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# MODUS

ASK THE BIG QUESTIONS

NOVEMBER 2016

## DOWNFALL

How do we avert a flooded future? / 14

THE RUINED ISSUE *Bringing up the past* 18 / *The cost of inconsistency* 22 / *RICS UK Awards* 26





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**“Part of the cause of flooding is man made,  
and part of the solution is in our hands – we should be  
planning for it. This is where surveyors can play a huge role”**

JESSICA LAMOND, UNIVERSITY OF THE WEST OF ENGLAND

COVER STORY, P14

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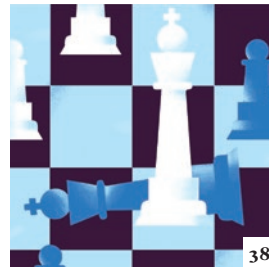
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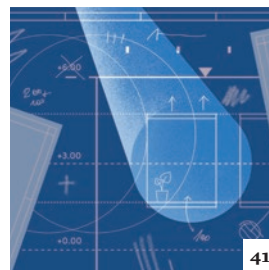
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# Join the debate

## REACTIONS AND RESPONSES FROM PREVIOUS ISSUES

Do you have a comment about this issue  
of *Modus*? Email [editor@ricsmodus.com](mailto:editor@ricsmodus.com),  
or tweet us using **#RICSmodus**

**SPEAK AND EXPELL**

Sir, Having just read the Conduct section of the latest *Modus* magazine [p43, September], how long can RICS endure losing up to £180,000 of subscriptions in any one year? In a time of falling membership numbers, expelling 248 chartered surveyors for not fulfilling CPD requirements doesn't seem to be the right thing to be doing.

**Andrew Scanlon MRICS**

*Thank you for your letter. Contrary to your view that the profession is in decline, over the last three years, since the current CPD rules came into force, RICS has seen a 5% net increase in the number of qualified professionals and an 11% increase in trainees. This is something we should all be proud of, given the testing market conditions, and it is a testament to the high value that professionals and their clients place on the RICS credentials. Against that backdrop, it seems entirely in the public interest that those who consistently failed to meet our requirements should be removed from the profession.*

**Luay Al-Khatib**

RICS Director of Regulation, EMEA

**FAIL SAFE**

Sir, Daniel Ho quite rightly says that the recruitment policies of many universities are now geared towards "chasing the rankings" [The complete graduate, p16, September]. This is not only unsafe for the industry, but is an awful experience for many students who are being criticised for not being able to learn the basics.

I firmly believe we can achieve both objectives of developing young surveyors with the core skills needed by industry, as well as help them to become independent, lifelong learners, but the current culture needs to change. Students need to fail sometimes, it is good for them in the end.

**Rod McLennan MRICS****@RICSNews // #RICSmodus**

**@Beachoss** @RICSNews my son was very disappointed he couldn't re-arrange the face of the cover of #modus! #puzzleskillsgap [right]



**@kennytelfer\_qs** @RICSNews Hilarious column in "join the debate" in this month's #ricsmodus. Employ this person for a regular column at once!

**@MRICSnewmum** 'On a more positive note' suggestion in this month's #RICSmodus – completely agree

**@PJ\_Bloomfield** Impressive double page in #RICSmodus on mental wellbeing. Such an important component of a healthy, happy & productive surveyor & so relevant

**@TomW\_ARCADIS** V Good #RICSmodus article The Complete Graduate. I think higher apprenticeship schemes will take off. Lower or no debt? & more knowledge!

**@kchar03** #RICSmodus Completely agree with #Thinking article in September 2016 issue. A digital change is necessary to attract the future #Surveyor.

**@AmieWalsh1** I loved Theme Hospital growing up, building & then managing #buildingsurveyor #fm #RICSmodus

**APPRENTICE APPRECIATION**

Sir, I was interested to read the item on the chartered surveyor degree apprenticeship run by London South Bank University [LSBU] [Hands-on rewards, p13, September].

In 1964 I joined the London County Council valuation and estates department as a trainee. One day a week was spent at Brixton School of Building – LSBU's forerunner – and the remaining four days working in the department.

It was an excellent scheme, and our day-to-day knowledge and ability to take responsibility for projects were well above that possessed by university graduates. I could have had no better start in the profession and do not regret for a moment not having been to university. Such apprenticeships should form an important way forward for our and other professions.

**Peter Dulleys FRICS****TWEET 'N' SOUR**

It's official – I'm controversial. There were no fewer than four tweets about my last column [Secret Surveyor, p13, Jul/Aug]. All from women strongly expressing their disapproval.

Writing as a Secret Surveyor is a chance to set aside professional niceties and sound off with anonymous impunity. I hope that by making a challenge I help to make change happen.

Much of my work as a building surveyor has been about removing physical barriers that stop some people living their lives the way they want to. When I've written moaning about the human and financial costs of poor design, I have studiously avoided mentioning my gender. Even when it has been relevant for me to do so.

Evidently, I'll have to try harder next time.

