

# THE COLLABORATORS

Autumn 2016

HOW WORKING TOGETHER  
MAKES PROPERTY MOVE



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# THE COLLABORATORS

**O**n a morning run not too long ago I was chatting to a friend who was suffering with a bout of the blues. The sun was shining, we were trotting through one of London's many beautiful parks, the birds were chirping and both of us were fit and well. What was there to be blue about I asked?

After a few miles we figured it out.

It was a feeling of lost community. From the personal to the global. It was friends who had moved away or moved on to another phase of their life; it was shifting family dynamics that meant going from the one in the centre of the pack being cared for and looked after, to the one having to do the caring; it was about the world not feeling quite as comfortable and accessible and safe as it once did.

All of a sudden it made sense. Community, the ability to live, work and play together, is so important for our health and happiness as human beings.

But why am I talking about community? This is a publication celebrating collaborations. Well, they are the same thing really aren't they? Just packaged slightly differently.

Collaborations are about working together, about "sharing or having certain attitudes and interests in common". That, by the way, is the dictionary definition of community.

And the best collaborations are about building a community, whether that is via the use of apps or online hubs (check out our selection of tech collaborators to find out who we think are leading the way); through physical social networks (think Property Tri, LandAid, Sociable Surveyors, etc) or good old-fashioned people and businesses working together to create something greater than the sum of its parts (think Olympicopolis, Elephant Park, Bernstein and Leese).

And then there is the winner of our coveted Collaborator of the Year Award. An award judged by a panel of industry peers that celebrates the best of working together to achieve more. Find out who won on page 4.

**Samantha McClary, deputy editor, *Estates Gazette***

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# LESS IS MORE

For the second year in a row, a public body has been awarded *Estates Gazette's* coveted Collaborators Award. In 2015, the gong went to Transport for London for its work with the property sector transforming the retail experience at its stations. This year, the winner is the Government Property Unit for its work across central and local government to consolidate and improve its sprawling estate

**T**he GPU was established in 2010 as part of the Cabinet Office. Staffed by real estate professionals, it works with government departments, agencies, local government and the private property sector to ensure that the public estate is run as efficiently as possible.

Since its formation, the GPU has raised more than £1.8bn in capital receipts from the sale of assets and reduced the size of the government estate by almost a quarter, exiting some 2.4m sq ft (see box, p6).

Prior to the GPU's establishment, there was no single body co-ordinating the

government estate, which led to a lack of coherence in estate management and contributed to the gradual accumulation of government-owned property.

Much of the GPU's early work has been focused on central government and the Whitehall estate. The London estate has been reduced from 181 separate properties in 2010 to around 50 today. It has a target of reducing this number to 20 by 2025.

Now the unit is expanding its work outside the capital to advise local authorities and the wider public sector. This work includes the creation of a number of hubs across the country as the GPU works towards its goal of reducing the government



An aerial photograph of a city square, likely in London, showing a roundabout with a central island. The square is surrounded by dense urban development, including various buildings and streets. A prominent red diagonal banner with the word "WINNER" in white capital letters is overlaid on the top right corner of the image.

**WINNER**



## THE LIST

estate from 800 buildings to fewer than 200 by 2023.

Current plans are for 16 hubs in England totalling 7.4m sq ft. Three hubs will be established in London, with a 184,000 sq ft hub for HM Revenue & Customs at Stanhope and Schroders' Ruskin Square in Croydon, south London, already confirmed, a 1.5m sq ft hub earmarked for Stratford, E16, and talks under way for a 400,000 sq ft hub at Canary Wharf, E14.

There are also active requirements for space in Peterborough, Portsmouth, Newcastle, Leeds, Sheffield, Nottingham, Bristol, Birmingham, Manchester, Preston/Blackpool, Liverpool, Carlisle and Exeter.

Birmingham's hub will provide 850,000 sq ft while Manchester's initial requirement stands at 650,000 sq ft, with an option to extend to 950,000 sq ft.

Strategic hubs are also due to launch in Belfast, Edinburgh, Glasgow and Wales between 2019 and 2023.

JLL is handling the process.

The multi-departmental campuses are designed to achieve economies of scale, enable easier cross-departmental collaboration and improve recruitment and retention.

The GPU says: "Collaborative working is at the heart of this programme as the GPU and central government departments examine every inch of the government office estate to deliver an environment that

### MAKING COLLABORATION COUNT

## 92m sq ft

size of the government estate, a 20% reduction from 2010

## £5bn

amount expected to be raised from asset sales by 2020

## £2.7bn

cost of running the estate in 2014-15, a 28% reduction since 2010

## 112 sq ft

amount of space per person in 2014-15, a 20% reduction since 2010

## 2,200

number of properties exited since May 2010, more than one a day

is flexible, accessible and firmly rooted in future needs."

Alongside the hubs, the GPU has launched the One Public Estate initiative as part of its support programme for local authorities seeking to deliver ambitious

property-focused projects. It is being jointly delivered by the GPU and the Local Government Association.

The GPU says the partnership is delivering a "more efficient public sector estate by building trust, sharing learning, and supporting activity with stakeholders across the public sector".

It says that silos between local and central government and the wider public sector have been broken down, maximising benefits for the taxpayer and showing how property can be a catalyst to boosting local growth, driving more customer-focused services, and delivering efficiency savings.

The OPE began as a pilot programme with 12 local authorities in 2013. A year later, 20 more joined. In December 2015, the government announced an expansion to the OPE programme backed with £6m of central government funding. More than 100 local authorities working in 24 partnerships joined this third phase.

The OPE partnerships are forecasting benefits of at least £138m in capital receipts, £56m in running cost savings, 36,000 new jobs and 16,500 new homes by 2020 as a result of this approach.

Larger partnerships across devolved areas, city regions and neighbouring councils will unlock potential to deliver even more ambitiously together. As part of the OPE, the GPU says councils will not only be better equipped and supported, but will also be able to drive change more quickly.

HMRC BUILDING, RUSKIN SQUARE, CROYDON





REV/SHUTTERSTOCK

# THE POLITICAL PARTNERSHIPS

## CROSS RIVER PARTNERSHIP

This collaboration of 16 inner London Business Improvement Districts, central London local authorities, the GLA, Natural England and a host of occupiers has worked together to fund and install green infrastructure across London to bring the benefits of nature to the places where people live, work and play. In the four years to 31 March 2016, it has delivered 117 green infrastructure installations.

## PLACE PARTNERSHIP

A multi-agency joint property vehicle comprising Hereford & Worcester Fire Authority, Redditch Borough Council, Warwickshire Police, West Mercia Police, Worcester City Council and Worcestershire County Council. The partnership provides a shared property management service between the three councils and has enabled the co-location of two partners in a joint fire and police station. It forms part of the government's One Public Estate programme.

## NEW WEST END COMPANY PROPERTY BID

This collection of policymakers, civic supporters, businesses, property developers and management groups worked together to get one of the UK's first property owner BIDs instated. The new BID got an unprecedented 96% approval vote and will work to invest £16m into London's West End, enabling it to retain its world-class status.

## CROSSRAIL

A train line that will not only reduce emissions but will open up more of London to more people and business. A huge (and pricey) collaboration between local authorities, the government, Transport for London, contractors and landowners. For more see p16.

