

# ANNUAL REVIEW 2008/09



THE BRITISH COUNCIL FOR OFFICES' 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.



DEFINING EXCELLENCE IN OFFICE SPACE

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THE BCO IS NOT COMPLACENT AND WE KNOW  
WE HAVE TO DELIVER MORE AND MORE TO ENSURE  
MEMBER BENEFIT AND MEMBER GROWTH

## HIGHLIGHTS OF THE YEAR FOREWORD

NICHOLAS RIDLEY BCO PRESIDENT 2008/09

Member organisations have their own language and accepted customs and during my presidential year I have been looking to see what it is in the BCO. There are two perspectives namely that of the members and that of those who serve them. In my view the founding principles for those of us who serve you must be trust, integrity and ability.

Those who serve can never afford to become detached from the needs and expectations of those who they serve. The mindset is one of service and to afford opportunities for learning, meeting and positively exchanging. Naturally this applies to our business lives too and will be the cornerstone of exploiting opportunities through these difficult times and of a brighter future.

My presidential year started with the President's Lunch in September. Anthony Hilton was invited to speak but little did we realise the value of hearing from a financial journalist on the day when Lloyds TSB agreed to take over HBOS. By any standards, a mega merger of thousands of people and a huge market capitalisation. It is said that a week is a long time in politics and quite frankly it has felt like more than 52 long weeks of politics in this presidential year! The politically eventful year included in particular the election of President Obama in the USA and on whom much hope was placed for a form of worldwide resurrection from the catastrophic financial circumstances we were and still are facing.

We all know that the issues run too deep for immediate panacea, since even the various mutations of quantitative easing and temporary nationalisation of financial institutions do not restore essential confidence

overnight nor do they stimulate occupational demand. We continue to face challenging times and will do so for some time ahead, therefore it matters to you how those who serve you see things and what we are doing to address it. The BCO is not complacent and we know we have to deliver more and more to ensure member benefit and member growth.

Therefore, one year ahead of schedule, we have revised the 2005 Guide to Specification. This comprehensive study and outstanding production is a tribute to over 90 members who contributed significantly to this. Future guides, for carbon and other reasons, will be made available online. This can now be afforded through our other major step change, the BCO's Research Portal. Delivering information in this way is both green and more effective for business. This searchable facility, housing BCO and other leading research and data, seeks to bring to your desktop a valuable knowledge resource that enhances your ability to function in whatever role you may be involved and wherever in the world you might be operating.

During 2009 we formed a formal link with the significant US based organisation BOMA. This link is a first, and important step, along the path to a greatly enhanced international outlook for the BCO. Suffice to say the BCO, and in particular our *Guide to Specification*, is highly respected overseas and frequently used as a business tool.

Increasingly our members are working abroad and indeed to work effectively here in the UK requires a fuller understanding of the cultural, technological and design issues of overseas office real estate, investment

and occupation. Taking this initiative further I set up the International Committee and we are now (through the good work of Gordon Carey) setting up a "branch" in Abu Dhabi. We seek through this to learn and to share the benefits of our experience. Both have great merit. Further office hubs around the world will follow.

The economic woes have led to much speculation about the nature of property finance going forward. Fundamentally in the long run, property finance will be available for product that all stakeholders believe will let to good covenants at commercially viable rents. Therefore an essential key to this is the effective communication of best practice that helps achieve these goals. It will serve us all well to recognise the collective benefits of significant unanimity on the key factors that drive success.

We need to be seen as an organisation that goes beyond "evolutionary continuity" and one that regularly achieves "revolutionary quantum leaping". This is why the Portal is important, internationalisation is important and moreover the bright young minds of our future are important. In this regard we have established NextGen – a group of youngsters (under 35) who are enthusiastic and budding future committee, board and executive members. The technologies emerging and changes in practice, driven significantly by the green agenda (not the sole preserve but significantly the "torch" of the younger generation) need to be deeply understood by BCO members and through NextGen we seek to harness intellectual capital and ensure proper continuity for the BCO in the decades ahead.



Also we are striving to put together an educational programme for the BCO membership and to strengthen our links and member's individual links with students. They face a tough challenge in the jobs markets and we need to ensure that the best students remain motivated and focussed on positive job outcomes in the property sector. For the first time this year there have been two manifestations of charity and altruism firstly at the Annual Dinner where we promoted the merits of the Duke of Edinburgh's Award scheme and secondly at the Annual Conference in Edinburgh where the Willow Foundation inspired us to dig deep.

Inevitably with 19 years under our belt we are faced with some sadness from our past generation. This year began with the very sad news of the passing of Ron Spinney (President 1992-1993). Our founders were visionaries and many of us have a story to tell of our personal journeys of how we got involved. For my part, and for the record, my debt of gratitude goes to three people – all former Presidents; Sir Brian Goswell, Don Newell and Geoffrey Lander. At key points in my journey their influence was significant and it is my hope that you too will be able to tell such stories as it is those stories which bind us together and help ensure a better future.

RESEARCH PORTAL WENT LIVE CONTAINING  
182 DOCUMENTS WITH A TOTAL OF 191  
DOWNLOADS IN THE FIRST MONTH



# RESEARCH AND POLICY

In May 2009 the BCO Guide to Specification was launched at our Annual Conference, which was held in Edinburgh. This is the key publication from the BCO as it sets the standards for offices across the UK and has a growing international reach.

Also launched at the conference was the new Research Portal, containing all of the research publications from the BCO in electronic format. In addition to the BCO research, the portal contains research from our members and also external sources.

Fifteen new research reports have been published over the past year, this is an increase on last year when we published eleven research reports.

The research and policy team worked with the team at Land Securities to develop the research seminar programme for the BCO Annual Conference 2009 which was held in Edinburgh.

