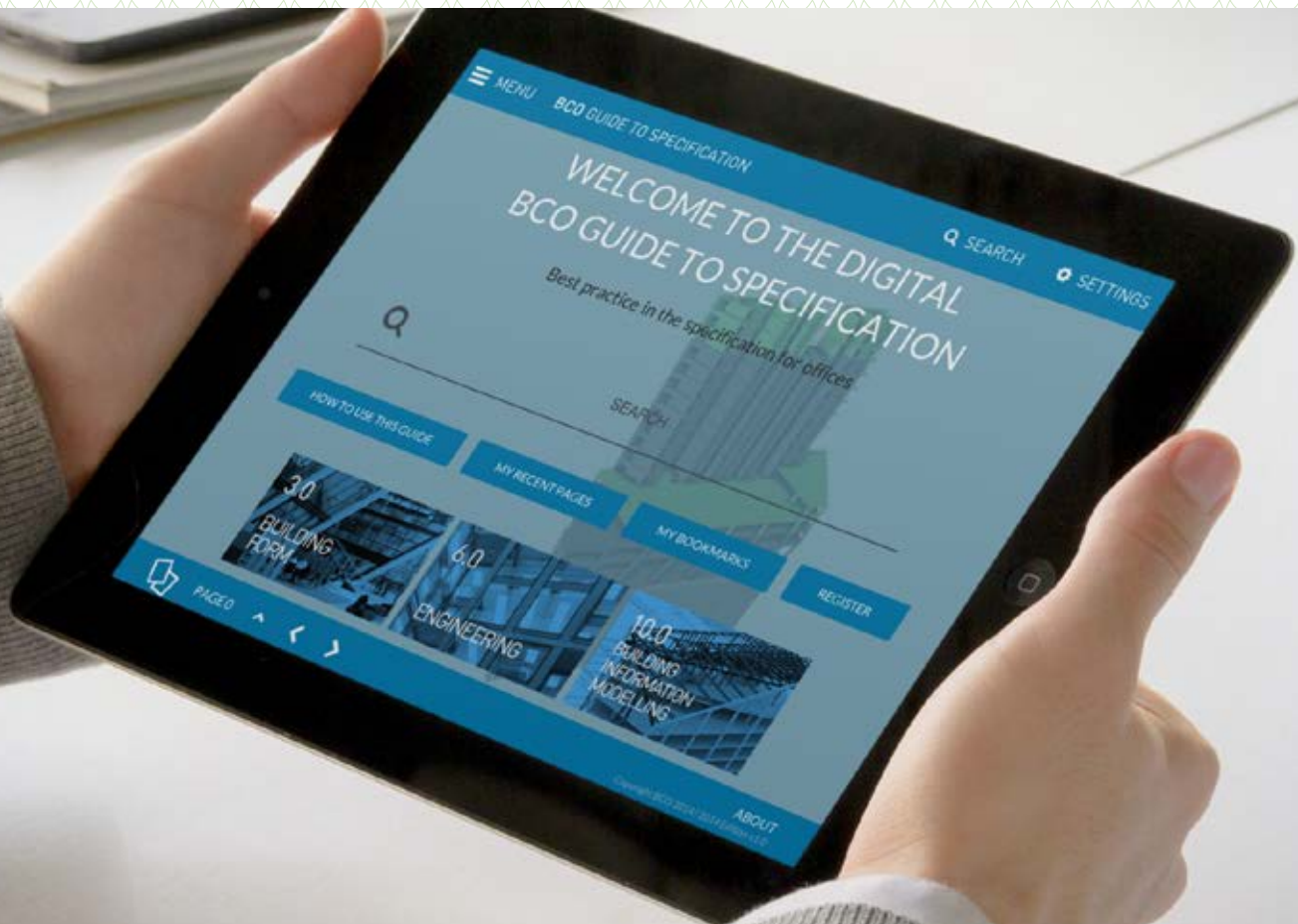


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“

THE MOST SIGNIFICANT PUBLICATION WAS THE LAUNCH OF THE LATEST BCO GUIDE TO SPECIFICATION IN SEPTEMBER.

”



EXPERTISE

3

### PROPERTY DATA REPORT 2014 October 2014

This new report set out some key data about commercial property, a sector that makes up a major part of the UK economy in its own right, as well as providing a platform for virtually all the country's other major industries. It is a joint publication by the members of the Property Industry Alliance. Property is a sector that plays a crucial role by providing places in which people can work, shop and enjoy leisure activities. Similar in size to banking and larger than the leisure, communications and transport sectors, commercial property is also a significant investment asset for the pensions industry, and so contributes to the financing of retirement.

4

### THE INTERNET OF THINGS October 2014

The BCO Environmental Sustainability Group's first in a series of briefing notes on innovation considered the internet of things. This briefing note set out what it is, what it means for the office sector now and what it's likely to mean for offices in the long term.

Low cost technology has been developed to enable the internet of things to operate. Many features of the internet of things already exist and are used within buildings, it will simply make them ubiquitous. In the longer term it will mean that systems will make intelligent 'decisions' based on their physical and temporal location and function.

5

### SOCIO-DEMOGRAPHIC CHANGE January 2015

The second in the series of briefing notes from the BCO's Environmental Sustainability Group, this note was on socio-demographic change.

There are significant changes happening within the workforce. The traditional office was starting to struggle to adapt to socio-demographic changes and the impact was already being seen in the way facility management (FM) was expected to change the workplace to accommodate these changes.

This briefing note considered socio-demographic changes and the impact these changes were likely to have on offices in the future as they adapt to accommodate an increasingly diverse workforce.

6

### ENERGY SAVINGS OPPORTUNITY SCHEME March 2015

Another briefing note from the BCO's Environmental Sustainability Group, this latest note covered the Energy Savings Opportunity Scheme (ESOS).

ESOS is an energy assessment and savings scheme administered by the Environment Agency. It applies to large organisations employing 250 people or more and/or have an annual turnover in excess of €50 million and an annual balance sheet total in excess of €43 million.

Organisations participating in the ESOS scheme must account for their total energy use and examine the way their offices use energy. In the longer term ESOS will increase the transparency of the energy performance of individual buildings.