## BETTER RENTING

Grainger, LaSalle Investment Management, Hermes Investment Management, Essential Land and **Fizzy Living** teamed up to ask government to exempt PRS from the extra 3% stamp duty being charged on buy-to-let investments. Former chancellor George Osborne had promised the tax would not apply to companies or funds owning more than 15 properties. The Better Renting for Britain open letter was sent to housing minister Brandon Lewis, who moved to a new role in prime minister Theresa May's reshuffle of the Cabinet.

## CITY OF LONDON/WAYLEAVE

Connectivity is vital in real estate and tenants demand high-speed broadband. With numerous broadband infrastructure providers, and limitless landlords and tenants, there is no current mechanism for all these parties to agree ways to improve connectivity. The City of London Corporation teamed up with the DCMS, Mayor of London, telecoms operators and property owners to create a standard wayleave document. The City then worked with

central London's eight boroughs to further promote the new document.

## HCA AND NETWORK RAIL

The two government bodies have agreed to work together to release land that could lead to more than 10,000 new homes being built around railway stations across the country. Swindon, Taunton and York stations will be the first stations to undergo development. The pair will work with local authorities to bring the developments forward.

## WEST MIDLANDS COMBINED AUTHORITY

While we wait to see what prime minister May does for the Midlands Engine, there is no denying the renaissance Birmingham has been through and that is credit to West Midlands' local authorities – Birmingham, Coventry, Dudley, Sandwell, Solihull, Walsall and Wolverhampton – working together. The combined authority still has ambitious targets but it has done the groundwork.

## METRO MAYORS AND CENTRAL GOVERNMENT

It could be the collaboration that never happened. But if it does, there needs to be serious teamwork between those metro mayors who are more red than blue. There are already whisperings at Number 10 that the prime minister isn't too keen on mayors such as Manchester's Labour candidate **Andy Burnham** having too much clout.





# Global

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THE LIST

SAVANNAH  
DE SAVARY



CHLUMP CHATKUPT  
AND NIKHIL VADGAMA



# TECHTEAMS

## INDUSTRYHUB

This tech start-up, founded by **Savannah de Savary**, claims to be the epicentre of collaboration in property development. A sort of who's who of real estate, it enables developers to unearth, connect and work with the professionals involved in projects they admire. Find a building, find all its players, in one place. Build connections and collaborate.

## RIALTO

More than \$11tn (£8.3tn) of assets are managed in manual spreadsheets. One trillion dollars of assets, manually inputted into Excel sounds like the stuff of nightmares. Unless you are Rialto, then it is an opportunity. Its platform provides landlords, agents and developers real-time access to a centralised dashboard, allowing easy collaboration between all parties involved in property management.

## PILABS

Europe's first property-focused accelerator is bringing property and tech closer together. Now moving into its fourth cohort of budding entrepreneurs seeking to bring property into the 21st century and beyond, the innovation lab brings together mentors, financial backers and a growing marketplace. This year it teamed up with Canada-based Bosa Ventures to provide access to the North American market.

## PLACEMAKE

A maths genius and a hedge fund

rising star were always going to make a formidable pair. But Placemake's **Chlump Chatkupt** and **Nikhil Vadgama** have taken collaboration to a whole new level. Their mapping system can take snapshots of a city to identify up-and-coming areas based not only on price and upcoming developments but everything from healthcare facilities to social media check-ins.

## LEVEL 39

London's largest fintec cluster, Canary Wharf Group's Level 39, has provided more than 200 member companies access to major financial institutions and technology since its establishment in 2013. It has also enabled CWG to create a more collaborative community in the wharf with its own 9,000-strong tech hub.

## INSIGHT RESIDENTIAL

Insight Residential is bringing together numerous datasets to identify trends, risks and opportunities across the residential sector. Instead of having to scour several different portals and traipse through local authority planning documents, Insight Residential has brought all that data into a single hub, promising improved investment decisions.

## SLACK

The collaborative information sharing app of choice – for teams that are changing the world, if you believe the strapline. **Slack** allows teams to share documents, discuss

and share information openly or through private channels – it syncs with services such as Google Drive and Dropbox – and connect all the tools they use in just the one handy place. It picks up the Slack, so you don't have to.

## PAVEGEN AND WESTFIELD

Engineer meets retailer to produce off-grid energy and invaluable data. Pavegen is the company behind a flooring tile that uses kinetic energy to produce off-grid electricity, while at the same time collecting a host of data about the people walking across them. Its collaboration with Westfield Stratford may change the way developers and retailers think about smart buildings.

## STRAVA METRO

One for the property cyclists out there. Millions of cycle and run routes are uploaded to Strava accounts all over the world every week. Strava Metro anonymises and aggregates the data, then partners with city planners to provide real-life information to help improve the movement of people and things around cities, and ultimately create better and healthier places.

## TECH CITY

The ideas marketplace centred on Old Street, EC1, that is championing diversity in all forms and pioneering initiatives to connect with local communities. **Tech City** is still one of the pioneers in tech collaboration, spawning a tech nation across the UK.

LOUISE HAYWOOD-SCHIEFER



# REAL RELATIONSHIPS

## LENDLEASE AND SOUTHWARK COUNCIL

This duo are working together to regenerate 28 acres of land at Elephant & Castle, SE1. The £2bn project, due to complete in 2025, will deliver 3,000 new homes, 50 shops, and some 6,000 jobs. The pair have also collaborated to deliver new skills to the area's population, including a construction skills centre, which will train 500 local residents annually.

## ARGENT RELATED

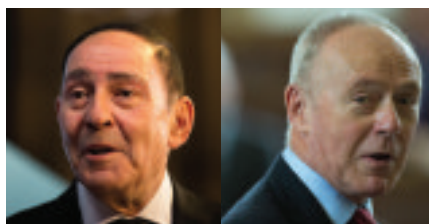
Since the developers behind the transformation of London's King's Cross, WC1, and Hudson Yards in New York City came together in March 2015, this collaboration has won projects that will see it deliver more than 7,500 new homes across London and transform Tottenham Hale, N15, and Brent Cross, NW2.

## HOWARD BERNSTEIN AND RICHARD LEESE

Manchester council's chief executive, Sir Howard Bernstein, and its leader, Sir Richard Leese, are the partnership that has made Manchester the poster child for effective local governance. Together for more than 20 years, the pair have brought major investment into Manchester.

## NIGEL HUGILL AND ROBIN BUTLER

For more than two decades this duo has been instrumental in some of the biggest regeneration projects across London – White City, Greenwich Peninsula and Stratford – and have now, through their Urban & Civic vehicle, started to do the



SIR HOWARD BERNSTEIN AND SIR RICHARD LEESE

same across the regions. The greatest regeneration collaboration in history?

## JOHN BURNS AND SIMON SILVER

This duo have been called the shrewdest, wisest and most active minds in property. For the past three decades, the pair have taken Derwent London from a £1.5m cash shell to one of the most respected and coolest London developers with a market capitalisation of £3bn, and with it transformed fringe areas of the capital into sought-after destinations.

## SIR STUART LIPTON AND PETER ROGERS

Partners for more than 30 years, these two have been at the forefront of innovation, placemaking and planning. First through Stanhope and more recently through Lipton Rogers, this pair has delivered several of London's most iconic developments, including Broadgate and Chiswick Park.

## MARGARET FORD, HELEN GORDON AND VANESSA SIMMS

The three women in charge of the transformation of the UK's largest listed

residential landlord, Grainger. Together they are working to revolutionise the 104-year-old company and turn it into an income-focused business. Individually brilliant, collectively unstoppable.