On the policy side, we have been active members of a range of groups and committees, listed below:

- National Ratepayer Forum, Valuation Office
- Inclusive Design Group, CABE
- Directive Implementation Action Group (DIAG)
- London BIDS Advisory Board
- Green Property Alliance (sub-group of the Property Industry Alliance)
- Research Alliance (sub-group of the Property Industry Alliance)
- Building Regulations Standing Committee, CLG
- Code for Commercial Leases, RICS

- Disabled Persons Transport Advisory Committee
- Energy Performance of Buildings Directive – Commercial forum and air conditioning forum
- Better Buildings Partnership – benchmarking, green leases and agents sub groups

This leads us into the details of our 2008/09 research publications.

## What Drives Demand for Offices in Great Britain?

28 July 2008

Following on from an article in the media predicting the demise of the London office market, the BCO commissioned this research report to analyse the competitiveness of the UK office market. The UK and London were constantly aiming to ensure that they remained competitive in the global office market. There were regular surveys comparing and ranking the global world cities, this report took those surveys a step further by examining the fundamental structure of the UK office market.

It found that there had been a significant growth in demand for office space as there were significant shifts in the UK economy towards knowledge based employment. London in particular was found to have a number of advantages over the rest of the UK when productivity was taken into consideration. The researchers also looked to the future for the office market and forecasted a fall of 20% in office rents in Central London. Whilst this may sound like bad news, it will have a positive impact on the UK and London's overall competitiveness by reducing occupiers costs.



Workplace Case Studies: Barclays Global Investors – London Office

September 2008

This report was the final in our series of extended case studies from the BCO report, *ICT and Offices: Practised realities and their business benefits?*

This in-depth case study analysed the decision by Barclays Global Investors (BGI) to invest in its existing workplace to enable a higher level of usage. This was one of three options considered by BGI to accommodate the growth of the organisation in London.

Metricity – exploring new measures or urban density

September 2008

Metricity examined how urban density was measured - and how such measures affected the way new urban developments were designed and occupied.

Metricity was the result of two years of applied research carried out in the Helen Hamlyn Centre at the Royal College of Art in partnership with the British Council for Offices, the Urban Buzz initiative and a quarter of London's leading architectural practices. This project was first featured in a BCO Urban Seminar hosted by the BCO Urban Group in October 2007.

The aim of the study was to stimulate debate, engage the key players and ask how exploration of alternative principles could offer a framework for change.

What was clear from the outcomes of this project - and professional responses to it - was that narrow measures of urban density restricted the open-mindedness of the city particularly when we considered the design of the workplaces, transport infrastructures and homes.

Introduction to Green Leases

October 2008

A relatively new concept in the property market, green leases were an agreement between a landlord and tenant to ensure that buildings were

operated in an environmentally sustainable manner. This *Introduction to Green Leases* defined and described green leases. It gave a brief outline of what they contained, how they worked in other countries, reasons for using them, where to find more information and answers to some of your questions.

The BCO worked with the Centre for Research in the Built Environment and Cardiff University which was leading the way with its research into this subject.

Environmental Briefing Note: Carbon Reduction Commitment

October 2008

The second paper in the new series of environmental briefing notes was commissioned by the BCO's Environmental Sustainability Group.

The Carbon Reduction Commitment was a new trading scheme which aimed to reduce the UK's carbon emissions.

This paper defined the carbon reduction commitment, set out who it was going to effect, how it would work and debated some of the key issues.

Cutting the Capital's Carbon Footprint: Delivering Decentralised Energy in London

October 2008

Decentralising a quarter of London's energy could save 3.5 million tonnes of carbon dioxide a year.

The BCO participated in a study with London First which produced a series of recommendations that aimed to help achieve the target of 25% decentralised energy by 2025, as set out in the Climate Change Action Plan. There was no silver bullet for delivering decentralised energy in London but this report provided a set of recommendations for implementation to unlock the investment required to achieve the potential carbon savings.

The study was undertaken by Buro Happold with support from PricewaterhouseCoopers.

15 BCO RESEARCH PUBLICATIONS PUBLISHED  
IN 2008/09 UP 27% ON 2007/08





### ISG Headquarters Relocation – a case study in best practice and change management

November 2008

In 2007 ISG was awarded the BCO Best of the Best Award as well as awards for both Regional and National Fit-out of Workplace for their corporate headquarters in London.

Events came together in December 2006 to allow ISG the opportunity to review its property strategy. It took the decision to relocate and to consolidate its London businesses into one single workplace. The new strategy proved successful and culminated in a project praised by BCO Judges as being “elegant, immaculate, efficient and all-round damn cool”.

This report sets out the various phases in relocating the company and staff to its new office in Aldgate House. It is a case study of the stages involved in this relocation and the accompanying change management programme.

### Welcoming Workplace

November 2008

This report was on designing office space for an ageing workforce in the 21st century knowledge economy. By 2020, nearly half of the adults in the European Union will be over the age of 50. In the developed world, people living longer combined with low birth rates were producing demographic changes that would impact upon the world of work. Older staff were increasingly expected to continue beyond today's normal retirement age and this would require changes to certain work patterns and to the design of the workplace itself. This report considered these issues with specific reference to the knowledge economy in which many older people found themselves working.

This report was based on research undertaken by the Helen Hamlyn Centre at the Royal College of Art, London, in partnership with Kyushu University in Japan and the University of Melbourne in Australia.

### The Role of Teleworking in Great Britain

December 2008

This study by the University of Westminster looked at the likely impacts of teleworking. This study was commissioned by Transport for London and British Telecommunications and it looked at the potential for teleworking to reduce the need to travel to work by enabling people to work from home. The BCO supported the study by making contact with participating organisations in the London area and members views were sought through interviews.