**The Secret Surveyor**

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## DIFFERENCE OF OPINION

### Should we repair heritage assets once they become damaged? **Discuss.**



**CAROLINE CHURCHILL MRICS** DIRECTOR OF WORKS, COMMONWEALTH WAR GRAVES COMMISSION, MAIDENHEAD, UK

THERE HAS TO BE A GOOD REASON FOR RESTORATION. THE ONE POINT ON WHICH we will never compromise is that the names of the war dead have to be commemorated. That is the point of a war memorial — so if somebody damaged the panels or headstones, they would be restored. But we do have situations where what's happened to our estate becomes an interesting part of its history.

The Basra Memorial, for example, which was built by the Commonwealth War Graves Commission (CWGC) after the First World War, was later moved by Saddam Hussein about 20km into the Iraq desert. It is hard to believe that he had it moved it stone by stone, but from photos it looks identical. This is a similar situation to what has occurred at Palmyra in Syria. The damage caused by Islamic State raises challenging questions: can you restore some of it but leave key parts alone to tell the story?

There's some shrapnel damage caused by the Second World War on our First World War memorials, and that's been left because it's part of the record of the wars.

At the CWGC, we're in a wonderful situation where we built our estate 100 years ago. There's a temptation to want to maintain it as new, but these are now historic buildings in their own right. So increasingly we aim to conserve. We have legibility criteria for when headstones have to be re-engraved. We could produce a new one, but now we're asking: "That's a 100-year-old piece of Portland stone, should we be replacing it?" We're evolving, but there is always an element of restoration, because a war memorial doesn't achieve its aim if it can't be read and understood.

**Major preservations or restorative formula? Join the debate at [rics.org/linkedin](https://rics.org/linkedin), or tweet using #RICSmodus**



**ELIZABETH LEE** MANAGING DIRECTOR, CYARK, OAKLAND, US

ONE OF THE THINGS WE ADVOCATE FOR HEAVILY IS ENSURING A digital record of sites exists in anticipation of any destruction occurring. We're working hard to do that in the Syrian capital, Damascus, right now. Creating a detailed record of monuments in their current state means that, if the decision is made to reconstruct in the future, we have the best information available to aid those efforts.

The big question in reconstructions is what time period to favour. Often it's not to rebuild to the day before the destruction happened, but to take it back earlier. There can be a lot of conjecture when this is done, even when the best science is used. That's the power of the way we document sites: when Seoul's 610-year-old Great Southern Gate was lost to arson, the decision was taken to immediately rebuild and, because the scan was there, it could be reconstructed accurately.

If the decision is to leave a site as it is, then the data archive still affords people the opportunity to go back to it virtually. We're doing a lot now to take data into virtual reality, so that people can go back in time and walk through these spaces.

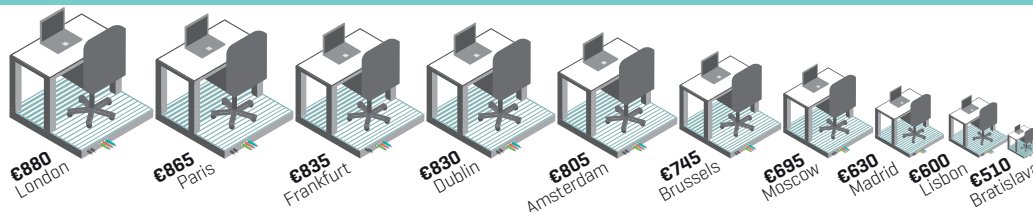
Ultimately, letting local stakeholders take an active role in that decision-making process is key, because they are the ones who are going to see any reconstruction taken forward. I could sit here comfortably in California and decide about sites across the world, but I don't think anyone should really be doing that.



## FURNISHED CREDENTIALS

How much does it cost to fit out 1m<sup>2</sup> of office space in various European financial capitals?

Source: JLL, 2016



## NEWS IN BRIEF

rics.org/modus



### Updates to suite of RICS Home Surveys introduced

The RICS Home Surveys supporting documentation and surveys of residential property guidance note have been updated. These notes have been prepared to assist members in:

- » using the new "survey only/no valuation" RICS Homebuyer Report [Survey] [HBR[S]]
- » the mandatory updates to all the other products in the RICS Home Surveys Suite – the Building Survey, RICS Homebuyer Report [Survey and Valuation] and Condition Report – which are shortly to go live.

There will be a transitional period which will end on 30 November 2016. Up to this date, either the old or new report formats may be used. After 30 November, only the updated versions must be used. The transition period will allow the various survey software providers to phase in the new service and update the existing products. It is likely that different providers will make their switch at different times in the run-up to the 30 November cut-off date.

» If you have any technical content queries relating to the new HBR, please contact Graham Ellis: [gellis@rics.org](mailto:gellis@rics.org).  
 » For WorkSmart queries, please contact RICS Customer Services at [mailorder@rics.org](mailto:mailorder@rics.org), or call +44 (0)24 7686 8555.  
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For more information, visit [rics.org/homebuyerreportSPS](http://rics.org/homebuyerreportSPS) for the RICS HomeBuyer Report [Survey] documentation, or [rics.org/homebuyerreportSVPS](http://rics.org/homebuyerreportSVPS) for RICS HomeBuyer Report [Survey and Valuation].