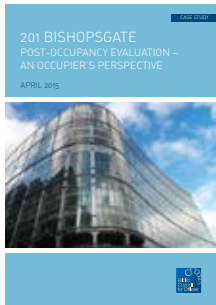
7

### BCO GUIDE TO FIT OUT ONLINE April 2015

This document is widely seen as the accompanying publication to the BCO Guide to Specification and both were made available as online publications in 2014/15. The latest edition (2011) of this best practice guide provided occupiers with a clear framework on which to base their office fit outs in the future.

The purpose of the BCO Guide to Fit Out was to set the standards for professionals and occupiers to achieve the best quality office fit outs. This Guide brought together the knowledge of over 70 BCO members, with extensive experience in the design and implementation of office fit outs, and makes it accessible to the wider market.





8



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PEOPLE SPEND, ON AVERAGE, 90% OF THEIR TIME IN BUILDINGS WHICH GIVES ARCHITECTS AND ENGINEERS AN OPPORTUNITY TO POSITIVELY AFFECT PEOPLE'S HEALTH AND WELLBEING.

”

8

### POST OCCUPANCY EVALUATION - AN OCCUPIER'S PERSPECTIVE April 2015

This case study discussed the energy performance of 201 Bishopsgate, it was informed by a 2 year post occupancy evaluation research project which was part of Innovate UK's Building Performance Evaluation programme.

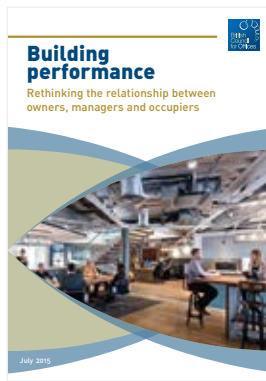
Building energy performance was in the top five criteria used by the occupier, Henderson Global Investors, to select their new office space. 201 Bishopsgate achieved a BREEAM Excellent rating with an estimated 41% reduction in operational carbon emissions compared to the minimum standard (Part L Building Regulations 2002). Yet, there was a difference between the design stage estimates of energy performance and the reality. British Land and Henderson committed to investigate and improve the environmental performance of the building. This case study reported the findings of the 2 year post occupancy evaluation study.

9

### PUTTING PEOPLE FIRST: DESIGNING FOR HEALTH AND WELLBEING IN THE BUILT ENVIRONMENT May 2015

To what extent do architects and engineers have a duty to ensure that building occupants are healthy and happy?

People spend, on average, 90% of their time in buildings which gives architects and engineers an opportunity to positively affect people's health and wellbeing. Maslow defined wellbeing as a hierarchy of needs that included physiological, psychological, social and personal needs. For built environment professionals, this implied an integrated, disciplinary approach that related to attention to design, operations and occupant behaviour. This paper built upon an earlier BCO report 'Making the business case for wellbeing' which was published in July 2014.



10

10

## **BUILDING PERFORMANCE – RETHINKING THE RELATIONSHIP BETWEEN OWNERS, MANAGERS AND OCCUPIERS**

July 2015

Research study calling for a rethink of the relationship between owners, managers and occupiers of the office sector.

Based on new in-depth research with corporate occupiers, the report shows that although satisfaction within the UK office industry is improving, it is not at a fast enough rate to satisfy the majority of occupiers. A ten-point action plan was developed to address and improve the alignment between owners, managers and occupiers was developed as part of the research process. The property sector is perceived to be 'lagging behind' in the customer-service revolution. The report follows research published in 2002 that highlighted shortcomings in occupier satisfaction with the way buildings are managed on their behalf.

This report sets out what the BCO sees as an important course of action to impact a step-change in the industry, but only time will tell whether this will lead to prescriptive service-level commitments in line with other sectors.

“

**A TEN-POINT ACTION PLAN WAS DEVELOPED TO ADDRESS AND IMPROVE THE ALIGNMENT BETWEEN OWNERS, MANAGERS AND OCCUPIERS WAS DEVELOPED AS PART OF THE RESEARCH PROCESS.**

”

## **POLICY**

The BCO was represented on a range of policy groups and committees including:

- **Green Property Alliance**  
(sub-group of the Property Industry Alliance)
- **Research Alliance**  
(sub-group of the Property Industry Alliance)
- **Building Regulations Advisory Committee, CLG**
- **Better Buildings Partnership** - benchmarking, green leases and agents sub groups
- **RICS Service Charge Code of Practice Working Group**
- **CIBSE Industry Advisory Group** - Non-Domestic Buildings

## RESEARCH COMMITTEES

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There are seven research committees and a number of smaller sub-groups are set up through the committee structure to focus on specific areas of interest.

### RESEARCH COMMITTEE

**Chaired by Bill Page of Legal & General Property Ltd**

This committee was chaired by Simon Rawlinson up until January 2015. It led on the report Making the business case for wellbeing, published in July 2014 and it also led on the development of a joint event with the Investment Property Forum New ways of working – is this impacting office investment?

### TECHNICAL AFFAIRS COMMITTEE

**Chaired by Neil Pennell of Land Securities**

The BCO Guide to Specification was the focus for this Committee and it was launched in online and print format with an event in London on 19 September 2015. The London event was followed by a series of events in the regions. The committee also worked on the development of the new online Guide to Fit Out which was launched with an event in April 2015.

### ENVIRONMENTAL SUSTAINABILITY GROUP

**Chaired by Richard Francis of Gardiner & Theobald**

This Group produced three briefing notes on innovation subjects: the internet of things, socio-demographic change and energy savings opportunity scheme. It also supported the publication of the paper Post occupancy evaluation – an occupier's perspective, published in April 2015, and an event was held to share the initial findings of this research in 201 Bishopsgate, London.

### OCCUPIER GROUP

**Chaired by Chris Richmond of PricewaterhouseCoopers**

The report Building performance – rethinking the relationship between owners, managers and occupiers was developed by the BCO Occupier Group. This report was launched at an event in London on 2 July at British Land's office. It contained a ten point action plan which aims to improve standards for office occupiers.

### INVESTOR GROUP

**Chaired by Jon Ashcroft of Aviva**

The Group held an event in November 2014 Protecting office value over the next decade: from environmental compliance to healthy workers, it was held at Legal & General. The Group continued to work on its practical guide to tackling obsolescence in the office sector. This was to be published later in 2015/16.