The research team found that few people could work entirely from home and it was more common to mix working from home on certain days with other days spent in the office. This summary set out the findings of this research project and was only available to BCO members.

### Archaeology and Development

January 2009

This report was a good practice guide to managing risk and maximising benefit.

The BCO participated in a study commissioned by CIRIA on archaeology and the development process. Archaeology was a major factor in construction and development with an estimated £150 million spent by developers on archaeology in the UK each year. As most clients and developers were aware, archaeological remains were treated as a material consideration in the planning process.

The study was produced by a team from the Museum of London Archaeology Service, the Institute of Field Archaeologists and Scott Wilson Ltd.



Green Incentives

February 2009

This report provided guidance on the wide range of green incentives and assessed their impact on the property and construction sectors.

The environment became a major political issue. A plethora of acts, bills, statutory instruments, white papers, green papers, consultations, reports, responses, reviews, strategies and plans were promulgated by Government with remarkable speed. The result was a dazzling, often confusing array of ‘green incentives’. This provided guidance on the green incentives that affected property and construction.

The BCO last surveyed Green Incentives in 2002 and much had changed since then. This report reviewed current taxes, regulations and market-based incentive systems that impacted on the office sector. It analysed their impact, where possible and appropriate, in terms of their effect on the office sector.

Biomass and Offices

April 2009

Biomass was a low carbon fuel and was the single largest proportion of the UK’s renewable energy mix. This report on biomass and offices looked at biomass as a fuel, the associated technologies, a step-by-step guide for assessing the suitability of biomass heating for a development, quick answers, some rules of thumb and a case study.

The EU’s decision to set a target of a minimum biofuels contribution of 10% of EU energy made biofuels increasingly important to the office sector. Biomass became a common solution in meeting the Merton rule in planning requirements. Biomass was a subset of the biofuels energy supply chain and was a solid fuel. It was classed as low carbon because of its short carbon cycle.

A key barrier to its use was its long term availability and the existence of a supply chain that could deliver a consistent quality of fuel at a competitive price. Biomass could be a source of heat in commercial buildings, however,

offices did not require much heating and there were issues around the delivery, storage and handling of solid fuels which could present problems, other issues were operational and cost-based.

BCO Occupier Density Study

May 2009

This study was undertaken to quantify the current occupancy density of commercial offices in the UK, in order to inform the next generation of Office Guides published by the British Council for Offices.

The study drew upon discrete data provided during May-August 2008 by 88 organisations detailing occupancy levels in 249 UK properties constituting over 2,000,000 sq m of Net Internal Area in a variety of tenancy arrangements, and containing 173,000 workplaces. All data was provided voluntarily to the research team.

Occupier density was the area of a building or space divided by the number of workplaces that it accommodated and was usually expressed as a sq m per workplace.

It informed the occupier (demand side) as to the potential effective usage of space, and informed landlords and developers (supply side) of the likely infrastructure requirements for a building. For both the supply and demand side, it was an important measure - for both benchmarking and planning purposes. While the supply side was the enabler of levels of Occupation Density, in practice the occupants determined the level.

BCO Guide to Specification 2009

May 2009

The latest edition of the BCO Guide to Specification was launched at the BCO Annual Conference Edinburgh 09 and is available to buy now.

The last edition of the BCO Guide to Specification was published in February 2005 and much has changed in the office market over the past four years. A big change was the growing importance of sustainability in office development, as it’s now an integral part of any new development.

New research was commissioned to inform this latest edition of the BCO Guide to Specification, covering subjects ranging from office temperatures, occupier densities and small power consumption. There was additional coverage in the report on acoustics, vertical transportation, building refurbishment, handover and taxation. As with previous editions, it included the incredibly useful ‘Quick Guide to Key Criteria’.

Occupier Satisfaction Index 2009

June 2009

This was the third edition of this index and opinion survey to measure satisfaction amongst occupiers of commercial property in the UK.

The latest edition of the UK Occupier Satisfaction Index remained unchanged at 57 out of a possible 100 points. Office occupiers satisfaction levels rose to 62 points, a one point increase on last year. Over the past three years, office occupiers’ satisfaction levels have consistently risen by one point each year.

The index showed that occupier satisfaction levels were stable despite the recession. Costs were occupiers’ key concern with service charges a particular point of concern. Only 10% of respondents felt that service charges were value for money, whilst 50% considered them to be poor value. On a more positive note, landlord flexibility was seen to improve particularly on leases and there had been a steady improvement in landlord/tenant relationships.

The research found that there had been improvements in the levels of communication and understanding from landlords over the last year. The Index measured and monitored occupier satisfaction, focusing on key areas such as property supply, lease terms, business relationships, progress with environmental initiatives and value for money.

This research was commissioned by the Property Industry Alliance, made up of the BCO, BPF, IPF and RICS, in conjunction with CoreNet Global UK.



BCO GUIDE TO  
SPECIFICATION 2009  
SOLD OVER 600 COPIES  
IN FIRST TWO MONTHS

# COMMITTEES

## COMMITTEES AND THEIR ACHIEVEMENTS

Over the course of 2008-09 BCO members again supported the organisations events, regional activities, and research and policy efforts by participating in the BCO's committees and working parties.

### PERMANENT STANDING COMMITTEES

#### RESEARCH COMMITTEE

*Chaired by Mat Oakley of Savills*

##### Achievements

- Developed a new research funding model for BCO Research
- Worked with Blue Rubicon, the PR company, to develop a PR strategy for the research publications
- Organised a seminar event for the BCO Conference Edinburgh 2009.

#### TECHNICAL AFFAIRS COMMITTEE

*Chaired by Neil Pennell of Land Securities*

During the course of 2008-09 this committee focused on producing the *BCO Guide to Specification 2009*. It is appropriate here to thank a former member of the Committee (Bob Dalziel of 3DReid) for his hard work and support over the last number of years.