## SUSTAINABILITY

## UK LANDLORDS BLAME GOVERNMENT FOR LACK OF PROGRESS ON GREEN MEASURES



### WALL OF REGULATION

The confusing array of energy regulations was one reason given for a low take-up of initiatives

A lack of government incentives is severely hampering the widespread introduction of energy efficiency measures across UK commercial real estate, according to a July survey by Tuffin Ferraby Taylor (TFT).

Of the 600 commercial property investors and managers surveyed, 90% said that energy efficiency is now a higher priority in their portfolios than it was before 2008. Despite this, only 35% of investors claimed to have introduced a formal energy management system or to have implemented any energy efficiency improvements.

As well as a dearth of meaningful incentives for energy efficiency, the confusing array of disconnected,

individual energy regulations was also found to be impeding progress: 75% of those surveyed said that the current regulatory framework is too complex to navigate.

"Lack of confidence came across strongly among many respondents," said Mat Lown MRICS, partner and head of sustainability at TFT. "[For example] the market could benefit from standardised methodology for appraising the viability of projects. Particularly among investors, knowing that the advice they are receiving is truly independent is clearly a high priority.

"It remains to be seen how much European legislation will be retained and whether the Brexit vote means a more simple approach to energy regulation and policy. The EU has been instrumental in encouraging government to commit to CO<sub>2</sub> reductions, as well as setting targets for energy savings and renewable energy generation. What is without doubt is that prolonged uncertainty will begin to impact widespread measures to improve energy efficiency in UK real estate."

## LINKING



REVIEWING THE LATEST DISCUSSION POINTS AT [RICS.ORG/LINKEDIN](http://RICS.ORG/LINKEDIN)



**FOLLOWING ON**  
From the September Difference of Opinion column

### Could Brexit spell the end of the EU?

If countries such as Greece wobble again, and the weak economies like Italy and France do not show signs of improving, the EU could well implode.

**Leslie J Long FRICS**

The EU is more concerned about our exit ... we did exist and

trade internationally for hundreds of years before the EU arrived.

**Chris Heginbotham FRICS**

Businesspeople want to do business no matter what country they are in and, as Chris says, the EU will eventually lose out more than UK, and other countries may follow the UK's vote.

**Nick Turner FRICS**

My [Irish] perspective tells me to focus on one's own position and how to keep busy and making a living. Never mind the big picture, it won't mind you. Nobody knows what the EU will be after Brexit. Certainly many aspects of the EU have had their day, but it will flounder along for years before finding a direction.

**Michael Boyd MRICS**



## “We often cannot know what the impact of our actions will be on ‘the other’. With uncertainty, does our duty of care become lesser or greater?”

STEPHEN HILL MRICS DIRECTOR, C20 FUTUREPLANNERS AND CHURCHILL FELLOW, LONDON

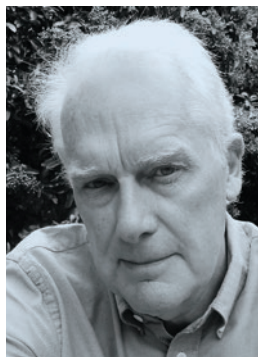
**O**verheard recently in London: first surveyor: “Busy?” Second surveyor: “So busy. Rushed off my feet with viability appraisals to show how developers can avoid providing affordable housing.”

Ed Glaeser, professor of economics at Harvard, sees this problem everywhere: “Affordability (of housing) is the key to success (ful cities), and challenging under-employment and education. But with supply and demand for housing, we have a madness and mania situation: in the most popular places, we build least.”

The long-term success of cities, their capacity to support rich, diverse and resilient ecosystems of economic and social life, is core business for surveyors. Affordable housing is therefore a litmus test for our profession’s ability to act in the public interest.

Past President Martin J Brühl FRICS proposed that one of our profession’s key responsibilities is “to help foster public and market confidence in real estate investment”. It needs to be: 70% of the world’s wealth is linked to real estate. He identified risk, especially climate change and market volatility, as the main enemies of that confidence.

For RICS’ 150th anniversary in 2018, he also challenged us to find a definition of the public interest. Have we really spent 150 years not knowing the answer to this? Yet, our profession’s reputation is suffering now from the actions of people like our “so busy” surveyor. I teach development professionals about ethics and public interest issues, so it’s a jolt to hear someone say: “I’m not applying to RICS. It’s an unethical organisation.” Whether that criticism is justified or not, the absence of thought leadership from our profession about the crisis of housing



affordability in our cities appears to confirm the worst imaginings of other professionals and the public at large.

Brühl proposed sustainability as a working framework for thinking about complex dilemmas connected with the social, economic and environmental aspects of climate change, carbon reduction, affordable housing, infrastructure and urbanisation, and thus concerns for “the other”.