### BANKING PEER REVIEW GROUP

**Chaired by Richard Beastall from tp bennett**

This Group was made up of office occupiers from the banking sector. They met three times during 2014/15 and learned about agile working at Barclays Bank in Canary Wharf, the new UBS development at Broadgate and the use of technology at UBM's new office at Blackfriars.

### URBAN GROUP

**Chaired by Martin Sagar of Sheppard Robson**

The Urban Group organized a seminar on Pop Ups and Placemaking which was held at Argent's office in Kings Cross in January 2015.

# NETWORKING & EVENTS

BCO Annual Review 2014/2015

The BCO is committed to providing its members across the UK with opportunities that allow them to connect, share ideas, debate topical issues and discuss future priorities in a stimulating environment.

We do this through a varied programme of events, such as technical building tours, seminars, dinners and conferences. Following is a review of our activities during 2014-15, which are intended to inspire and inform:

## NATIONAL EVENTS

All BCO members can take advantage of priority booking periods and substantial discounts to attend our events.

1

### BCO ANNUAL GENERAL MEETING 2014

Langham Hotel, 1C Portland Place, London  
16 July 14

Colette O'Shea of Land Securities was appointed as the new BCO President, succeeding Neil Thompson. Following the official proceedings, BCO members were invited to network over drinks and canapés.

2

### PRESIDENT'S LUNCHEON

The Dorchester, London  
24 September 14

500 BCO members and their guests joined Colette O'Shea at her first official engagement as BCO president. Guest Speaker was Lucy Kellaway, who is a management columnist at the Financial Times. Lucy is known for her wit and precision and celebrated the ups and downs of office life in an entertaining speech after lunch.

3

### NATIONAL AWARDS

Grosvenor House, A JW Marriott Hotel, London  
7 October 14

The office industry's most prestigious awards were again presented at The Grosvenor House Hotel in London. Hosted by writer and broadcaster Mariella Frostrup, this premier event in the corporate property calendar attracted over 1,200 guests. For more details of all the BCO Award Winners 2014 go to page 22.

4

### ANNUAL DINNER 2015

Grosvenor House, A JW Marriott Hotel, London  
20 January 15

Our first event of the New Year, the BCO Annual Dinner, brought together over 1,200 members and their guests for an evening of glamour and an inspiring speech by Baroness Karren Brady, known as the 'first lady of football' and, of course, as Alan Sugar's aide on The Apprentice.

5

### CITIES – PAST, PRESENT AND FUTURE PERFECT - BCO ANNUAL CONFERENCE

Sheraton Chicago Hotel & Towers, Chicago  
20-22 May 2015

The BCO marked its 25th Anniversary with a long haul adventure to the city that many regard as the birthplace of the modern office – Chicago. David Partridge, our conference chair, writes up his thoughts from the conference on page 18.





## REGIONAL EVENTS

The BCO events calendar is fuelled by what our members want, which makes feedback and input from individuals extremely valuable. Due to the dedication of our Regional Chapter Committees, this year saw again a varied programme of tours and seminars across the UK, as well as another successful year for the Regional Awards lunches and dinners.

## REGIONAL AWARDS

The BCO's primary objective is to define excellence in office space. Each year our annual Awards Programme recognises this by honouring top quality design and functionality at both a regional and national level. For an overview of the 2014 BCO Awards go to page 22.

## REGIONAL AWARDS PRESENTATIONS 2015

The regions hosted their sixth annual lunches and dinners to celebrate the announcement of their Regional Winners in the BCO Awards 2015.

SCOTTISH LUNCH	
Grand Central, Glasgow	17 April
NORTH OF ENGLAND, NORTH WALES & NI DINNER	
The Lowry Hotel, Manchester	22 April
LONDON & THE SOUTH EAST LUNCH	
London Hilton on Park Lane	28 April
MIDLANDS & EAST ANGLIA LUNCH	
Birmingham Town Hall	30 April
SOUTH WEST, THAMES VALLEY & SOUTH WALES DINNER	
At-Bristol, Bristol	14 May



## REGIONAL TOURS & SOCIAL NETWORKING

BCO technical tours enable members to gain insight into how projects were conceived and developed and what their impacts are on the local area from an economical and regenerative perspective. These are usually combined with a drinks reception which gives regional members the chance to network.

The Regions also hosted Review & Tour events to coincide with the opening of the entries for the 2015 BCO Awards competition. These events showcased previous winners or other interesting projects with the Regional Judges offering their thoughts and the opportunity to explain the entry process to delegates with an insight into what they look for when judging a project.

### TOUR OF W.L. GORE- WINNER OF BCO 'BEST OF THE BEST' IN 2013

Livingston 03 September 2014

### TOUR OF WRAGGE LAWRENCE GRAHAM & CO'S NEW OFFICES

Two Snowhill, Birmingham 11 September 2014

### LAUNCH OF THE SOUTH WEST AWARDS 2015 & TALKS ABOUT GLASS WHARF AND BRISTOL'S TEMPLE QUAY

One Glass Wharf, Bristol 08 October 2014

### LAUNCH OF THE LONDON & SE AWARDS 2015 AT ARTHUR J GALLAGHER

The Walbrook Building, London 22 October 2014

### NORTHERN AWARDS LAUNCH AT NUMBER ONE RIVERSIDE

Number One Riverside, Rochdale 22 October 2014

### LAUNCH OF THE SCOTTISH AWARD 2015

Hamilton House, Glasgow 29 October 2014

### LAUNCH OF THE SOUTH WEST AWARDS 2015

Ty Admiral, Cardiff 06 November 2014

### MIDLANDS & EAST ANGLIA 2014 WINTER SOCIAL

Bar Opus, Birmingham 04 December 2014

### HAPPY CUSTOMERS - HAPPY OWNERS: STRIKING THE BALANCE BETWEEN CUSTOMER SATISFACTION AND DELIVERING BUILDING VALUE GROWTH