##### Achievements

- Produced the *BCO Guide to Specification 2009*
- Organised a seminar at the BCO Conference Edinburgh to launch the *BCO Guide to Specification 2009*
- Worked with Blue Rubicon to achieve a large amount of media coverage for the *BCO Guide to Specification 2009*
- Oversaw the development and publication of the *Occupier Densities* report with the Occupier Group.

#### URBAN GROUP

*Chaired by Paul Warner of 3DReid*

##### Achievements

- Organised a series of urban seminars where subjects such as mixed use developments, parametrics, urbanism and the role of the London Development Agency
- Developed a seminar/debate for the BCO Conference in Edinburgh 2009.

#### ENVIRONMENTAL SUSTAINABILITY COMMITTEE

*Chaired by Paul Edwards of Hammerson*

This Committee was previously chaired by Mike Beaven from Arup, and it is appropriate here to thank Mike for his time and commitment to the BCO in this role. Other members of the Committee who are to be thanked for their







input were Andrew Reynolds (Hines), Andrew Clifford (Scott Wilson), Dave Farebrother (Land Securities) and Caroline McDade (Drivers Jonas).

**Achievements**

- Oversaw the publication of a range of research publications including the *Biomass and Offices*, and *Green Incentives* reports
- Continued to produce publications in the *Environmental Briefing Note* series
- Worked with the Technical Affairs Committee on the development of the *BCO Guide to Specification 2009*
- Organised seminars at the BCO Conference 2009.

**OCCUPIERS GROUP**

*Chaired by Gary Wingrove of BT*

**Achievements**

- Oversaw the development and publication of the *Occupier Densities* report with the Technical Affairs Committee
- Worked with the Property Industry Alliance and Corenet to publish the third edition of the *Occupier Satisfaction Index*
- Hosted a very successful breakfast on the subject of high density occupation and sustainability.

**BANKING PEER REVIEW GROUP**

*Chaired by Richard Beastall of tp bennett*

**Achievements**

- Organised a seminar for its members with a view to publishing an appendix to the *BCO Guide to Specification* targeted at the financial services sector
- Held a series of meetings with invited speakers including Digby Flower, Mike Beaven, Mike Hussey and Neil Pennell.

**INTERNATIONAL COMMITTEE**

*Chaired by Nicholas Ridley of NCREal Estate Consulting*

The International Committee was established in 2009 to help enhance the BCO’s reputation in other jurisdictions and assist members working outside the UK.

**Achievements**

- Working to establish BCO associations in the Middle East and Russia
- Working to establish variations of the *BCO Guide to Specification* applicable to other markets
- Encouraged new members to join under the category of individual non-UK.

**MEMBERSHIP COMMITTEE**

*Chaired by Francis Ives of Cyril Sweett*

The Membership Committee has had another very busy year, rightly focusing much attention on how the BCO can help members during the recession. Focus also remains on engaging with the office occupier community, and attracting more occupiers as members.

**Achievements**

- Introduced new membership categories for younger and non-UK members to assist with the BCO’s expansion
- Set out guidance for assisting members made redundant and maintaining their membership
- Continue to work with the BCO’s regional chapters on ensuring regional representation on the Membership Committee and engagement by the chapters.

**NEXTGEN COMMITTEE**

*Chaired by Shazad Azam of 3DReid*

Launched in April 2009, NextGen is the newest of the BCO Committees. Aimed at the next generation of the BCO, the NextGen committee plans a series of seminars all with the message of “learning from the past, looking to the future”.

**Achievements**

- Launched this new initiative with an event attracting 80 attendees of which roughly 80% were non-members and for some it was an introduction to the BCO
- Introduced the NextGen seminar programme with “How to thrive in a recession”, where three experienced professionals gave their thoughts on how to thrive in challenging times
- Initiated the recruitment of BCO members within the NextGen category (under 35).

# NETWORKING AND EVENTS

Alongside research and policy, one of the key benefits of BCO membership is the network of members which remains healthy at over 1,300 individuals. Members cover every aspect of the commercial property sector ranging from the developer and agent through to the architect and occupier. A valuable feature of the BCO membership is our programme of events that allows members to network with competitors and colleagues alike, encouraging dissemination of best practice throughout the industry.

Events are held both regionally and nationally and cover a range of formats which continue to be popular.

## NATIONAL EVENTS

BCO members benefit from priority booking periods and substantial discounts to attend our national events.

### BCO Annual General Meeting 2008

The Willis Building, 51 Lime Street, London

15 July

Open to BCO members only, the BCO AGM saw the official passing of the presidential post from Gordon Carey of careyjones architects, to Nicholas Ridley of NCREal Estate Consulting. After the official proceedings guests were invited on a tour of Foster + Partners' state-of-the-art "greenscraper" and for drinks on the 15th floor courtesy of British Land.

### President's Luncheon

The Dorchester, London

17 September

An audience of 500 BCO members and their guests arrived to partake in Nicholas Ridley's first official luncheon as the BCO President 2008-09. Guests were entertained by Anthony Hilton, Financial Editor of the Evening Standard.

### BCO Awards Dinner

Grosvenor House Hotel, A JW Marriott Hotel, London

7 October

Hosted by Clive Anderson, this premier event in the corporate real estate calendar attracted over 1,600 key players in the office industry sector. For full details of all the BCO Award Winners go to page 27.

### Annual Dinner

Grosvenor House Hotel, A JW Marriott Hotel, London

20 January

The BCO's Annual Dinner is a glittering occasion and this year was no exception with Julia Hartley-Brewer entertaining members and their guests after dinner with tales from her experiences as a political journalist.