## SADIQ KHAN AND JAMES MURRAY

With the new London mayor not showing the greatest of interest in the property community – rumour has it he will not be attending MIPIM – this collaboration has to work for the sake of the real estate industry. Khan has already shown that he will put delivery of homes ahead of profitability. It will be down to deputy mayor for housing and residential development James Murray to work with both the mayor and the industry.

## THERESA MAY AND PHILIP HAMMOND

Only one word is really needed to explain the need for a collaborative effort from the UK's new PM and chancellor. Brexit. Together these two have to work to make sure the UK makes the most of its decision to exit the EU.

## THE CROWN ESTATE AND NORGES BANK INVESTMENT MANAGEMENT

This partnership has enabled the Crown Estate to bring forward the transformation of London's Regent Street, W1, and add to its holding by buying the adjacent Pollen Estate. As the Crown is unable to borrow, NBIM's £682bn wealth is vital for the Crown's development ambitions. And provides NBIM with a healthy return, of course.

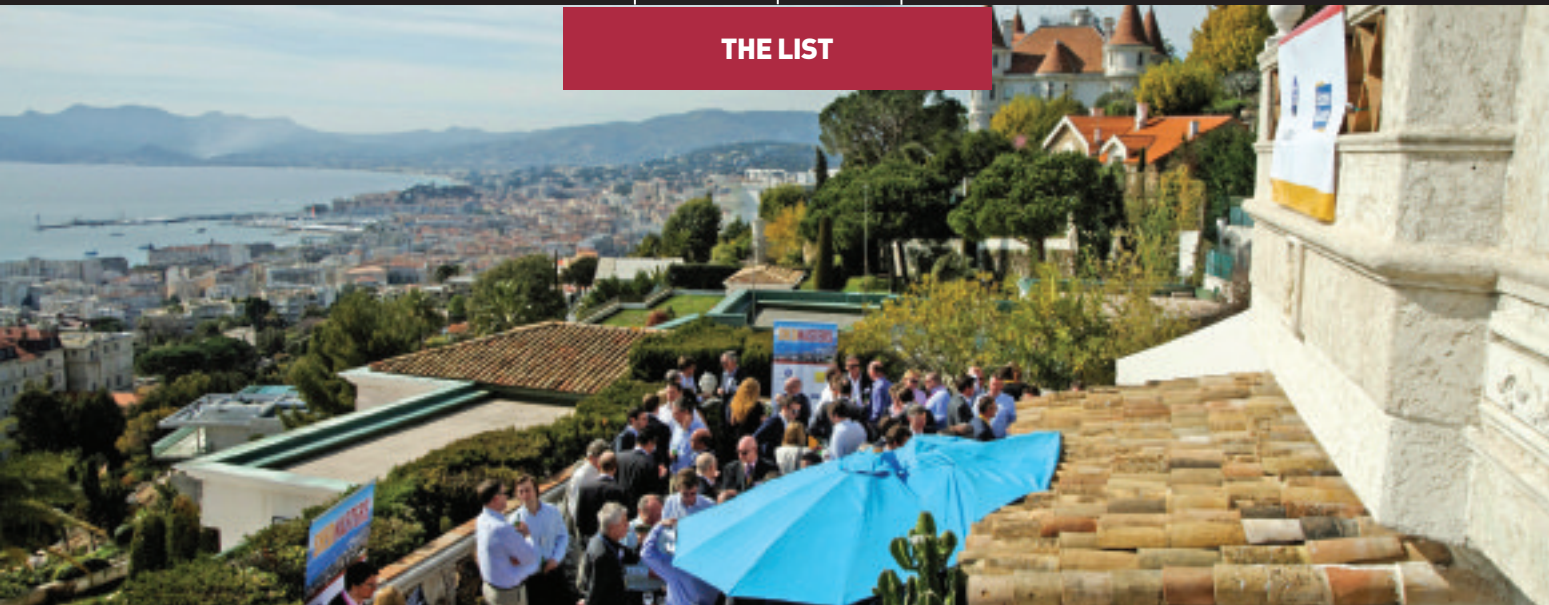


VANESSA SIMMS, HELEN GORDON AND MARGARET FORD (L-R)

JON ENOCH

JOEL GOODMAN/LNP/REX SHUTTERSTOCK

THE LIST



**LANDAID**

The property charity that brings together the real estate community to raise money for underprivileged children, now with a specific focus on homelessness. It has raised £11.5m over the past decade through its events.

**SOCIABLE SURVEYORS**

A global internship programme that scouts new talent to work in the property industry. It was started as the ambitious idea of two surveyors, Elliott Sparsis and Sebastian Abigail, in 2010. Since then, Sociable Surveyors has grown into the only programme of its kind, providing a well-deserved opportunity for some of the brightest budding students.

**PATHWAYS TO PROPERTY SUMMER SCHOOL**

The University of Reading, British Land and the Sutton Trust joined forces to start a free summer school. Aimed at year 12 students from state schools and colleges nationwide, they aim to advertise careers in real estate to the younger generation. Lectures, mentoring and bursaries for further education are all part of the service.

**CHANGING THE FACE OF PROPERTY**

A collaboration between firms that are usually in competition with each other such as JLL, CBRE, Knight Frank, Savills, Cushman & Wakefield and many more. The

# SOCIAL

aim is to promote property as an exciting career choice for the next generation.

**FREEHOLD**

A network of more than 700 forward-thinking professionals hosting events in the UK, providing a platform for property's LGBT community. Freehold events are in great demand in an industry that struggles with diversity. They are making waves in the way companies in real estate think and behave, with many keen to host their own Freehold event.

**MIPIM**

Hosted in Cannes, there is no denying that **MIPIM** is a hub for collaboration, and a collaboration in its own right. Over four days (and nights) of networking and drinks, it brings together minds from all walks of the property industry: agents, investors, developers, lenders and local authorities. A chance to interact with people from all over the world and conclusively secure deals.

**OPEN-CITY**

Engagement, education and enabling: the three pillars on which Open-City is built. Wholly independent and non-profit, it connects people in property across London,

from planners to contractors, designers to developers.

**PROPERTY TRIATHLON**

More than 3,000 people from the property industry gathered at Dorney Lake in Berkshire (and now also Salford Quays in Greater Manchester) to raise hundreds of thousands of pounds for charity, competing against colleagues and forming new professional links. One of the best networking events in the industry.

**CLUB PELOTON**

If cycling is the new golf, then Club Peloton is the club that everyone wants to be in. The organiser of numerous industry cycling events, including the Cycle to MIPIM, Cycle to MAPIC and PedElle, Club Peloton brings together people from every corner of the real estate world – from engineers to architects, lawyers to investors, developers to agents – and every level of seniority so that they can communicate and collaborate easily.

**THE MOTHER'S BUNCH**

Although this cannot officially be a collaboration as competition rules might have something to say about that, this club has been around for almost 45 years. A select group of leading investment agents meet in private to take the temperature of the market. Efforts to deal with double-dipping have originated at these invite-only meetings, for instance.



FUNDRAISING FOR LANDAID



### GLOUCESTER SERVICES

Any motorway service area that can blend in with the countryside so well you can barely remember the horrendous jam you were sat in on the M5, and that offers up a host of fresh, healthy, locally produced food and drink, is worthy of a spot on the Collaborators list. **Westmorland Family** has created two of these MSAs – Tebay in Cumbria is the other – which work with the countryside, not against it.