In doing so, Brühl echoed the words of Zygmunt Bauman, one of the world’s leading ethicists: “To assume an ethical stance means to assume responsibility for ‘the other’”.

We often cannot know with any real certainty what the impact of our actions will be on “the other”: people affected by our work in the here and now, or far away and in the future,

as well as the professionals who work on a project with us or after us. With uncertainty, does our duty of care become lesser or greater? What did our surveyor and his or her client decide about all of those “others”?

Recently, community organiser London Citizens, founder of the London Living Wage campaign, challenged Brühl to discuss whether RICS felt that people like our surveyor were acting in the public interest.

It’s a difficult question, one that Brühl recognised professional and ethical standards will struggle to answer. This does not absolve us from becoming properly accountable to the public. Debate and deliberation with our clients and peers about the social, economic and environmental purpose of our work should be at the heart of everyday ethical practice.

Our 1881 charter reflected the progressive political thought of its time. Its concern to find “the optimal use of land ... to meet social and economic need” holds good today, as long as we now recognise that we, ourselves, are also the client for our projects. It is our own society that we shape through our actions.

So, “the other” is not “other people” with no name or no face. It is “us”. Our willingness to accept personal responsibility for “the other” and our personal capacity for thought leadership will be the defining characteristics of a successful 21st century professional.

**WHAT’S YOUR VIEW?** Tweet using [#RICSmodus](#) or email [editor@ricsmodus.com](mailto:editor@ricsmodus.com)



NEWS  
IN BRIEF

rics.org/modus



### Paralympic hero to host Young Surveyor of the Year

British Paralympic swimmer Chris Holmes will host this year's Young Surveyor of the Year Awards, which is being held on 18 November at the Hilton Bankside hotel, London.

Holmes, who has been blind since the age of 14, won a string of World and European swimming titles, and was awarded an MBE for services to British sport. Since retiring from competitive sport, he has been a campaigner for equality and inclusion.

For the full shortlist, visit [rics.org/youngsurveyor](http://rics.org/youngsurveyor).

### RICS opens new West Africa office in Ghana

Healthy economic growth and strong investor interest has made Ghana the fastest developing region in Africa. Engagement with the global economy has resulted in greater demand for RICS to provide resources and skills, and necessitated the opening of an office in the country, near Kotoka International Airport in the Ghanaian capital, Accra.

### RICS responds to Obama's call for greater resilience

Earlier this year, President Obama issued an Executive Order to US federal agencies instructing them better prepare for catastrophic events such as flooding in the face of severe climate change.

In response, RICS is to publish a paper based on an industry discussion that examined a coordinated approach to resilience.

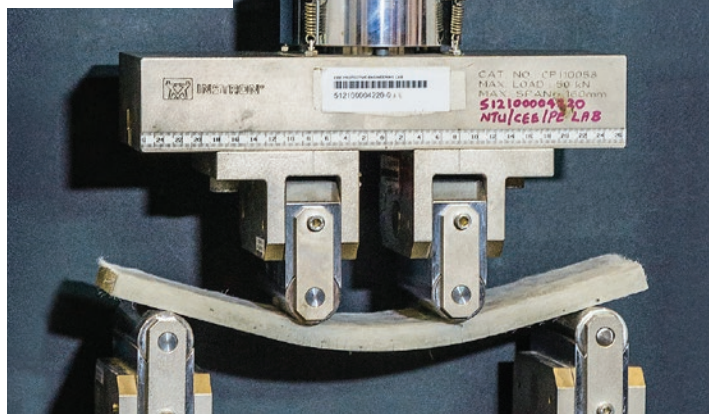
Michael Zuriff, Head of Regulation, RICS Americas, said: "Our profession can be part of the solution by making sure that resilient measures are included in building design. We will work to educate investors and occupiers that resilience is good business." [rics.org/whresilience](http://rics.org/whresilience)

**Strategies for flooding, p14**

#### BEND SETTER

Microfibres help produce a concrete at least twice as strong as the conventional material under bending, NTU's scientists claim

WE LIKE



### Flexible concrete

**What's that?** A new type of concrete that is not only bendable, but also stronger and longer lasting than the regular product, according to scientists at Singapore's Nanyang Technological University (NTU), who created the material this year. The innovation could have a huge potential for use in the construction industry, particularly in road building – for example, precast flexible pavement slabs could be quickly shaped into position on site to reduce the time needed for roadworks.

**How does it work?** Typical concrete comprises cement, water, gravel and sand. While this makes concrete hard and strong, it is not flexible, and will crack under too much tension or weight. NTU's ConFlexPave has been engineered to include certain types of hard materials mixed with synthetic microfibres, which let it flex and bend under tension. "The hard materials give a non-slip surface texture while the microfibres, which are thinner than the width of a human hair, distribute the load across the whole slab, resulting in a concrete that is as tough as metal and at least twice as strong as conventional concrete under bending," says assistant professor Yang En-Hua from NTU's School of Civil and Environmental Engineering.