EVENTS ARE HELD BOTH REGIONALLY AND NATIONALLY AND COVER A RANGE OF FORMATS WHICH CONTINUE TO BE POPULAR







Annual Conference Edinburgh 2009

EICC, Edinburgh  
20-22 May

Michael Hussey, our Conference Chair, writes up his thoughts from the conference on page 23.

REGIONAL CHAPTERS

The four Regional Chapter Committees are made up of dedicated regional members from the BCO who are committed to producing a varied and interesting programme of events for our members across the UK. Our events programme is fuelled by what our members want and so feedback and input from our members has been extremely valuable. This has seen the number of technical tours almost double and a new Regional Awards Presentation programme of dinners and lunches successfully launched.

TECHNICAL TOURS

Technical tours are generated from requests from BCO members to visit particular projects of interest and are one of the most popular benefits of membership. These tours enable members to gain insight into how projects were conceived and developed and what its 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!

Dean Clough, Halifax	4 September
10 Queen Street Place, London	23 September
David Wilson Library, Leicester University	24 September
3 Assembly Square, Cardiff Bay	2 October
Eversheds, One Wood Street, London	4 October
Halliwells, 3 Hardman Square, Manchester	4 November
14 Cornhill, London	27 November
ISG HQ, Aldgate House, London	3 December
1 Lancaster Circus, Birmingham	10 February
The Guardian, Kings Place, London	18 March
45 Church Street, Birmingham	19 March

Piccadilly Basin, BDP Studio and Carvers Warehouse, Manchester	26 March
Electric Works, Sheffield Digital Campus, Sheffield	14 May
NFU, Stoneleigh Park	11 June
Deliotte, 2 New Street Square	17 June
141 Bothwell Street, Glasgow	23 June
Eleven Brindleyplace, Birmingham	30 June
Atkins and Faithful+Gould, Aztec West, Bristol	6 July
Toronto Square and Broad Gate, Leeds	9 July
Henderson Global Investors, 201 Bishopsgate	9 July

REGIONAL AWARDS

One of the BCO's primary objectives is to define excellence in office space. As part of this objective our annual Awards Programme provides public recognition for top quality design and functionality and a benchmark for excellence in workplaces. Awards are presented both regionally and nationally, and for the first time the Regions have hosted their own dedicated events.

Reviews & Tours 2008

Following the announcement of the Regional Winners for the 2008 BCO Awards at the National Dinner in October, each of the Regions hosted a Review & Tour event at one of their winning projects. These events showcased the 2008 Regional winners 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. For an overview of the 2008 BCO Award Winners go to page 27.

North: icon Business Centres (formerly Innovate Green Office), Leeds	28 October
Regional Winner of Corporate Workplace 2008	
Scotland: Quartermile One, Edinburgh	3 November
Regional Winner of Commercial Workplace 2008	
Midlands: Colmore Plaza, Birmingham	4 November
Regional Winner of Commercial Workplace 2008	



NETWORKING  
AND EVENTS

South West & South Wales:  
St James's Place, Cirencester  
Regional Winner of Corporate Workplace

10 November

**Awards Presentations 2009**  
Evolving from the 2008 format, over 1,460 guests attended the first dedicated Regional Awards Presentations which took place across the country in April-May 2009. Each Region hosted either a lunch or dinner where they celebrated the announcement of their Regional Winners in the BCO Awards 2009.

Northern Dinner: The Royal Armouries, Leeds	22 April
Scottish Lunch: Radisson SAS Hotel, Glasgow	24 April
London & the South East Lunch: The Park Lane Hotel, Piccadilly	28 April
Midlands & East Anglia Lunch: Burlington Hotel, Birmingham	30 April
South West & South Wales Dinner: At-Bristol, Bristol	7 May

**DINNERS**  
Before the introduction of the Regional Awards Dinners the Regional Chapters organised Annual Dinners as an opportunity to celebrate the regions activities and for regional members to met and network.

**South West & Wales Annual Dinner**  
Riverstation, Bristol  
6 November

The South West & Wales Chapter hosted their Annual Dinner at the Riverstation Restaurant in Bristol. It was a sellout event with 100 guests attending to enjoy entertainment from High Court Judge Sir John Royce.

**NEXTGEN**  
NextGen is a new initiative from the BCO which aims to mentor and encourage the next generation of professionals to become future leaders of the BCO whilst providing a platform for new talent to air their ideas. The NextGen committee are committed to disseminating knowledge

through organising a number of unique targeted seminars and debates each year.

**Launch with Guest speaker Roger Madelin**  
125 Old Broad Street, London  
6 April

This launch event saw Roger Madelin – Joint Chief Executive of Argent and winner of the BCO President's Award 2008 – take the stage to give a talk on his 30 years worth of experience in the office industry. Roger shared his advice in a Q&A session with those keen to succeed in the industry.

**How to Thrive in a Recession**  
Jones Lang LaSalle, 22 Hanover Square, London  
8 July

With a panel of experienced professionals from the office sector, this seminar explored how each of them had worked in the previous economic downturns and delegates were given advice on how to use this time constructively to generate value when the market returns.

**SEMINARS & CONFERENCES**  
Our seminars and conferences allow members the chance to meet and debate the latest industry issues and research. These events also provide the opportunity for us to form partnerships and meet with members from other likeminded organisations.

**Can high density offices be green?**  
British Land, London  
2 October

A seminar led by the Occupier Group for occupier members, this breakfast focused on the initial findings of new BCO research indicating a trend for some occupiers to occupy space more densely. Delegates were invited to discuss whether higher density offices can still achieve their sustainability targets.