Bruntwood, Birmingham 17 March 2015

### TOUR OF ONE ST PETER'S SQUARE AND KPMG'S OFFICES

One St Peter's Square, Manchester 01 April 2015

### GREENING MANHATTAN - AN EVENING TALK FOLLOWED BY DRINKS AND NETWORKING

Atelier Ten, Edinburgh 01 April 2015

### THE TRANSFORMATION OF SKYPARK - TALK & TOUR

Skypark, Glasgow 13 May 2015

### BCO TECHNICAL TOUR - NETWORK RAIL CAMPUS

Network Rail ROC, Basingstoke 13 May 2015

### LOWER OVERHEADS, LOWER ENERGY USAGE & DELIGHTED CUSTOMER- WANTING IT ALL? - TALK & TOUR

National Grid House, Warwick 19 May 2015

### BCO TECHNICAL VISIT TO WEST OFFICES, YORK COUNCIL HQ

York 10 June 2015

### BCO TOUR OF TIC AND INOVO

121 George Street, Glasgow 12 June 2015

### PARADISE - TRANSFORMING THE CIVIC HEART OF BIRMINGHAM

Alpha Tower, Birmingham 17 June 2015

### BCO MIDLANDS' ANNUAL SUMMER SOCIAL & TOUR OF THE SCHOOL OF JEWELLERY

The Drop Forge, Birmingham 24 June 2015

## SEMINARS & RESEARCH EVENTS

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### DRIVING INNOVATION IN BUILDING MANAGEMENT

201 Bishopsgate, London

13 August 2014

The speakers at this event presented cohesive performance data that had been collected across a host of building types. In their conclusions they suggested improvements in performance through specification, design, delivery and operation.

### RESEARCH LAUNCH - BCO GUIDE TO SPECIFICATION SEMINARS

Following the release of the BCO Guide to Specification 2014 in September (last published in 2009), the regions hosted a series of seminars giving members the opportunity to hear from the experts involved in creating the guide.

30 Crown Place, London

19 September 2014

Cundall, Birmingham

29 October 2014

Tsunami Axis, Edinburgh

13 November 2014

One St Peter's Square, Manchester

27 November 2014

Mills and Reeve, Cambridge

5 May 2015

Imperial Tobacco, Bristol

9 June 2015

### PROTECTING OFFICE VALUE OVER THE NEXT DECADE

1 Coleman Street, London

11 November 2014

This seminar, organised by the BCO investor committee, explored the relationships between sustainability, productivity and healthy workplaces and how they influence office value.

### IS TMT SETTING THE AGENDA FOR NEW OFFICES?

RBS Business School, Edinburgh

24 November 2014

This seminar examined the trends developing in the TMT sector and the way they influence the wider office market.

### CBRE – MEETING THE OCCUPIERS REQUIREMENTS

CBRE, 55 Temple Row, Birmingham

28 November 2014

New office buildings need to meet the requirements of the occupier. This seminar focused on the top ten requirements occupiers should consider when selecting new office space.

### URBAN GROUP SEMINAR - POP-UPS AND PLACEMAKING

Argent, 4 Stable Street, London

29 January 2015

Following the successful implementation of a renowned pop up shop programme which transformed Camden Town's vacant premises into creative platforms, this seminar explored the role of pop-ups in place making as illustrated in some case studies.

### DELIVERING SUSTAINABLE OFFICE FIT-OUT

Argent, 4 Stable Street, London

9 February 2015

Sustainability is an integral part of any good office design, helping create a high quality, well planned and long lasting product. Achieving best practice in sustainable office fit-out can also provide benefits in terms of savings in resource use, lower utility bills and meeting CSR requirements.

This seminar, organised by BCO and BRE, provided an insight into the latest best practice for sustainable office fit-out, including case studies from exemplar projects.









#### MARKET LED REFURBISHMENT TO BREEAM 2014 & BCO SPECIFICATION

40 Berkeley Square, Bristol

16 April 2015

Our speakers at this event, demonstrated how BREEAM 2014 Refurbishment and Fit Out and the BCO Guide to Specification were used in the refurbishment of 740 Aztec West.

#### BASE OVER APEX - SIZE ISN'T IMPORTANT WHEN YOUR PLACE IS PERFECTLY FORMED

The Lighthouse, 11 Mitchell Lane, Glasgow

17 April 2015

Peter Rees, the Professor of Places & City Planning at University College London, directed the transformation of the City of London from 1985-2014. He has described his planning strategy for "the Square Mile" as "a group of beehives on a compost heap". In this seminar Peter led a discussion on the pros and cons of high-rise developments and how quality spaces could do more to improve urban economic strength than a cluster of towers.

#### BCO GUIDE TO FIT OUT LAUNCH EVENT - DIGITAL VERSION

Nabarro LLP, 125 London Wall, London

23 April 2015

With this seminar, we launched the digital version of the BCO Guide to Fit Out (2011). Bringing together the knowledge of over 70 BCO members, with extensive experience in the design and implementation of office fit outs, this guide complements the BCO Guide to Specification (2014).

#### NEW WAYS OF WORKING - IS THIS IMPACTING OFFICE INVESTMENT?

30 Crown Place, London

9 June 2015

After the changes from cellular offices to open-plan and allocated desks to hot-desking, should we now be co-working or indeed agile working around local transport hubs? This seminar looked at new ways of working and the impact these new trends might have on the management of office buildings and the investors' attitudes to the office sector.

#### LONDON REAL ESTATE FORUM 2015

Berkeley Square, Mayfair

10 June 2015

We were pleased to continue our support of the London Real Estate Forum and offer our members the opportunity to attend this event at a discounted rate. Since its launch in 2013, the London Real Estate Forum has firmly established itself as the place to gain an unrivalled insight into the latest real estate opportunities and trends from those leading policy, investment and development decisions in London.

#### OCCUPIER BREAKFAST SEMINAR: BUILDING PERFORMANCE

York House, 45 Seymour Street, London

2 July 2015

This seminar launched the BCO's new research report, 'Building Performance - Rethinking the relationship between owners, managers and occupiers'. In 2002 the BCO published 'The Service Challenge', a landmark report which compared office occupier satisfaction in the USA and the UK. This report highlighted a number of significant shortcomings in the UK office industry and acted as a wakeup call for property owners and managers. This latest research, commissioned by the BCO Occupier Group, revealed what UK occupiers think of the service that they receive and whether the expectation gap had narrowed or widened. It concluded with a challenging 10 Point Action Plan and a series of important recommendations for the UK Office Industry.