**Will it be available anytime soon?** Not for a while yet. So far, only tablet-sized slabs of the material have been undergoing thorough tests at NTU's laboratories. However, over the next three years the tests will be scaled up at locations within the university's industrial estates, and in places where there is a lot of traffic from pedestrians and vehicles.

## ON RECORD

WHO'S SAID WHAT...  
AND WHY THEY'VE SAID IT

*Post-earthquake reconstruction is a tasty morsel for criminal organisations*

**FRANCO ROBERTI** head of Italy's national anti-mafia directorate

Following the Amatrice earthquake of August 2016, there is concern that the mafia should not profit from reconstruction efforts.

*Amenities outside are as important as what is on site*

**MITCH MARCUS** managing director, JLL, Philadelphia

The rapid growth of the tech sector and influx of millennial employees means landlords are looking more at the surrounding streetscape. From outside spaces to food trucks, it is all about increasing activity around buildings to attract talent.



## SOMETHING WE CAN ALL REFLECT UPON

Mirrors have a long history of use in commercial interiors to enhance space and increase light, making small, dark spaces appear to be much larger and more inviting. But this example, from Chinese book retailer Zhongshuge's new shop in the city of Yangzhou, takes the principle to an entirely new level. The interior, from Shanghai design studio XL-Muse, uses black mirrored flooring and arched shelves to create a tunnel-like reading space, perfect for long periods of immersive browsing by the shop's customers, while making a positive virtue of the cave-like space available inside.

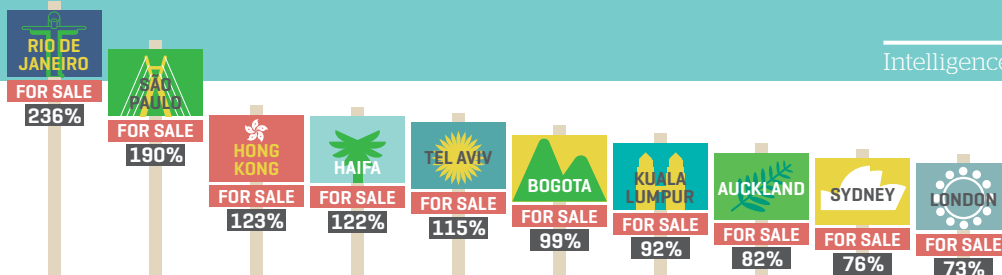




## BRAZIL'S NUTS

Thought London house prices had gone crazy? Tell that to residents in Rio, where values have risen 236% since the 2008 financial crisis

Source: Knight Frank, 2016



## OCCUPIERS

## BIG DATA IS MAKING DATA CENTRES BIGGER STILL

Take-up of data centre colocation space in Europe reached record levels in the second quarter of 2016, says CBRE.

In London, Frankfurt, Amsterdam and Paris a record 35.5 mega watts [MW] was taken up, with London and Frankfurt setting records for quarterly performance. Although the figure for the French capital was lower than that seen in London and Frankfurt at 7.4MW, it was higher than in 2014 and 2015 combined, and comes after a two-year downturn in performance. Much of this growth can be attributed to take-up by Data4 Group, which sold more than 6MW of colocation space in the second quarter of 2016 at its Marcoussis campus near Paris.

Strong demand from corporate and enterprise clients as well as cloud service providers is fuelling growth. "We have seen much positivity with regards to cloud service providers over the past two years but an additional injection from institutional tenants, including the government and insurance sectors, has ensured it has been our best ever quarter," commented Andrew Jay MRICS, executive director in the data centre solutions team at CBRE.

Furthermore, an emerging theme in the European market is the amount of power that is pre-sold for facilities yet to open. "This is a positive trend, showing continued demand from occupiers for wholesale space and a hunger from operators who are flexible enough to accelerate build timetables to meet demand," said Mitul Patel, associate director in CBRE's data centre solutions team.



## MEGA DRIVE

Data4 sold more than 6MW of colocation space at its Paris campus, helping take-up hit record levels



## "Maintaining an edge is paramount in changing times"

AMANDA CLACK FRICS RICS PRESIDENT

## NEW TRICKS

Staying competitive requires us to develop new skills and invest in new technologies, rather than rely on those we already possess

RUINS REMIND US THAT NOTHING IS PERMANENT, THAT WE MUST CHANGE before the need for it becomes pressing. It is interesting to see the emphasis many governments are now placing on heritage and the need to preserve this within our cities to help enhance their culture and make them more liveable.

Two months ago I wrote about the uncertainty caused by political events, notably the EU referendum in the UK. That uncertainty is unquestionably still being felt globally as markets begin to understand the implications. Market confidence is key, initial shock waves meant economic indicators showed mixed signals. On the one hand stock markets fell, then rallied, while UK unemployment fell. On the other, UK REITs markedly underperformed their French and German counterparts.