AROUND 7,000 DELEGATES ATTENDED  
OVER 40 BCO EVENTS IN 12 MONTHS  
INCLUDING TECHNICAL TOURS, SEMINARS  
AND CONFERENCES AND FORMAL  
LUNCHES AND DINNERS

**The Sustainable Workplace...Efficiency, Environment, Innovation**  
The Willis Building, London  
15 October

The BCO joined forces with Advanced Workplace Associates (AWA) to produce this one day conference which brought together the best thinking on the evolution of the sustainable workplace.

**The Outlook for Central London and Canary Wharf Office Markets**  
Norton Rose, More London Riverside  
24 February

This joint breakfast seminar, partnered with the IPF, saw over 140 BCO and IPF members meet to look at the future of office occupation in London and how it will be affected with changes to the financial climate and working patterns.



YES, WE'RE GOING TO RECOVER. YOUR SECTOR  
WILL RECOVER. IT'S NOT A DISASTER, BUT IT WILL  
BE PRETTY TOUGH ROBERT PESTON



# ANNUAL CONFERENCE

MICHAEL HUSSEY BCO CONFERENCE CHAIR 2009

## CHALLENGING CONVENTIONS

It has to be said that 2009 was an interesting year to formulate a conference for the BCO. The industry was, and still is, going through significant changes as a result of the economic downturn. With that in mind, it was the perfect time to present a conference focusing on 'Challenging Conventions' in order to prepare ourselves for the next generation of workplace requirements.

As expected numbers were down on the previous year, yet only one organisation was missing from last year's lineup. It's reassuring to see that even with the tightest of budgets organisations still find value in the wide variety of issues that are addressed at the BCO Annual Conference.

The plenary sessions, seminars and debates at this year's conference featured the industry's best brains, pitched against each other on issues ranging from the recession and recovery to building specification, planning and the environment.

Robert Peston and Mike Harris opened the conference in a plenary entitled "How did we get here and what's the way out?" Peston presented an overview of the current situation and called for a renewed emphasis on high-value manufacturing to rebalance the economy, with the private sector assuming more of the burden of driving recovery. Mike Harris picked up the theme of recovery encouraging delegates to "beat the recession" by relentlessly searching for new ideas and embracing innovative thinking. The theme of innovation continued throughout the remaining sessions

with Bjorn Lomborg (the Sceptical Environmentalist) pitched against Michael Pawlyn (Exploration Architecture) in a spiky yet highly entertaining debate on the issue of the environment in a recession. Our final plenary session took a glance into the future with David Bodanis, Roger Madelin (Argent) and Malcolm Smith (Arup). Bodanis described 'extreme customization' shaping the built environment, whilst Madelin predicted a 'corporate Bohemia' as mixed use and diversity become more common place within the commercial property industry.

Alongside the plenary programme delegates were able to choose from a wide range of seminars and tours and feedback was extremely positive. This year's conference also benefited from the launch of the much improved 2009 Guide to Specification and demonstrations of the BCO's new web-based Research Portal were available in the networking areas.

As always the conference is a time for discussion and debate, but networking is also a vital ingredient and this year was no different. At the annual gala dinner 500 delegates were entertained by Alastair Campbell, who shared amusing political anecdotes and his thoughts on the topical parliamentary issues (principally the expenses debacle).

In a change from previous years the Frogmore Property Group, sponsors of the BCO gala dinner, used this event as an opportunity to highlight The Willow Foundation ([www.willowfoundation.org.uk](http://www.willowfoundation.org.uk)), a national charity that organises special days for terminally ill 16-40 year olds. After a presentation by Megs Wilson, joint founder of the charity, dinner guests



ANNUAL  
CONFERENCE

dug deep and raised a grand total of £9,250. The line of table hosts waiting quietly to present cash to this worthy charity was a symbolic reminder that however bad it gets out there we can still help others less fortunate than ourselves.

Overall a hugely successful conference and, regardless of external pressures, the atmosphere was positive. It was described by press in attendance as “defiantly upbeat” (Building) and “surprisingly optimistic” (AJ).

I would like to take this opportunity to thank our valued sponsors and delegates for their commitment to the BCO. My sincere thanks also go to the Conference Committee for their dedication to the task set in front of them. Special thanks go to Robert Heskett for compiling the comprehensive and widely appreciated seminar programme and to Cameron Stott who, assisted by the Scottish Chapter, worked tirelessly to make our technical tours such a success.

The overriding message throughout the conference was that of building strong foundations, learning lessons from recent years and working towards a more resilient future. I would like to challenge BCO membership not to sit around waiting for green shoots to appear but to begin planting the seeds now.

STIMULATING AND THOUGHT  
PROVOKING IN A TIME OF  
ECONOMIC DIFFICULTIES  
AND CHANGES TO MORE  
ENVIRONMENTALLY  
FRIENDLY BUILDINGS

EDINBURGH 09 DELEGATE FEEDBACK

OVERALL PROBABLY THE  
BEST I HAVE ATTENDED

EDINBURGH 09 DELEGATE FEEDBACK

FRIENDLY BUZZ OF NETWORKING  
AND MUTUAL SUPPORT IN  
DIFFICULT TIMES

EDINBURGH 09 DELEGATE FEEDBACK

INNOVATION IS ABOUT HARNESSING EXISTING  
AND EMERGING TECHNOLOGIES NOT  
DEVELOPING NEW ONES MIKE HARRIS







# BCO AWARDS 2008

## EVERY YEAR SEES EVEN MORE HIGH-CALIBRE ENTRIES COMPETING FOR A BCO AWARD

In 2008 judges were looking for excellence in architecture, clarity of purpose from those commissioning the building, ingenuity of the product, clever design solutions, delivery on time and budget and that special aspect of a project that makes it a delightful and productive place of work.

Quite rightly, a lot of emphasis was placed on the ability of the workplace to support the occupiers' business needs and, of course, an attention to sustainability that occupiers increasingly expect as standard.