### LONDON'S ROYAL DOCKS

A good example of cultural placemaking. A new delivery board is being put together with a brief for the whole of the Royal Docks to include Millennium Mills, E16. The Greater London Authority and London Borough of Newham are working with developers including Lipton Rogers, Igloo, Carillion and Ballymore to bring forward a combined regeneration of this vast swathe of industrial land.

### WORKSPACE GROUP

Workspace Group has more than 80 properties across London providing collaborative workspace for more than 4,000 companies. Networking between those tenants is a key element of its offer, with more than 300 events hosted yearly.

### WEWORK

Is this US company the king of collaborative working? The popularity of its workspace has seen it go from zero to hero, with a capital value ballooning from \$355m (£268m) to \$10bn in a little over a year. Its take on collaboration has boomed in London too, building a 1m sq ft portfolio in less than two years. But is its popularity waning?

### OLYMPICOPOLIS

A cultural and higher education quarter on the Queen Elizabeth Olympic Park in



Stratford, E15, that is bringing together world-class universities and cultural and performing arts institutions. Alongside a collaborative approach to design, the teams behind the project are working on a shared digital strategy.

### CENTRAL RESEARCH LABORATORY

Central Research Laboratory provides the physical product (or “hardware”) for start-ups with inspiring workspace, prototyping lab, investment and mentoring, and helps them navigate the complex world of manufacturing in the Far East. Based at The Old Vinyl Factory in Hayes, west London, CRL is the product of collaboration between U+I and Brunel University. Around 50% of CRL's start-ups are Brunel graduates.

### THE COLLECTIVE

**The Collective** first brought us a new approach to shared living for students, then began delivering innovate spaces for businesses and start-ups to come together – it now houses the PiLabs team and its cohorts in its Bloomsbury Square property.

### SECOND HOME

The brainchild of David Cameron's former tech adviser, Rohan Silva, Second Home is

east London's best-known shared working space. After bringing together techies, entrepreneurs and investors in the UK, Silva will open his first overseas branch in Lisbon in October. Lisbon boasts one of the hottest emerging tech scenes in the world.

### DERWENT LONDON AND THE OFFICE GROUP

A collaborative workspace provider teaming up with one of the coolest developers in town to make sure it has the best space to offer its client base. Meet the Office Group and Derwent London – a marriage made in heaven. Two designed businesses working together to give the people what they want: appealing and efficient workspace.

### BRITISH LAND AND THE ROYAL COLLEGE OF ART

British Land and the Royal College of Art have teamed up to challenge students to find creative solutions to development opportunities across BL's portfolio. BL says the Live Project Architecture Programme reflects its understanding of the insights designers can bring to their developments to create places people want to live, work and play.

# CREATIVE SPACES







# See the world differently. **This is The Edge**

**Congratulations to the Government Property Unit  
winner of the Collaborators Award 2016  
and to all our finalists:**

- Canary Wharf Group
- City of London Corporation
- Cross River Partnership
- Southwark Council and Lendlease
- New West End Company

**jll.co.uk**

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# A WINNING COMBINATION

Successful collaboration often requires a subtle alchemy, but its power can be truly explosive

**S**ince judging last year's EG Collaborators list, I have become somewhat obsessed with the innovation that is possible through collaboration.

As a marketer, I was raised (professionally speaking) to judge my value in business by the quality and originality of my ideas. Although working as part of a team had always been a feature of work for me, I would be at pains to make sure that if something was my idea, everyone knew it.

In professional services firms particularly, a knowledge-based model of expertise has been the norm – building more knowledge than anyone else in order to climb the career ladder until, equity partner status achieved, you could impart wisdom and commands from a corner office. Now things have changed. For one thing, corner offices have been exchanged for hot desks and collaborative spaces. And your value in business comes increasingly from, well, creating value.

With infinite knowledge and ideas available from a quick Google search, success today is less about what you know and coming up with the best idea, and more about how well you can curate knowledge and bring together disparate ideas to make something different and better. Get it right and you and your partners will have the edge. In a true collaboration, everyone wins.

This year's shortlist proves the point. Entries from across the spectrum of property include the Government Property Unit's efficient, collaborative approach to delivering shared learning, trust and much-needed savings across the group, and Workspace's creation of vibrant places where the environment and the right mix of customers and partners help small businesses to thrive.

The Collaborators Award itself is the result of a successful collaboration. Not the normal pay-to-play sponsored award, this was a joint effort from the start. The original idea came out of a discussion at an event and was championed by Susan Freeman at Mishcon de Reya, given a platform thanks to the vision of EG and supported



**MISA VON TUNZELMAN**

**UK LEAD DIRECTOR, MARKETING AND COMMUNICATIONS, JLL**

with marketing and property expertise by JLL and the other sponsors.

As the UK starts to plan for a post-Brexit future, finding innovative ways of doing things will be vital to our success not only as businesses but as a country.

Later this year, JLL will be supporting the CBI's annual conference, where more than 1,200 of the business community's great and good will come together to hear from senior politicians, business people and influencers. The theme of 2016's

event is creating innovation, growth and prosperity in a world of disruption. The CBI has historically been seen as the voice of big business, but at this event it will be showcasing the work of tech start-ups and small- and medium-sized enterprises – and, hopefully, inspiring some collaborations with the blue chips attending.

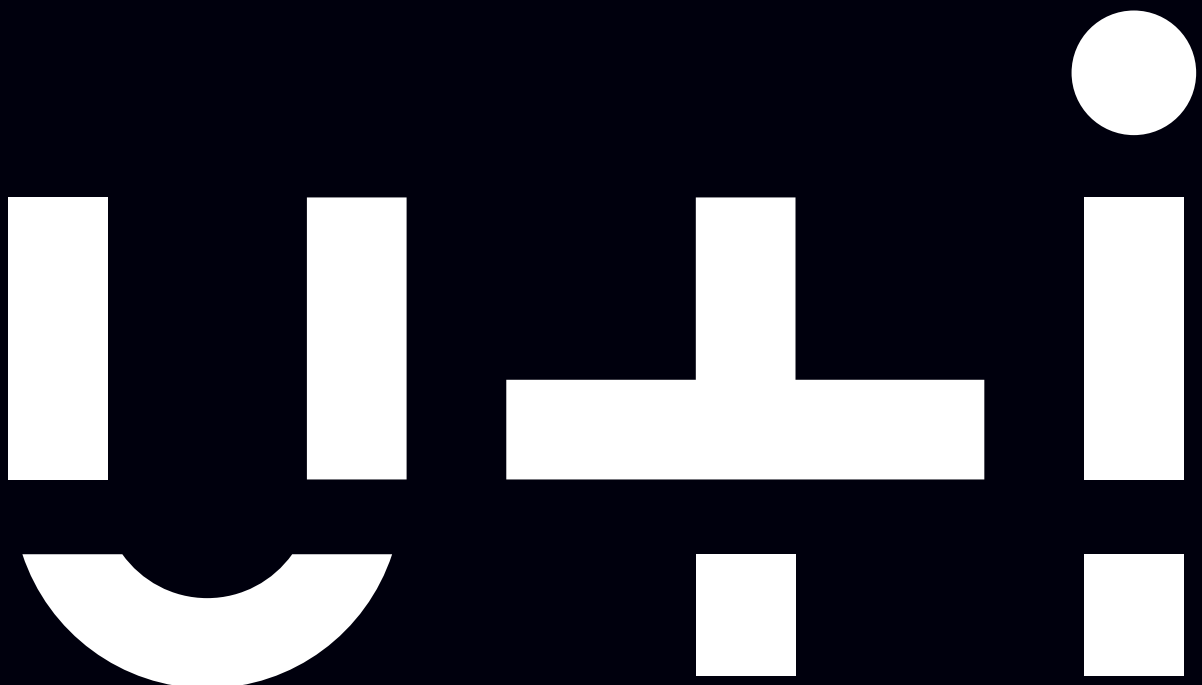
Reading this year's entries, I wondered if there was a secret formula for successful collaboration, and there does seem to be a common thread. The organisations and people involved can be as different as it is possible to be – in fact, the more different they are, the more likely they are to innovate – but to achieve success they need a shared goal and an open mind on how to reach it. This is something I hope Theresa May's Brexit committee will bear in mind as it starts work this autumn.