# ANNUAL CONFERENCE

BCO Annual Review 2014/2015

## BCO CONFERENCE CHICAGO – MAY 2015

**“It all began in Chicago” – the theme of the BCO 2015 Conference was “Cities – Past, Present and Future Perfect”, and there was no better place in the world than the City of Chicago to discuss and debate the important role of cities in shaping the places in which we work.**

Chicago is the home of house music, of the blues, of bootlegging, indeed it was the first American city to have a homosexual rights organisation, founded in 1924 and in 1942 Enrico Fermi conducted the world’s first nuclear reaction here at the University of Chicago, creating technology which led ultimately to the Manhattan Project and the nuclear bomb.

In 1885, Chicago created the world’s first structural steel framed office building – the Home Insurance Building, and followed it up in 1974 with the tallest building in the world then, the Sears (now Willis) Tower.

Chicago is a city of invention and of re-invention – and it proved to be a perfect place to host the 415 delegates who attended the 2015 BCO Conference.

As always, the key content came from the four Plenary sessions – which were all hugely well received. Richard Kauntze kicked off with an excellent discussion on “The State of the Nations”, with a lively debate between David Blanchflower (Professor of Economics at Dartmouth College) and Robert Guest from The Economist on the future of the global economy, alongside an insightful analysis on Capital Markets both sides of the Atlantic from Roy March, CEO of Eastdil Secured.

This was followed by an excellent session on Liveable Cities, chaired by John Forrester, with provocative talks from Bruce Katz of the Brookings Institute and Howard Tullman, Founder and CEO of 1871, an extraordinarily successful co-working and accelerator space located in the Merchandise Mart in Chicago (and the subject of one of the afternoon’s tours). Berenna Berman responded on behalf of the City of Chicago, to set out the way that the Rahm Emanuel administration is approaching this key topic.

On Friday morning, Lee Polisano chaired a fascinating discussion of “The Intelligent City”, in which work/life guru Thimon de Jong set out his vision for the way technology will shape our way of life and the way we work, and James Cheshire of UCL demonstrated how mapping of Big Data can inform the way that cities can respond to this challenge. The panel debate looked at Chicago’s role in setting this agenda with masterplanner Peter Ellis and Phil Enquist of SOM.

The final plenary sought to move from the macro to the micro and to explore how the waves of technology and global influences are actually affecting the workplace. Entitled “Work Smart”, Richard Greenwald from Brooklyn College, Bernice Boucher from JLL and Mat Gray from Builtworks in Chicago discussed how modern day businesses are coping with the impact of demographic changes which have led to an increasing number of self-employed entrepreneurial workers demanding more of their workplaces.



DAVID PARTRIDGE >  
Argent  
BCO Conference Chairman 2015

“

THERE WAS NO BETTER PLACE IN THE  
WORLD THAN THE CITY OF CHICAGO TO  
DISCUSS AND DEBATE THE IMPORTANT  
ROLE OF CITIES IN SHAPING THE  
PLACES IN WHICH WE WORK.

”



INTERNATIONAL







While the Plenaries provided the “thought pieces” for the Conference, the key attraction for the delegates was undoubtedly the City of Chicago itself. The tours, which were excellently organised by Bill Price and Nick Searl were a second-to-none, “once in a lifetime” opportunity not just to visit but also to get behind the scenes and to hear from the people who actually designed some of the world’s most iconic buildings, in this great, world renowned metropolis.

With nearly half of them involving an opportunity to see Chicago from the river, the tours were packed out with delegates visiting some of the most famous buildings in the world, as well as getting the opportunity to see how Chicago’s infrastructure and arts and cultural programme underpins the success of the city.

As ever, the golf was keenly contested with the BCO Ryder Cup being won by the European’s, though it was an American delegate who carried off the trophy itself.

The only (small) disappointment was the Conference Dinner which took place (unexpectedly) in a “dry dock” rather than on Lake Michigan itself, though those who persevered were treated to a fabulous view of the Chicago lakefront at night, before heading off to various parties in the city’s vibrant night life.

It was definitely a Conference to savour – and my thanks go out to the Committee who helped make it happen, the Executive of the BCO who supported us amazingly patiently and to SAS Events who made it all run like clockwork.

**David Partridge, Argent**  
Conference Chairman 2015

# OUTSTANDING



# BCO AWARDS 2014

BCO Annual Review 2014/2015

Sometime down the line 2014 may be seen as something of a benchmark year for offices. With the BCO entries in 2014 we witnessed the development economics of a recession hit market mature to deliver ground-breaking projects and establish cost cutting as a science which benefits property rather than reducing quality. Occupiers now appreciate that the lifetime cost savings of a new green and ergonomically efficient office goes a long way to diminishing the upfront build costs.

The advances in sustainability were nothing short of astounding. In 2014 the judges saw the initial adoption of many technologies which in a few years' time may be considered the norm. With the nominees for the Innovation Award they saw some incredible green techniques and products utilised, but they could also see how ergonomic thinking and application had moved on. Many of the entries were buildings which transformed the way the occupants performed their day to day tasks giving them a competitive advantage over their rivals. The judges also saw how space planning had evolved into an exact science that creates massive efficiencies in the use of work stations and progresses the delivery of communal areas.

The judges were impressed by the brilliant examples of occupiers using the workplace as an extension of the brand for marketing purposes - the colours, design and logos were all part of the overall package.

Around the country local authorities created civic centres which opened themselves up to the community and provided staff with wonderful working spaces. Many of these projects had made massive efficiencies for the councils as they culled dozens of buildings into one contemporary space. Buildings in Derby and Rochdale provided benchmarks for others and have acted as magnificent emblems of the towns in which they reside.

And last but not least, the Test of Time category gave a practical demonstration as to why a building merits a BCO Award. The entrants exhibited exceptional workspaces adapting to ever changing business needs: They proved that quality endures.