The entries in 2008 saw some fantastic projects addressing many of the above objectives. However judges were somewhat surprised that attention to sustainability is a long way from universal, be it through the formality of a process such as BREEAM or simply part of the brief and the solutions. In some cases this was the difference between winning and missing out an award.

Projects up to 2000m<sup>2</sup> were very strongly represented across all regions and produced the first Best of the Best award from this category.

### Roger Madelin PRESIDENT'S AWARD

Roger's achievements are manifold; but he would be the first to stress, in his typically self effacing way, how he has only achieved any of this because of, and with the full support of his team. Nevertheless we all know that you don't get teams to act supportively and synergistically without great talent in creating and sustaining the team.

Roger is now at the helm of the largest Central London regeneration for over 100 years and is clearly seeing it not just as an opportunity for shareholder return but as an opportunity to make this an exemplar City Centre location. This is a position of which to be hugely proud and one which reflects the need for the creation of eclectic city communities and for being highly conscious of the need to be sustainable in approach to development and ongoing management of the completed real estate and public realm. This will be part of London not just some exclusive private gated estate.

Cutting his teeth on numerous scheme's in the (almost) 30 years of experience Roger and his colleagues are perhaps most renowned for regenerating a rundown area of Birmingham and creating Brindley Place. Manchester's Piccadilly is also now the beneficiary of these innovative ways.

BCO AWARDS 2008

Roger’s personal achievement in the development industry is significant and his reputation within the industry is the envy of many. He is clearly making a mark and (many years hence of course) will leave a legacy of positive character, excellent real estate, new communities and environmental benefit. The BCO is all about excellence in offices and with Roger we can be sure we will go much further in that endeavour.

The LTA’s National Tennis Centre  
BEST OF THE BEST

Combining work and play in a single building is fraught with danger. They make such different demands that both can be left struggling in a confusion of conflict and discomfort. But the Lawn Tennis Association’s National Tennis Centre is an outstanding example of successful integration. The site chosen after a long search was very sensitive, where what looks like acres of empty space is very restricted. This meant producing a low building with relatively little impact. The open-plan, double-storey offices have benefited from the union, boasting a sense of space and light created by reflecting the form of the playing areas.

The centre is elegant, efficient and sustainable - three factors which can also find it difficult sitting together. All the space is high quality, with nothing wasted through compromise. The roof profile over the tennis courts carried through over workspaces gives a wonderful sense of generosity and volume but also adds cohesion to what are normally seen as widely different activities.

This was the clearest, simplest, most straightforward plan seen by the judges. The medium depth floor plate in a doughnut form was hard to fault. The glass to glass dimension did not seem unduly wide. The workspace on the lower floor was just as enjoyable as the upper floor, because of its exposed concrete soffits and connection to Centre Court.

“ALTHOUGH BESPOKE AND UNIQUE, WE COULD ALL IMAGINE OUR OFFICES IN SUCH A BUILDING. IT WOULD NOT ONLY BE COMFORTABLE TO WORK IN, IT WOULD ALSO BE A PLEASURE.”

180 Great Portland Street  
INNOVATION

This former Edwardian residential block, with its cramped cellular spaces, is a classic example of how to think outside the box. Demolition was the obvious solution but that would have meant removing around 6,000 tons of waste and importing a similar amount of energy-hungry new material.

Instead, an ingenious technique has transformed the building. Steel columns were cut into masonry walls and cross beams attached above the existing floor on each side of the wall. The floors were then hung from the new steel frame. Masonry walls could then be removed, generating only 2,000 tons of waste and opening the five floors for modern office use. The need for replacement concrete floors was eradicated and services fed through new floor voids. Another clever sustainable technique involved relocation of the cores into existing lightwells to provide lateral stability.

Development was not easy. The brief was to maximise lettable area, utilise as much of the existing fabric as possible and limit structural modifications - all on a tight budget. The façade had to be retained as it is in a conservation area and work had to take place while ground floor retail tenants remained in occupation.

As buildings become more energy efficient, this focus on embodied energy will become more important. The immense savings in materials has given the building flexibility and a new lease of life while maintaining many BCO specification requirements. It shows that sustainability does not need to be visible when using careful architectural and structural techniques to regenerate buildings without paying a high price.