# YOU WILL KNOW US BY THE PLACES WE CREATE

Proud sponsors of the Estates Gazette Collaborators Award  
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# CARING FOR THE COMMUNITY

Business improvement districts are having a powerful impact on people and places in London

**C**ollaboration is our key real estate initiative at Mishcon de Reya. We host a full programme of events, round-table debates and parties under our brand

The Collaboratory, including our legendary pre-MIPIM party, on which we collaborated this year with co-hosts UKTI Regeneration Investment Organisation and New West End Company. The state-of-the-art hospitality space at our new London HQ, Africa House in Holborn, enables us to bring this culture of collaboration to our clients, our varied networks of contacts and our intermediaries and colleagues.

In my view, business improvement districts – which enable businesses and landowners to come together with local authorities and other stakeholders to improve and provide services in their area – remain one of the best examples of collaboration in practice. At Mishcon de Reya, we have worked closely with inmidtown since its inception. Inmidtown is our local BID and represents 560 businesses in Bloomsbury, Holborn and St Giles. By way of illustration, inmidtown is currently working collaboratively with Transport for London (last year's winner of the Collaborator of the Year Award) to combat the problem of an ever-increasing number of delivery vehicles crippling the road system and causing pollution. An innovative pilot project has just been completed, with funding from TfL, and the groundbreaking Daily Essentials scheme rolls out later this year in partnership with TfL and Arup, offering businesses the chance to order goods through one local delivery provider, rather than from multiple suppliers. There are plans for the service to be extended in 2017, with initiatives to encourage hyperlocal B2B trading and offer personal environmentally friendly deliveries to local workers.

Although BIDs were originally introduced



**SUSAN FREEMAN**

**PARTNER,  
MISHCON DE REYA**

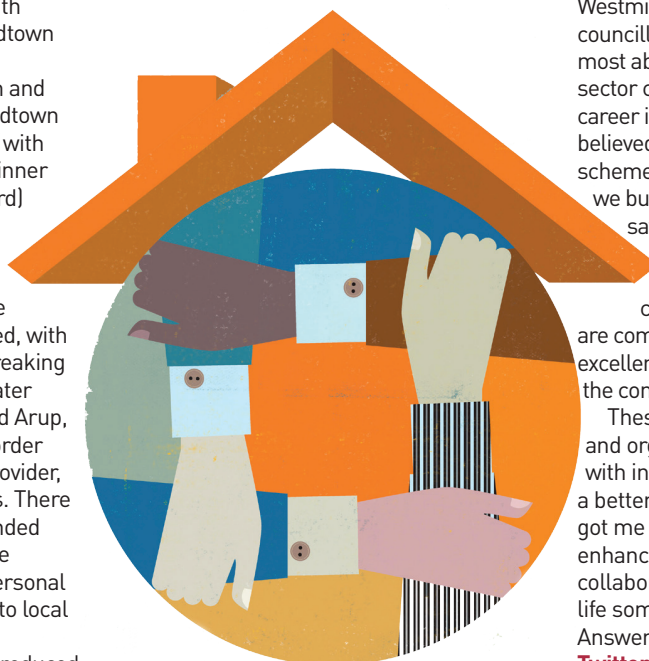
to the UK in 2000 for business occupiers, the first London property-owner BIDs are only just being voted in. A short walk away from Africa House, NWECC (shortlisted for this year's Collaborator of the Year Award) successfully became a property owners' BID earlier this year. Representing more than 600 retailers and property owners in Oxford Street, Bond Street and Regent Street, NWECC itself is an active partner of the West End Partnership, which brings together Westminster City Council, Camden Council, TfL, the private sector and the local community to collaborate on ambitious investment plans for the West

End. As NWECC chief executive Jace Tyrrell puts it, "the WEP is a powerful alliance of public and private sector bodies working together to achieve what we could not even hope for as individual organisations". The partnership's 19 major infrastructure and public realm projects are preparing the West End for an influx of 60m visitors annually once Crossrail opens in 2018; they also enable the area to retain its position as a world-class shopping, entertainment and employment centre against fierce global competition. Half of the £800m cost of these projects has already been identified, with the private sector contributing around 35% of the total. The partnership is hoping for a positive announcement in the chancellor's Autumn Statement for a tax increment financing scheme to enable it to use the future uplift in business rate income to support borrowing, which will bridge the funding gap.

Robert Davis, deputy leader of Westminster City Council and a Westminster councillor since 1982, knows more than most about the power of public/private sector collaboration. "Throughout my career in local government, I have always believed that the key to delivering the best schemes for the city lies in the relationships we build with the business industry," he says. "Only by working positively and encouraging collaboration between the public and private sectors can we realise developments that are commercially viable, showcase design excellence and make lasting contributions to the communities they are sited in."

These are just a few examples of people and organisations partnering to come up with innovative solutions to make London a better place. But these successes have got me thinking. Could a super BID with enhanced powers be used to harness local collaboration and to help bring back to life some of our fragmented high streets? Answers on a postcard.

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# BUILDING THE BRAND

U+I has a new name and a new mission statement – and a focus on community-friendly development

**A** little under a year ago Development Securities and Cathedral Group combined to become U+I, a propco with a clear focus on regeneration and wielding a socio-economic conscience.

Universal + Imaginative, that was the proclamation from the advertising campaign promoting Development Securities' new brand. Unafraid + Inspired.

Of course, the same letter combination works for those that would mock. "Useless and incompetent" was one suggestion," said chief executive Matthew Weiner, who took over the running of the company from long-serving boss Michael Marx in the summer of 2015.

The name is inspired by the motto of a group of dock workers that once drank in a Greenwich pub on a site now owned by the company.

And if the rebrand seemed bold – particularly to traditional property types who might mock – the company's new Victoria, SW1, headquarters will probably have them choking on their cigar smoke.

As it promised, the company has built a headquarters that, in its words, is "nothing short of extraordinary". It features everything from the weird – a portable pink, fluffy meeting room – to the wonderful, such as plaster-cast figures floating under umbrellas from the ceiling like an army of invading Edwardian housekeepers.

The briefing note sent out when the rebrand was announced read more like a manifesto than a corporate mission statement. DevSec was sometimes criticised for its complexity – at one point it had 85 schemes in its development and trading portfolio, despite a relatively modest £275m market capitalisation. The fact that it made forays into a

whole range of different sectors, from care homes to hotels, as it became largely priced out of central London office development, served only to complicate the message to shareholders further.