## LIST OF NATIONAL WINNERS 2014

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### PRESIDENT'S AWARD

**John Burns & Derwent London**

"Know your market" is John Burns' mantra, for whilst Derwent London's chief executive may have a natural flair for property he does not leave his decisions to chance. Whilst many developers will build a building and then look for the occupier, the man who learnt his trade at Hillier Parker and Baker Barnet before running Pilcher Hershman, does it the other way around. John Burns does his homework, arrives at an informed decision as to what is best suited and then builds to commercial success: he may take risks but they are always calculated. There are few others in property that understand the customer as well as him.

This understanding and the niche redevelopment market that his company excels in has seen John Burns establish Derwent as the space provider of choice for the advertising, fashion, media and design sector. Tenants range from stalwarts like Burberry and Saatchi and Saatchi, through to relative newcomers such as Ticket Master, Expedia and contemporary advertising agency Mother, which sits resplendent in the Tea House on Shoreditch High Street. Everyone in the property industry can learn and admire John from a professional and personal perspective and that is why the BCO was honoured to give this perfect gentleman the 2014 President's Award.



### BEST OF THE BEST /CORPORATE WORKPLACE

#### Number One Riverside, Rochdale

Number One Riverside was praised by the judges for its transformation of the estate from 33 buildings into one. The project is iconic in representing the first phase of regeneration in the borough of Rochdale, providing a new civic office that promotes new ways of working and creates a sense of community, engagement and social transparency. The brief was to create a modern and contemporary workplace but also to ensure the accommodation could deliver space for a number of alternative uses such as a public library, cafe areas and of course the workplace. The judges were won over with how the designers not only met the brief perfectly, seamlessly incorporating central customer service and public library spaces with different types of private meeting spaces, but with how they also created a landmark building that has acted as a catalyst for much needed investment in Rochdale town centre.

### COMMERCIAL WORKPLACE

#### One Eagle Place, London

One Eagle Place, in the West End, was a daunting and challenging redevelopment, which the judges felt was handled bravely and sensitively, and combined old and new with total success. They found that the design and positioning of the entrance has transformed a once unloved pedestrian cut-through into an integrated part of the urban streetscape. On the ground floor the space offers fantastic retail opportunities, with the small discrete shops on Jermyn Street in keeping with its culture and heritage.



### REFURBISHED / RECYCLED WORKPLACE

#### The Council House, Derby

Many projects lay claim to be transformational, but the Council House Derby truly is. The building not only satisfies all of the Council's work space requirements - including an element of flexible use space for times of peak need - it also acts as a meeting place for the general public and as a civic or function venue when required. The sustainability credentials are cutting edge, as is the work space itself. The use of the site and the natural resources available are nothing short of exceptional and the project wholly merits its BREEAM Excellent and EPC A ratings. This is the first scheme that any member of the 2014 BCO national judging panel had ever actually seen that included a hydroelectric power plant, river water cooling, photo-voltaic panels and solar thermal panels.

# SUSTAINABILITY

## FIT OUT OF WORKPLACE

### Arthur J Gallagher, The Walbrook Building, London

The Foster designed Walbrook Building in the City accommodates almost 700 Arthur J. Gallagher staff. The impressive client arrival area features a sculpted meeting room reflective of the building's geometry, which makes good use of part of the deep space that receives no natural day light. The judges felt the project transformed the way the firm does business by introducing trading floors which spin out from the atrium. Combined with the adjacent kitchen and breakout areas, the building buzzes with activity and has changed the way the firm is perceived by their clients and is a credit to the vision, involvement and attention to detail of the Arthur J Gallagher team.

## PROJECTS UP TO 2000M2

### Argent - 4 Stable Street, London

Argent's 4 Stable Street in Kings Cross set out to reflect and embody Argent's values and attributes. The judges felt extremely high quality design and construction had been applied to the Grade II listed train shed, through a robust but light touch that provides a brilliant showcase for Argent and Kings Cross. The individual spaces, whether it be the marketing suite, the open plan areas, the cosy living room or the staff kitchen and terrace are beautifully tied together. Environmentally the project was hugely ambitious, but as the sustainability agenda was embedded in the project from the outset, it became the first project to achieve an Outstanding BREEAM rating on a fit-out.

## INNOVATION

### The Sharp Project, Manchester

Thanks to the innovation of the creators, The Sharp Project is now home to 54 digital companies and accommodates network dramas for all of the main UK TV companies. The space has brought back into use a redundant building that provides over 250,000 sq ft of state of the art workspace, film studios, television and music and production spaces in addition to a significant data centre.

The judges particularly praised the way in which much of the external façade of the building has been left deliberately unaltered, creating drama as the visitor or tenant moves from the unprepossessing external spaces to the transformed interiors. They also praised the innovative approach the designers took to expanding the space once it became fully occupied – by introducing sea containers which plug into the site's world class infrastructure. The judges described The Sharp Project as having turned a conventional warehouse building into a creative, bustling town.

## TEST OF TIME

### Guardian News & Media, Kings Place, London

By taking a great building, making it better and then evolving the workspace over the years of occupation, the Guardian Group's HQ, winner of the BCO Corporate Award 2010, is the epitome of what the BCO Test of Time Award stands for. After moving into one of the best office buildings in the UK, the media company and its team could easily have rested on its laurels and played it safe. Instead, it enhanced this great building in Kings Cross which now provides a benchmark workplace.

This fabulous building engendered a culture of community and communication from the outset. The space has carried the business through one of the most difficult times in the publishing sector. The company behind the world's oldest independent newspaper has been able to flex and bend with the economy in a way that other more traditional spaces would not have permitted. This building and the space within it has stood the test of time in every sense of the phrase.







## LIST OF REGIONAL WINNERS 2014

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### SCOTLAND

#### **Commercial Workplace**

inovo, 121 George Street, Glasgow

#### **Corporate Workplace**

Scottish Crime Campus, Gartcosh

#### **Refurbished / Recycled Workplace**

Hamilton House, 70 Hamilton Drive, Glasgow

#### **Fit Out of Workplace**

Three Glasgow, 123 St Vincent Street, Glasgow

#### **Projects Up to 2000m<sup>2</sup>**

UK Green Investment Bank HQ Office

#### **Innovation Nominee**

EcoCampus, Technology Avenue,  
Hamilton International Park, Glasgow

### MIDLANDS

#### **Commercial Workplace**

Two Snowhill, Snow Hill Queensway, Birmingham

#### **Corporate Workplace**

Wylde IA - Seco Tools (UK) LTD, Adams Way,  
Springfield Business Park, Warwickshire

#### **Refurbished / Recycled Workplace**

The Council House, Corporation Street, Derby

#### **Fit Out of Workplace**

PwC Norwich, St. James Court, Norwich

#### **Projects Up to 2000m<sup>2</sup>**

Alconbury Incubator Building, Alconbury Enterprise Campus,  
Huntingdon, Cambridgeshire

#### **Innovation Nominee**

The Council House, Corporation Street, Derby



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IN 2014 THE JUDGES SAW THE INITIAL  
ADOPTION OF MANY TECHNOLOGIES  
WHICH IN A FEW YEARS' TIME MAY BE  
CONSIDERED THE NORM.