QUITE RIGHTLY A LOT OF EMPHASIS WAS PLACED ON THE ABILITY OF THE WORKPLACE TO SUPPORT THE OCCUPIERS’ BUSINESS NEEDS







# 2008 LIST OF WINNERS

**PRESIDENT’S AWARD**

Roger Madeline

**BEST OF THE BEST**

The Lawn Tennis Association’s National Tennis Centre, Roehampton

**INNOVATION AWARD**

180 Great Portland Street, London

**NATIONAL AWARDS**

**COMMERCIAL WORKPLACE**

5 Aldermanbury Square, London

**CORPORATE WORKPLACE**

Blue Fin Building, Bankside, London

**FIT-OUT OF WORKPLACE**

Norton Rose, 3 More London Riverside, London

**PROJECTS UP TO 2,000M²**

The Lawn Tennis Association’s National Tennis Centre, Roehampton

**REFURBISHED/RECYCLED WORKPLACE**

Fort Dunlop, Birmingham

**REGIONAL AWARDS**

**COMMERCIAL WORKPLACE**

**Regional London**

5 Aldermanbury Square, London

**Regional Midlands & East Anglia**

Colmore Plaza, Birmingham

**Regional North of England, North Wales and Northern Ireland**

Cobalt 21, Cobalt Business Park, North Tyneside

**Regional Scotland**

Quartermile One, Edinburgh

**Regional South of England and South Wales**

97 MEPC Milton Park, Abingdon

**CORPORATE WORKPLACE**

**Regional Midlands & East Anglia**

NFU Headquarters, Agriculture House, Stoneleigh

**Regional North of England, North Wales and Northern Ireland**

Innovate Green Office, 1400 Park Approach, Leeds

**Regional Scotland**

BBC Scotland Headquarters, Pacific Quay, Glasgow

**Regional South of England and South Wales**

St James’s Place Wealth Management, 1 Tetbury Road, Cirencester

**Regional London**

Blue Fin Building, Bankside, London

**FIT-OUT OF WORKPLACE**

**Regional North of England, North Wales and Northern Ireland**

Network Rail, Square One, Manchester

**Regional South of England and South Wales**

Sir William Siemen’s Square, Frimley

**Regional London**

Norton Rose, 3 More London Riverside, London

**PROJECTS UP TO 2,000M²**

**Regional Scotland**

McInroy & Wood Headquarters Building, Easter Alderstone, East Lothian

**Regional South of England and South Wales**

Clinton Devon Estates, Rolle Estate Office, East Budleigh

**Regional London (Joint Winner)**

The Lawn Tennis Association’s National Tennis Centre, Roehampton

**Regional London (Joint Winner)**

Rio Tinto, 5 Aldermanbury Square, London

**Regional Midlands and East Anglia**

eOffice, Norfolk House, Birmingham

**Regional North of England, North Wales and Northern Ireland**

Overbury Northern, The Zenith Building, Manchester

**REFURBISHED/RECYCLED WORKPLACE**

**Regional South of England and South Wales**

MBDA UK, 20W Building Refurbishment, Bristol

**Regional London**

Unilever House, 100 Victoria Embankment, London

**Regional Midlands & East Anglia**

Fort Dunlop, Birmingham

**Regional North of England, North Wales and Northern Ireland**

The Zenith Building, Manchester

**Regional Scotland**

Kirkstane House, 139 Vincent Street, Glasgow



THE BCO WILL CONTINUE TO DO ALL IT POSSIBLY CAN TO HELP ITS MEMBERS DURING THESE VERY TOUGH TIMES

LOOKING FORWARD:

# THE YEAR AHEAD

RICHARD KAUNTZE BCO CHIEF EXECUTIVE

This time last year, I mentioned the rather gloomy economic outlook. No-one, however, could have predicted the speed and scale of the global economic meltdown triggered by the collapse of Lehman Brothers last September and its impact on this side of the Atlantic. The property sector has, of course, been hit particularly hard, and the BCO will continue to do all it possibly can to help its members during these very tough times.

The BCO is all about adding value, and much of that value comes from our research programme. May 2009 saw two important milestones: the launch of the fifth edition of the BCO's Guide to Specification (led splendidly by Neil Pennell at Land Securities and Geoff Harris at Henderson Global Investors) and the establishment of the BCO's research portal (championed by Nick Ridley, our President in 2008-09), designed to provide BCO members with an invaluable tool for finding and using office-focused research. This, and the BCO's many other research activities, have been overseen by Jenny MacDonnell, our Research & Policy Director and Mat Oakley, the chairman of our Research Committee, and my sincere thanks to all who have contributed to this vital component of the BCO's work. Under the strategic direction of the Research Committee, the BCO's various expert, technical committees are helping us take forward a wide range of projects. These include a global comparison of office specifications and a report studying property's role in recessionary times. These, together with the full back catalogue of the BCO's research programme and examples of our members' work, are available on the BCO's Research Portal, an exclusive benefit of BCO membership.

The BCO's flagship events have held up exceptionally well in this very tough market. Mike Hussey, the BCO's new President, led and chaired the Annual Conference in Edinburgh superbly, with a hugely positive response from delegates to the strongly educational nature of the content. BCO members supported the conference in healthy numbers and enjoyed the combination of plenary sessions (who will forget to Lomborg versus Pawlyn debate?), seminars and technical tours. Very many thanks to Mike and to all who contributed to a truly excellent conference.

2008-09 saw the introduction of a highly successful programme of regional awards events to complement the National Dinner, a pattern which will continue in the years ahead. The regional programme of events will grow (including regional launches of the BCO Guide to Specification), with an increasing focus on free educational and networking events, such as technical tours and seminars. These are, rightly, highly valued by members and are an extremely important part of the BCO offer. The London technical tour and seminar programme is also being expanded, and the national flagship events, including the President's Lunch and Annual Dinner, continue to be highly appreciated by members.

Members' help in putting forward ideas for BCO technical tours, seminars and similar events is crucial, and please do pass on any suggestions to the BCO's events team, who would be delighted to take them forward with you.

As the BCO matures, and we look forward to celebrating our 20th birthday next year, so does our influence and reputation in other markets.

Anecdotal evidence has told us for some time that the BCO Guide to Specification is used informally in other markets, and in the coming months we hope to publish BCO-approved variations designed for different jurisdictions. BCO member associations are being developed in the Middle East and elsewhere, and our friendship with the US-based Building Owners and Managers Association (BOMA) was cemented through a formal affiliation agreement signed in April 2009.

As ever, the constraints of space make it impossible to thank by name all of those who have contributed so much to the BCO over the past year, so perhaps I could offer my general thanks to the very many who make the BCO the organisation it is. Particular thanks go to Nick Ridley (our Immediate Past President), Mike Hussey (Nick's successor), Gerald Kaye (the new Senior Vice President), and Gary Wingrove and James Wates (our duo of Junior Vice Presidents). Gerald is leading the team to deliver next year's Annual Conference (London, 26-28 May). Gary is cementing our relationships with the office occupier community whilst James is continuing in the vital role of Honorary Treasurer before handing over to Robin Brodie-Cooper as the new Treasurer next April. My thanks also to my own team for their unstinting hard work and support and my very best wishes to all BCO members for the year ahead.





## DEFINING EXCELLENCE IN OFFICE SPACE

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