So now is not the time to wonder how we preserve the world as it is, but to ask what it could become. As professionals we need to embrace change, which involves developing skills in new areas such as sustainability and data analytics. It is not enough to ponder how to keep access to the skills that we have needed until now. After all, if you can't get enough bricklayers, why build with bricks? Instead we should identify what skills we need in the built environment globally, now and in the future. Maintaining a competitive edge is paramount in increasingly changing times.

An interconnected global economy requires a skilled and mobile workforce with qualifications that are recognised across borders. We can get the most from these skills when we have common standards that serve the needs of markets while providing consumer protection. The profession has to benefit from high-quality research and innovation to remain relevant and to attract the brightest and the best. All of these measures mitigate against the risk of trade barriers and other impediments to business and investment, and they also make it easier to weather the next geopolitical storm.

A personal emphasis for me is investment in world-class infrastructure, which surely makes sense during this period of historically low interest rates. Providing confidence to the construction industry through infrastructure funding and development will lend stability during a period of uncertainty, and lay the ground to take advantage of future growth opportunities.

Follow Amanda on Twitter @amanda\_clack

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**Steve Funnell** | SAVA Learner





## SECRET SURVEYOR

**“I reminisce about my own APC assessment, which brings on a cold sweat and a wave of nausea”**

Once again, my November is peppered with a flurry of APC assessments. It's about this time every year that I reminisce about my own assessment, which tends to bring on a cold sweat and a wave of nausea. In fact, every time I approach the Premier Inn at Heathrow I still get goose bumps, and feel for those undertaking their passage into the profession.

I harbour a hope that candidates are ready, prepared and have received the right level of support from their employers and counsellors. The last time I assessed, it was clear that some candidates weren't ready for final assessment.

I can't understand why candidates would be “approved” by counsellors and employers if they aren't ready. Too often candidates get consumed by day-to-day work without having a real, structured training agreement in place. Counsellors have a responsibility: if you are agreeing a candidate is ready, this is ultimately a reflection on you. Even RICS has accountability: for some assessments there is now a formal pre-review – a gateway before final review – so why isn't this standard across all assessments?

Every assessor needs to do their bit in terms of review of documentation and the actual assessment day itself – so no stock questions! Ultimately, though, candidates need to ask themselves honestly if they are completely ready in terms of experience. Only then can they truthfully say they are ready.

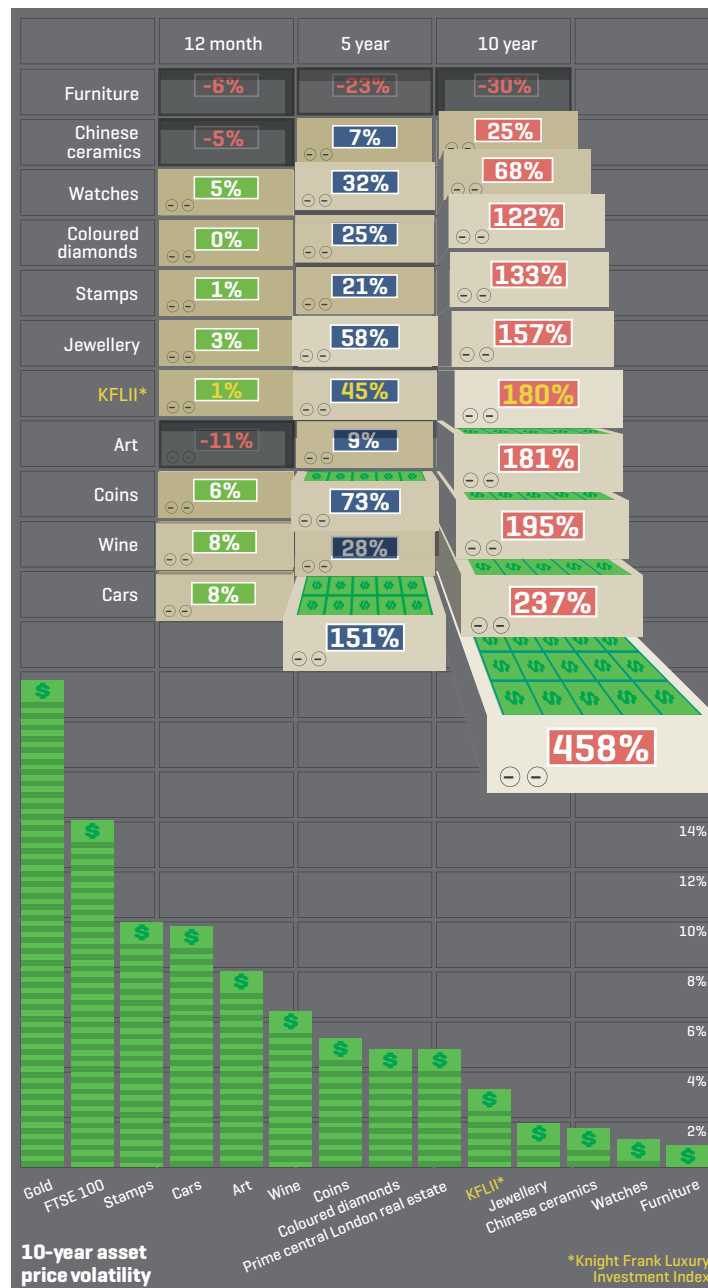
I'm not a purist by any means but I do worry: is this just becoming a numbers game? Candidates wanting to get chartered as quickly as possible? Employers wanting more chartered employees to link with bids, fees and work ... and RICS wanting more members than other professional bodies?