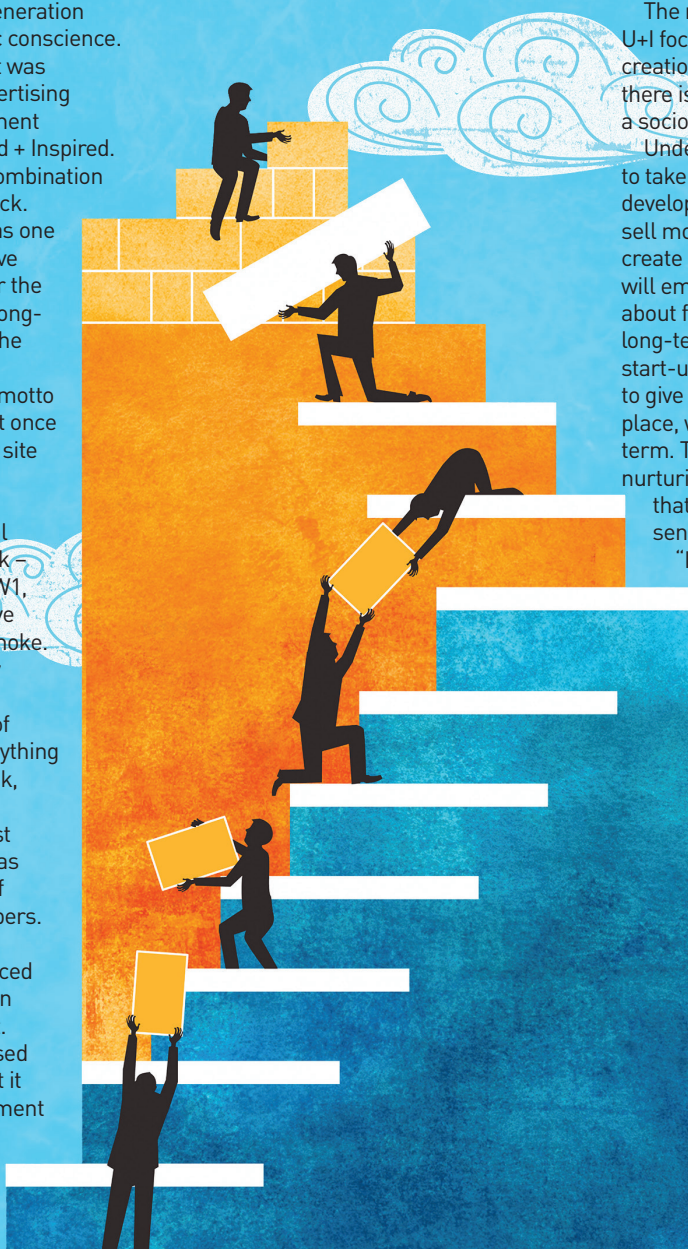
The new mission is spelled out clearly. U+I focuses on regeneration, community creation and land acquisition. Within each there is a commitment to development with a socio-economic conscience.

Underpinning this belief is a willingness to take a longer-term approach to development than the standard build-and-sell model. The theory is that in order to create interesting places that communities will embrace, developers should forget about focusing on corporate covenants and long-term leases. By leasing space to local start-ups on short-term leases, U+I hopes to give communities a greater sense of place, which will enhance values in the long term. The company calls it "greenhousing", nurturing smaller, local businesses that give U+I's developments a unique sense of place.

"If you create a great place," says Weiner, "people will come."

The idea builds on Cathedral's strong track record of working in partnership with public bodies, often to help redevelop town centres. In Deptford, SE8, it painstakingly brought railway arches back to life and has leased them to start-ups that have helped re-inject life into a town centre in which few propcos would have deigned to consider investing.

For U+I real estate does not exist in its own bubble. In the context of a world in which trends change with seemingly ever-increasing pace, it says the real estate sector needs to look outwards beyond the confines of the industry and embrace partnerships, innovation, ideas and models from different sectors and places.



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With the changes in the political landscape affecting funding to major cities and the requirements for strong leadership ever more important, how does the UK development story play out in 2017?

Constant changes in business, infrastructure and technology demands are keeping the market on its toes, so how can we ensure that the industry delivers what is necessary?

Estates Gazette has lined up some of the leading players in UK development to share their knowledge for you to gather valuable intelligence throughout the day.

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Director, Development and  
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**Dawn Baxendale,**  
Chief Executive,  
Southampton City Council

**James Bishop,**  
Director of New Business,  
U+I

**Richard Blyth, Head of  
Policy, Royal Town  
Planning Institute**

**Guy Butler,**  
Director,  
Glenbrook Property

**Michael Davies,**  
Director, Planning,  
Savills

**Rachel Dickie, Investment  
Manager,  
Legal & General Capital**

**Susan Emmett,**  
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Savills

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**Waheed Nazir,  
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# PROPTech CONSOLIDATION IS JUST THE START

With the industry slowly embracing technology, interesting partnerships are being formed

**T**he property industry is in transition as new technologies change the way companies find and complete property transactions, manage properties, interact with third parties, and access and analyse data.

From the appearance of proptech panels at events like MIPIM to digital-focused hires, the industry is slowly becoming more technology savvy. These changes are being driven both by entrepreneurs with ambitious visions of how the future could look and early adopters within the industry. Their collaboration is the tipping point in the transition to a more efficient and transparent industry.

An increasing number of partnerships are developing between property and proptech businesses. For the tech companies, these expand market access and provide rich industry data. They also help to secure funding because partnerships with established industry heavyweights provide validation as well as stability.

For property companies, partnerships round out their product/service offering and enable them to increase touch points with their clients. Along with the traditional property companies, we are seeing incumbent proptech companies seek partnerships with newcomers. An example is that between Fixflo, a property repair reporting system, and Connells, Zoopla and Countrywide.

We are also starting to see partnerships between proptech companies. In an example of how companies can accelerate their growth and gain access to a larger customer base by partnering with vendors with complementary products, Hightower and VTS, providers of leasing management platforms, recently announced partnerships with CompStak. The partnerships will give landlords and brokers easy access to benchmarking data to accurately set rental levels and negotiate leases.

Beyond formal partnerships, new proptech companies are also focused on developing integrations with established providers of property and asset management systems. The new entrants



**MARY  
CRIEBARDIS  
SINGH**

**PROGRAMME DIRECTOR  
PI LABS**

recognise their solutions must co-exist with the systems their target customers already have in place.

Property companies investing in proptech is not a new concept; real estate investment manager Meyer Bergman's investment in pop-up facilitator Appear Here dates back to 2013. But we are seeing an increase in the number of property companies that are developing a proptech investment strategy and an increase of investments coming from incumbent proptech companies, such as Zoopla's investments in Fixflo; Landbay, a peer-to-peer lender; Trussle, an online mortgage adviser; and PropertyDetective, a website that helps people make more informed decisions on where they want to live.

We expect to see more investments from traditional property companies and incumbent proptech companies as they mature.

We also expect to see more strategic investments leading to full acquisitions such as Altus Group's investment and subsequent acquisition of Voyanta. Altus, a global provider of independent adviser services, software and data solutions, made a strategic investment in London-based Voyanta, a real estate data management and analytics solution provider, and then acquired the company in 2014.

While this type of consolidation in the proptech industry has started, it is in its infancy. There are a few companies that have been active buyers in the residential sector, primarily Zoopla in the UK and Zillow in the US. Zoopla has invested in companies such as uSwitch and more recently Property Software Holdings, while Zillow has made 11 acquisitions to date with the acquisition of Trulia being the largest.

We expect to see more of this consolidation across the proptech industry as it grows and early stage technology businesses mature.