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#### LONDON AND THE SOUTH EAST

##### **Commercial Workplace**

One Eagle Place, London

##### **Corporate Workplace**

BBC Broadcasting House Redevelopment and  
Brent Civic Centre- JOINT WINNERS

##### **Refurbished / Recycled Workplace**

One Embankment Place, London

##### **Fit Out of Workplace**

Arthur J Gallagher, The Walbrook Building,  
25 Walbrook, London

##### **Projects Up to 2000m<sup>2</sup>**

Argent- 4 Stable Street, London

##### **Innovation Nominee**

BBC Broadcasting House Redevelopment,  
Portland Place, London

#### SOUTH WEST, THAMES VALLEY & SOUTH WALES

##### **Corporate Workplace**

Imperial Tobacco, 121 Winterstoke Road, Bristol

##### **Refurbished / Recycled Workplace**

The Carriage Building, Bruton Way, Gloucester

##### **Fit Out of Workplace**

Motability Operations, Bristol Business Park

##### **Projects Up to 2000m<sup>2</sup>**

Barclays Bristol, Bridgewater House, Bristol

#### NORTH OF ENGLAND, NORTH WALES & NORTHERN IRELAND

##### **Corporate Workplace**

Number One Riverside, Smith Street, Rochdale

##### **Refurbished / Recycled Workplace**

Manchester Town Hall Extension, Lloyd Street

##### **Fit Out of Workplace**

Exchange Station, Tithebarn Street, Liverpool

##### **Innovation Nominee**

The Sharp Project, Thorp Road, Manchester

# NEXTGEN

BCO Annual Review 2014/2015

## LEARNING FROM THE PAST, LOOKING TO THE FUTURE

BCO NextGen aims to mentor and encourage the next generation of professionals to become future leaders within the industries whilst providing a platform for new talent to express their ideas. Since its inception in 2009 committees have now been established in all five of the BCO regions.

The BCO NextGen continues to move forward and 2014/15 has seen some further changes within the committees with Warwick Hunter now chairing the London NextGen committee, Frances Pearce chairing the South West NextGen committee and Joseph Vale chairing the Midlands NextGen committee. We've had some exciting and thought provoking events take place across the country. Events such as behind the scene tours, discussions on transforming of cities and space and networking/social events with a purpose.

By joining as a BCO NextGen member, young professionals benefit from a programme of events aimed at the next generation of industry leaders. Seminars are created to challenge current thinking, encourage innovation in the future and provide networking opportunities across the office sector.



### NEXTGEN - NINE ELMS WALKING TOUR: TRANSFORMATION OF LONDON'S INDUSTRIAL PAST

New Covent Garden Market, London  
17 July 2014

This walking tour gave an overview of the Nine Elms development project, the largest regeneration zone in central London at 195 hectares, with more than 20 interconnected development sites. With speakers and hosts from Nine Elms of the South Bank, Ballymore, Sir Robert McAlpine/ Kieran Timberlake Architects, EPR and Battersea Power Station, this event provided a fascinating behind the scenes look at London's most exciting regeneration scheme for many years.

### NEXTGEN - DIGBETH WALKING TOUR

Glenn Howells Architects, 321 Bradford Street, Birmingham  
24 July 2014

Arguably Birmingham's industrial birthplace, raw produce market and gateway from country to city, Digbeth had run into decline as Birmingham's tertiary and quaternary industries took over. From the silenced warehouses now spring a host of striking and visually off-centre offerings that are bringing new focus and vibrancy to the area. Members were invited to pull their socks up and join the BCO Midlands & East Anglia NextGen committee aboard the shoelace express for a walking tour of 5 key buildings: The Walker Building, Fazeley Studios, Custard Factory, Zellig and Glenn Howells.



WE'VE HAD SOME EXCITING AND  
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PLACE ACROSS THE COUNTRY.



#### INTRODUCTION TO SCOTLAND'S BCO NEXTGEN

Martha's 142A St Vincent St, Glasgow, Glasgow City G2 5LQ  
20 August 2014

This breakfast event was all about introducing Scotland's next generation into the BCO. Members were asked to invite a younger colleague along to this event, giving younger professionals the opportunity to network and create relationships with more senior peers who they were not typically exposed to.

#### BCO NEXTGEN CHRISTMAS SOCIAL

20a Berkeley Square, Bristol  
4 December 2014

At this Christmas social NextGen members were invited to connect with their peers and meet the influential and forward thinking BCO NextGen committee who have a passion for the office sector.

#### EDMUND HOUSE TOUR AND 2015 OFFICE MARKET UPDATE

Edmund House, 10-12 Newhall St, Birmingham  
11 March 2015

To kick off the 2015 programme of events, the BCO NextGen Midlands committee hosted a tour of the newly refurbished Grade A office space at Edmund House.

#### ADVOCATE'S CLOSE TOUR AND NETWORKING EVENING

Devil's Advocate Bar, 9 Advocates Close, Edinburgh  
12 March 2015

NextGen members and their guests were given an overview and tour of the award winning Advocate's Close development in Edinburgh.

#### TALL BUILDINGS – REDEFINING THE CITY?

The Leadenhall Building, London  
26 March 2015

The BCO NextGen London committee was delighted to offer a tour of two of the most successful and keenly debated buildings in the City's recent history: 20 Fenchurch Street and 122 Leadenhall, better known as the Walkie Talkie and the Cheese grater. This event gave BCO NextGen members the opportunity to learn from the developers and designers behind the schemes as well as hear the success stories from their agents.