**ARE YOU INTERESTED** in writing a future Secret Surveyor column? Send your musings on the profession to [editor@ricsmodus.com](mailto:editor@ricsmodus.com)

## NUMBER CRUNCH

**RIISING VALUE OF CLASSIC CARS MAKES THEM THE STAR PERFORMER OF THE LUXURY MARKET – BUT ARE THEY REALLY THAT SAFE AN INVESTMENT?**

Source: Knight Frank Luxury Investment Index, 2016



**Coins, wine and classic cars have shown runaway price growth** as the best performing luxury assets over the past 10 years, according to the latest figures from Knight Frank's Luxury Investment Index.

Moreover, investors' passion for classic cars shows no sign of decelerating, with an astonishing 458% growth over the past decade,

despite being one of the most price volatile luxury assets over the same period. For those buyers looking for slightly more stable returns, it might be time to have a rummage in the jewellery box.

**RICS' SPECIALIST VALUATION CONFERENCE** takes place on 29 November. Turn to p45 for details

**Flooding is becoming more frequent and less predictable. How can we adapt to this 'new normal'?**

Words **Katie Puckett**  
Set design **Hattie Newman**  
Photography **John Ross**

**J**im Nadeau is going back to school – again. He is already a realtor, land surveyor, certified floodplain manager and surveyor, and an associate in the US' National Flood Insurance Program. This time, he has enrolled in a master's degree in a rather different field: how adults learn. "Getting people to understand flood risk means changing their perceptions and logic," he explains. "I'm intrigued by why people make choices that are not in their best interest."

As the owner of Portland-based Nadeau Land Surveys in Maine, he advises property owners on their flood risk, and provides the elevation certificates necessary to challenge a requirement for mandatory insurance. It is a significant cost for buildings in the flood zone, which clients are understandably keen to avoid. What mystifies Nadeau is why they would leave themselves exposed to the much greater cost of being flooded. "Mother Nature doesn't care where the line on the map is – around a quarter of all flooding happens outside high-risk flood zones. But people don't want to hear it. If they get put in the flood zone, they often believe the maps are wrong, and if they're outside it, they think they're not going to get flooded."

Nadeau's experience is set to become familiar to surveyors across the profession. Assessing and managing flood risk will be a moving target throughout the 21st century and beyond, as climate change causes sea levels to rise and rainfall to become more intense (box, overleaf). Surveyors have an important role to play in advising clients of their exposure and how they can reduce it, as well as overseeing disaster recovery. As professionals in the built environment and land more broadly, they are ideally placed to translate complex data into insightful information, and are arguably failing in their duty to clients if they do not – no matter how unwelcome the message may be.

Flooding affects half a billion people each year, according to the EU's Global Flood Observatory, and this could quadruple by 2050. Reinsurance broker Aon Benfield has calculated that flooding was responsible for \$27bn of economic losses in 2015, often in areas that never used to flood. That was a good year – the annual average loss over the last decade has been \$48bn. Munich Re's NatCatSERVICE shows a steady increase in global hydrological events.

Climate change is only half the story. Flooding has become more problematic as the number of people living in urban areas has increased. Whereas in 1950, only one-third of the global population lived in cities, or 746 million people, today it's more than half, or 3.9 billion people. Much of the resulting urban sprawl is in coastal areas or on floodplains. By 2070, Kolkata and Mumbai will be the two cities whose populations will be most at risk, while Miami, Guangzhou, New York and Kolkata will have the most to lose in terms of assets.

But that does not mean we cannot do anything about it, says Jessica Lamond, who is the associate professor in flood risk management at the University of the West of England. "Part of the cause is man made, and part of the solution is in our hands – we should be planning for it. This is where surveyors and other built environment professionals can play a huge role."

Munich Re's data backs this up: actual losses from flooding events have only risen by a small amount. The bulk of losses since 1980 were due to flood events in China in the 1990s, it says, adding that one reason why such losses have not reoccurred is that China invested heavily in improving protection measures immediately after the devastating floods. »

# DEEP WATER HORIZON











Not that it is simply a case of keeping the water out. One of the most difficult lessons for the public to digest is that we must learn to live with it. Urbanisation has changed the nature of flooding — built-up areas are less permeable and more prone to flash floods, which are far more difficult to predict. Over the past decade, policy has shifted from building more robust defences, to making space for water. It also means accepting that buildings will flood, and making them more resilient. And although Lamond says there is recognition of this among professionals, “there is not within the communities that are actually being flooded”.