There is a noticeable level of excitement about innovation in the property industry and at Pi Labs our aim is to facilitate relationships between the industry and proptech companies to continue to drive this forward.

ROUNDTABLE DEBATE



GARY YARDLEY,  
CAPITAL & COUNTIES



SAVANNAH DE SAVARY,  
INDUSTRYHUB



PAT HAYES, LONDON  
BOROUGH OF EALING

# LET'S TALK

*With the EU referendum showing that the UK is clearly not a united kingdom, a test being undertaken on whether we will operate in a united Europe, and a too-difficult-to-call vote due in the US, the need for collaboration has never been greater. Estates Gazette, with partner Mishcon de Reya, gathered together leading figures from the private, public and tech sectors to discuss the power and potential of partnerships. Photographs by Kalory Photo & Video*





**BEN BROWN,**  
**BROOKFIELD PROPERTIES**



**SUSAN FREEMAN,**  
**MISHCON DE REYA**



**MATTHEW WEINER,**  
**U+I**

**I**n a world where barely anything seems certain, there is one belief that remains steadfast: that collaboration is key. To improve housing supply, create jobs and develop cities that people and businesses want to be a part of, the public and private sectors have got to get better at working together.

"We firmly believe the only way forward for London now and the issues confronting London around new housing and development is to work in collaboration with local authorities, the GLA and public utilities," says Capital & Counties managing director and chief investment officer Gary Yardley.

Mishcon de Reya partner Susan Freeman

agrees: "To take anything forward, we need collaboration between the public and private sectors."

But working together in a positive and productive way is not as easy as putting two parties in a room. True collaboration takes time, compromise and a new way of doing things.

Pat Hayes, executive director of regeneration and housing at the London Borough of Ealing, says his council wants to bring more jobs and new homes to the borough but is not able to do so on its own.

"Local authorities, as a result of austerity, need to drive revenue into the organisation," says Hayes. "Development is a way of doing that because potentially it can give us a long-term revenue stream."

"We have got to work with the development industry," he adds. "We have also got to work with other parts of the public sector, most significantly the GLA. It is about us being an entrepreneurial municipality that wants to work with people directly. It is about getting overseas investment in. It is about us working directly with lenders, about us being a developer. We are increasingly taking a role that is much more akin to that taken in the private sector and that local authorities used to have in the time when we used to deliver enough housing and provide enough jobs."

But working too closely with the development community can cause issues for the public sector.

ROUNDTABLE DEBATE



"There is a negative use of the word collaborator," admits Hayes, "and that is a challenge we often get – that we are collaborating with the private sector to help them get rich."

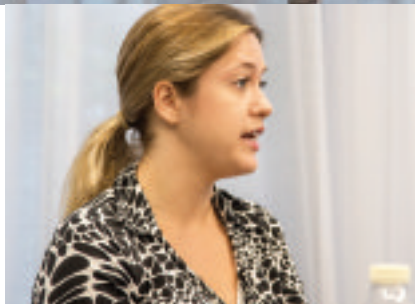
For U+I chief executive Matthew Weiner, early and open communication with local people was key to getting over the negative connotations of public/private collaborations.

"We can't just land our spaceships in the middle of communities and hope that they are successful," he says. "We really have to ingrain ourselves into the communities in which we work."

Weiner uses the example of U+I's regeneration of Deptford High Street in Lewisham, south-east London. The £47m public-private partnership started back in 2008 and reached practical completion in March this year.

"For us it was about finding the right way of delivering a scheme that met both community needs and the local authority's need to bring revenue back to Deptford High Street," says Weiner. "So, instead of hoarding up the site and banning people from entering, we opened it up, brought in a railway carriage, opened up a café and really became part of the community. That was long before we even submitted a drawing."

"We welcome the community into our



*"Instead of hoarding up the site and banning people, we*



sites, run events, make them feel part of the scheme. Then we concentrate on process."

Ben Brown, senior vice-president of acquisitions at Brookfield Properties, says his company did the same during its redevelopment of the 8m sq ft Brookfield Place in Lower Manhattan, New York.

"Spending time informing residents helped get them on side and be productive with us and the development," says Brown. "We spend a lot of time trying to educate the public community around our projects. The biggest hurdle is when you have opposition, but a lot of that can be because they don't understand what you are trying to do."

"It's really important that we are very open with the local community,



THE PANEL AGREED THAT IT WAS ESSENTIAL TO HAVE PUBLIC AND PRIVATE SECTORS WORKING TOGETHER, AND TO GET LOCAL RESIDENTS ON SIDE WITH ANY DEVELOPMENT PROJECT



*brought in a railway carriage, opened a café and became part of the community”*

that the council is very open with the local community and there is a clear understanding of the goals and objectives from both sides from the outset,” adds CapCo’s Yardley. “There has to be an understanding of the risk that private capital is taking. London needs developments such as [Brookfield’s] 100 Bishopsgate if we want to remain the capital of the world and do all the things we want to do. It is easy to criticise and complain, but what is the alternative? Yes, we do it for a return for our shareholders, but we want to do it in a responsible and acceptable way.”

“This is the maxim that we test every day,” says Weiner, “about quality and profitability and that they are not mutually exclusive. The challenge of collaboration is to prove that and to deliver great, quality

places and good risk-adjusted returns for our shareholders.”

“Developers collaborating with local communities is incredibly important,” adds Savannah de Savary, founder of proptech start-up IndustryHub. “Tech has a role to play in opening up those dialogues and making it easier for developers to communicate with communities.”

She adds: “There are a lot of great start-ups out there that are trying to facilitate collaboration – start-ups that are dealing with planning applications and planning laws, and platforms that just try to connect individuals. Tech can help bridge the gap and help the public see what is going on. If they feel engaged as a community in how their representatives are dealing with the private sector, then they are likely to respond more positively to that.”

And if they don’t? Well, a bit of marriage counselling wouldn’t go amiss, jokes Yardley.

“There needs to be better mechanisms to let the public and private sector talk to each other and understand what each other is trying to achieve,” says Yardley. “We [the private sector] don’t stand for re-election every four or five years, but I do worry about being shot every day if I lose people too much money and don’t achieve what I need to do.”

With too much confusion and conflict, communication will always break down making real collaboration impossible. However, in a world going through some tough changes in its own relationships, the panel agreed that the impetus to stop, listen and collaborate was only going to carry on growing.



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# ON TRACK

*Crossrail, the £15bn cross-London rail link, is now 75% complete. Some 31km of the 42km of tunnels that make up the line that runs from Reading in Berkshire to Shenfield in Essex have now been constructed. Susan Freeman, partner at law firm Mishcon de Reya and undisputed queen of networking, donned a hard hat and some hi-vis garb to find out how collaboration is at the heart of the project*

**W**hen it opens in 2018, Crossrail – or the Elizabeth Line, as it will be known – will really matter to London, says chief executive Andrew Wolstenholme. And to the South East, and the UK.

Wolstenholme is a man with big ambitions. When he arrived at Crossrail five years ago, fresh from delivering Heathrow's £4.3bn Terminal 5, Crossrail's vision was to deliver a world-class railway, but that wasn't enough for Wolstenholme. He wanted Crossrail to "move London forward", to deliver not just a world-class railway but a legacy and capability to deliver many more crossrails.

Wolstenholme saw that, unless Crossrail challenged the norms, the project was unlikely to be delivered on time or on budget. It had to be innovative. And that meant collaboration.