#### KING'S CROSS REGENERATION AND THE OFFICE PRODUCT

Argent, 4 Stable Street, London, N1C 4AB  
21 May 2015

Presentations from the project team took the NextGen members through the reasons for the successful regeneration of King's Cross as well the office team's approach to delivering an exceptional office product. The presentations were followed by a site tour and concluded with drinks at a local bar in the King's Cross area.

# MAKING A DIFFERENCE

### THE REID BUILDING ARCHITECTURAL TOUR AND NETWORKING EVENT

Glasgow  
24 June 2015

The Scottish NextGen committee teamed up with the Glasgow School of Art to introduce a new icon of architecture designed by prominent New-York based architect Steven Holl to face up to the celebrated Mackintosh Building at the GSA. The tour took attendees through the remarkable Reid Building with award winning guides, as they discussed the features of the building which were inspired by Mackintosh's ideas and architectural innovations.

### THE SOUTHBANK: NEW PLACES, NEW BUILDINGS, NEW WORKSTYLES

WeWork, Sea Containers House, 22 Upper Ground, London  
14 July 2015

London's South Bank has seen an incredible transformation in recent years, from early icons like the London Eye, Tate Modern, and Greater London Authority to more recent infrastructure and commercial developments – Blackfriars, London Bridge, the Shard, More London. But the pace of change shows no sign of slowing – numerous developments line the river, and the area increasingly attracts a variety of occupiers and markets.

BCO NextGen and industry experts invited for a walking tour, starting at More London and ending at one of the South Bank's recently restored jewels – the iconic Sea Containers House.







COMMUNICATE

# STEADY GROWTH IN A CELEBRATORY YEAR

BCO Annual Review 2014/2015

**The most important discipline for the BCO is that no-one has to belong to us. Our members – rightly – vote with their feet and their wallets, and to stay ahead we must always ensure that any serious player in the office market, from whatever part of the spectrum they sit, will want to be a member. The fact that our membership is at an all time high, and is fast approaching 1,750, is therefore hugely gratifying.**

The BCO is unique in the market place. The extraordinary array of talent which our collective membership represents provides the capacity to make a difference, to lead the debate, as no other organisation can; be it through the BCO Guide to Specification, Awards Competition, our extensive research programme or a host of other activities and initiatives. The final arbiter of how successful we are in that task is the ultimate customer of the physical product which our members produce – the office occupier.

Our President for 2014-15, Colette O'Shea, rightly put the occupier at the heart of her presidential year. As office occupiers obviously embrace a vast array of businesses, connecting with them, and demonstrating our relevance, is not always easy. Nevertheless, important strides are being made, with the Cabinet Office, Jaguar Land Rover, Pepsi Cola and Rolls-Royce being just a few of the major office occupiers who have come into the BCO fold in recent weeks. Chris Richmond, Head of Property at PwC, and Chairman of our Occupiers' Group, continues to lead the charge, and oversaw the publication of our major report Building Performance: rethinking the relationship between owners, managers and occupiers. Much more will follow in the year ahead.

The BCO's Annual Conference is always a highlight of the year and, as David Partridge sets out earlier in this review, May 2015 saw the Conference take place in Chicago. Coinciding with the BCO's 25th Anniversary, Chicago 2015 was an exceptional event, and the BCO is extremely grateful to David, all on the Conference Committee and the many others who made the conference possible. Next year's conference will be in Amsterdam, and

John Forrester, our new Senior Vice President, is working with the new Conference Committee to develop what will, I have no doubt, be a superb programme.

Regional growth has been a fundamental component of the rise in the BCO's membership, and my sincere thanks to our four regional chapter committees for working so hard to encourage new members to join. Particular mention must be made of Lee Jones, the Chairman of the Midlands Chapter, for encouraging the development of a new East Anglian Chapter, which Danny Parmar has very kindly agreed to chair. Anchored around Cambridge, which has seen an extraordinary growth of office development in recent years, the East Anglian Chapter will very much enhance the BCO's regional offer.

Ever conscious of the need to look to the leaders of the future, the BCO's NextGen initiative (those members of 35 and under) continues to gather pace. As well as being represented on the Board, Membership and other Committees, all of the regional chapters now have NextGen structures up and running, and the range of activity being pursued by NextGen members continues to grow. All BCO members are encouraged to ensure that their younger colleagues are fully engaged, and if this has somehow slipped through the net, do please review your membership.

Explaining what we do in the most effective way to the broadest possible audience is also, of course, fundamental. As the growth of social media and instant communication continues to develop at an extraordinary rate, we are reviewing how we can communicate more effectively and we are working to ensure that we use the exceptional expertise represented by the BCO's membership to our best advantage. The BCO has never been an organisation to offer comment for comment sake, but when we have something important to say, which will unquestionably add value to the debate, it should be heard loud and clear.

As ever, it is simply impossible to thank by name all of those who have worked so hard over the last year to ensure that the BCO continues to thrive, but I set out my collective thanks. Particular

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mention must be made of those who are members of the Board, Management Executive, expert committees, awards panels and conference structure.

Turning to the BCO's officers, David Partridge, our new President, John Forrester, our new Senior Vice President, and Robin Brodie-Cooper, our Honorary Treasurer, have all worked exceptionally hard and my sincere thanks to them all. I am also delighted to be able to report that Ken Shuttleworth, founder of Make Architects, has joined the Presidential team for 2015-16 as our new Junior Vice President. As always, I am indebted to my own team, Katharina Balassa, Neetta Bhatti, Tracy Goodwin, Jenny Mac Donnell and Sam Robinson for their unstinting support.

Special thanks must, however, must go to Colette O'Shea, our President for 2014-15. In its quarter century history, the BCO has been exceptionally lucky to attract the very best in the office world to be its senior representative, as any glance at our list of past presidents would confirm. Colette has combined a challenging day job at Land Securities with her presidency of the BCO with aplomb, driven themes of particular interest with passion, and has been an outstanding ambassador for us. All at the BCO are extremely grateful to Colette for all that she has done for us, and wish David Partridge, her successor and our President for 2015-16, every success.

**Richard Kauntze**  
Chief Executive



RICHARD KAUNTZE   
Chief Executive



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