To him, Crossrail is the "embodiment of collaboration". Sponsored by the Department for Transport and Transport for London, its delivery requires collaboration

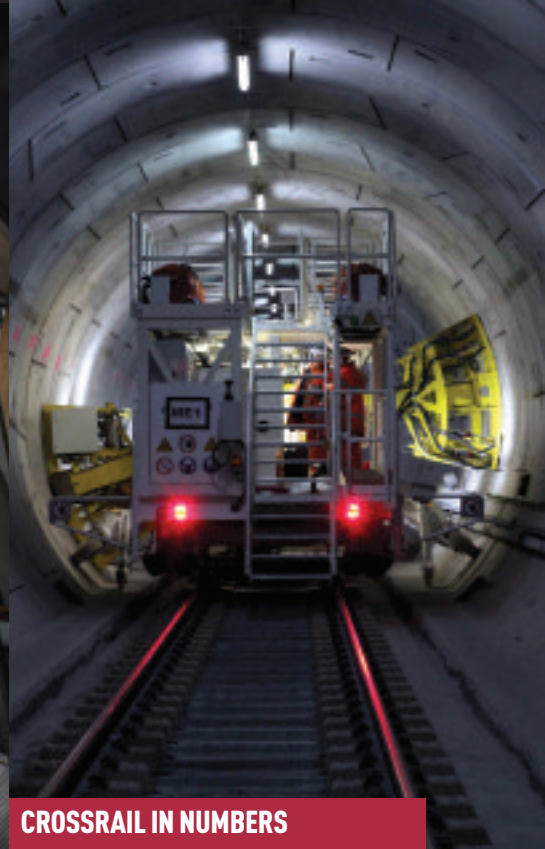
between some of the UK's top supply chains, as well as working closely with local authorities to make sure that areas around the station are ready for the arrival of the new service. Collaboration with its development partners – for oversight development at stations and other work sites – is also vital.

Wolstenholme cites Canary Wharf as an example. Canary Wharf Group invested £150m in the building of the Canary Wharf Crossrail station box and won the opportunity to deliver a 100,000 sq ft shopping destination and rooftop park above. "Without everyone working in a single team environment, it is unlikely that you could ever deliver a project as complex as Crossrail," he says.

Wolstenholme recognises the responsibility of passing the learning from Crossrail on to other programmes. A number of the core team will also work on Crossrail 2 – which will serve stations throughout the South East, linking south-west and north-east London, as well as destinations in Surrey and Hertfordshire – and other similar



TRANSPORT



CROSSRAIL IN NUMBERS

- › Crossrail is Europe's largest construction project – work started in May 2009 and there are more than **10,000 people** working across over **40 construction sites**
- › More than **100m working hours** have been completed on the Crossrail project so far
- › Crossrail will increase central London rail capacity by **10%**
- › There will be **40 Crossrail stations** including new stations at Paddington, Bond Street, Tottenham Court Road, Farringdon, Liverpool Street, Whitechapel, Canary Wharf, Custom House, Woolwich and Abbey Wood
- › Crossrail will bring an **extra 1.5m people** to within 45 minutes of central London
- › An estimated **200m annual passengers** will use Crossrail
- › Construction of the new railway will support regeneration across the capital and add an estimated **£42bn to the economy** of the UK
- › The total funding envelope available to deliver Crossrail is **£14.8bn**
- › For just over three years, eight giant tunnel boring machines burrowed below the streets of London to construct **42km of new rail tunnels**
- › Each tunnelling machine was a **1,000-tonne**, 150-metre underground factory with 20-person “tunnel gangs” working in shifts around the clock between 4 May 2012 and 26 May 2015
- › More than **3m tonnes** of excavated material from the tunnels was shipped to Wallasea Island in Essex to create a new 1,500-acre RSPB nature reserve

LUCY YOUNG/REX/SHUTTERSTOCK

projects. The firm's Learning Legacy scheme has recorded all the know-how picked up during the construction of Crossrail and aims to disseminate good practice, lessons learnt and innovation across the industry.

“Passing on the lessons and good practice that we have learned at Crossrail is an absolutely essential part of raising the bar in the delivery of major projects,” says Wolstenholme of Learning Legacy. “With an unprecedented number of infrastructure schemes around the corner, now is the time to start sharing what we have learnt, so the UK can build on its reputation for delivering on time and on budget.”

Among those lessons is how a project with a strong London and South East focus can benefit the whole country. Some 62% of suppliers for Crossrail are based outside London and an even more

encouraging 63% are small and medium-sized enterprises.

With less than two years until the first Crossrail trains start running, does Wolstenholme think he has created a network system that will “move London forward” and that will really matter to London, the South East, the UK and the industry?

He is convinced. He says passengers will be impressed by the state-of-the-art, walk-through, air-conditioned and WiFi-enabled trains. “Even at this late stage, I would like to surprise Londoners with this fantastic transformative asset that the capital is going to receive and that can act as a benchmark for future programmes,” says Wolstenholme.

**Make up your own mind about the project, watch a tour of the vast tunnels being built at [www.egi.co.uk/news/tunnel-vision-4](http://www.egi.co.uk/news/tunnel-vision-4)**







# AWARD-WINNING TACTICS

Why collaboration counts for Sherin Aminossehe of the Government Property Unit

“The world of work is changing and many government buildings are not up to the task of delivering modern,

flexible and connected workspaces. We have a big opportunity to make this a thing of the past and to ensure that our estate is used in a more joined-up way so we get the best deal for the taxpayer, for civil servants and for those within the wider public sector.

Every day I meet a wide range of people who all share the same passion as I do. All those conversations, partnerships and interactions taking place with local authorities, other government departments and the property industry are crucial to delivering better services, housing and savings. These common aims can be achieved only in partnership with others. This is what collaboration symbolises for us, and this is why the Government Property Unit is so proud to have won the Collaborator of the Year Award.

In our work to improve the capability of property professionals across government we operate in partnership with external experts to make sure government has the skills it needs. We work closely with professional bodies so that our approach is aligned with the best standards across the

industry to develop a curriculum, career pathways and the professional support individuals require.

Beyond Whitehall, the One Public Estate programme is a perfect example of collaboration in action – jointly delivered by the GPU and the Local Government Association.

The programme itself encourages partnership between central and local government to create transformational change. The most successful projects have been, and will continue to be, those that collaborate not only across local authority boundaries, but across the whole public sector and beyond.

The nature of work – how, where, and when it gets done – is changing radically. Government is already transforming the

way it operates by delivering world-class digital public services that save citizens time, money and worry – cutting out waste and making better use of property.

We need shared spaces where departments can work effectively together. We need buildings that people can touch down in and meet in, and with different zones for different types of work. We need different types of space to reflect the diverse nature of what we do. Better design saves time, space, and money. The GPU is working with departments to transform their plans into modern, multi-departmental workplaces that help deliver this vision.

Collaboration is at the heart of everything we do. We in the GPU started off in both the OPE and the Government Hubs Programme by forming firm partnerships. We could not deliver these programmes on our own. In the OPE, the partnerships we formed with the Local Government Association and local authorities have been a critical part of the programme.

Receiving this award gave us all the more satisfaction because we were up against some very tough competition, so to win in a field like that is extremely important – for me personally, and for the GPU, and because it sends a strong message that to succeed and deliver we need to do it together.”



SHERIN AMINOSSEHE WITH COLLEAGUES ANGELA HARROWING (LEFT) AND ANN CARTER-GREY (RIGHT)