Schemes that provide insurance at artificially low rates — such as Flood Re in the UK — have an unfortunate side effect, says Lamond: “There is no incentive to spend money sorting this out for yourself.” Flood Re will expire after 25 years, the idea being that, by then, people will have adapted their properties. She thinks this is unlikely unless insurers insist on more resilient reinstatement after a claim. “It will be quite difficult to tell people ‘you must do this’. But the alternative might be that they are not eligible for insurance once the pool expires.”

**T**here is already plenty of information for surveyors advising homeowners about flood risk, but much less for commercial property — where the availability of insurance will have profound ramifications for valuations. Lamond is leading an RICS-funded research project on the role and capacity of the profession in the UK, Germany, China, the US and Australia, to be published in early 2017. It is too early to draw conclusions, but Burrell Montz, a professor at East Carolina University who interviewed surveyors for the project, stresses the need for closer interaction between banks, insurers and surveyors: “They’re all involved

*“I was really angry. I had a metre of water in my office, but we were not in a flood plain or a warning area”*

PHILIP WILBOURN FRICS Wilbourn & Co

but they don’t necessarily talk to each other because they have different responsibilities. It’s a rare surveyor who understands the insurance process, for instance.”

There is also a huge difference between small and large businesses, in both exposure and awareness. “Small businesses have much more invested,” says Montz. “All their assets are in one place and many rent their property, rather than own it.” The US Federal Emergency Management Agency says that 40% of small businesses do not reopen after a disaster, and another 25% fail within a year of reopening.

This has been the impetus for companies in Sheffield to use £19.4m raised from local business rates to pay for flood defences in the Lower Don Valley. Following severe flooding in 2007, premiums soared and it is hoped that the defences will return them to a more sustainable level. It was the idea of Philip Wilbourn FRICS, a flood risk expert whose own practice was flooded at a cost of £85,000. “I was really angry. I had a metre of water in my office, but we were not in a flood plain or even a flood warning area, according to the Environment Agency. No money had been spent on that catchment area to defend it or even to survey it, nothing at all.”

This is the danger of spending formulas that are based on the value of assets to be protected. Wilbourn is referring to the UK government’s decision to channel money

into the south-east, but it is a message that can be applied globally — the poorer the community, the less able it will be to recover. Without appropriate investment in defences or mitigation measures, Wilbourn warns of the emergence of “flood ghettos”. “It’s not just the immediate flood area, it affects the surrounding areas, and the wider community drifts down the economic scale. It becomes a self-fulfilling prophecy of less investment and fewer opportunities.”

**W**ilbourn says the surveying profession is “extraordinarily well-placed” to contribute to protecting communities. But it has a lot to learn. Today, he is wading through the flood risk assessments for an investment property, which weigh in at 260 pages. “It’s a highly complex field, so the role of the chartered surveyor is to bridge the worlds of environmental science and property. We can’t continue to brush flood issues under the carpet, because they will come back and affect indemnity premiums.”

It is a classic chicken-and-egg situation. “The thing is, not many surveyors will do [flood risk assessments] unless requested to by the client,” says Wendy Lathrop, owner of Pennsylvania-based Cadastral Consulting and a provider of floodplain management training to other surveyors. But she has noticed a difference in the classroom and thinks the message is getting through: “This is a great field for us. Surveyors are the ones on the ground and we have the ability to recognise conditions that would make a project more or less flood-prone. More people are actively involved in saying ‘what if?’ and asking really insightful questions. That, to me, is a good sign.” ■

**RESILIENT CITIES** are a focus of RICS’ World Built Environment Forum: [rics.org/wbef](http://rics.org/wbef)

## IN DEPTH

# Why does global warming mean more floods?

Last year, for the first time, average global temperatures exceeded pre-industrial levels by more than 1°C. And 2016 is on course to be even hotter.

Rising temperatures are increasing the frequency and severity of flooding in several ways. Global mean sea level is rising through a combination of thermal expansion, melting ice

sheets and glaciers. Storms and hurricanes derive most of their energy from the oceans, so they also become more powerful.

The UN’s Intergovernmental Panel on Climate Change (IPCC), reports that, during the 20th century, sea levels began to rise at an average annual rate of 1.7mm. Since 1993, more accurate data has shown an

average rise of 3mm. The IPCC projects that sea levels will rise by a further 0.26m–1m by 2100, and even if all emitting activities stopped tomorrow, it will

continue to rise for centuries. Inland, more frequent torrential downpours will increase surface water and river flooding. Warmer temperatures cause water to evaporate more

quickly from the oceans and the soil, while a warmer atmosphere holds more water, causing more intense precipitation events.

**RICS** is a founding member of the Global Alliance for Building Construction, formed at the UN’s Climate Change Conference in Paris (COP21). Learn more at [rics.org/wbef](http://rics.org/wbef)



# LINDFERN



**OLDER NEIGHBOURS**  
Crossrail work at London  
Liverpool Street station  
revealed 3,000 skeletons  
at Bedlam burial ground

# RESISTANCE



# ROUND



Unexploded bombs, plague-carrying corpses and some very old herring. *Stephen Cousins* discovers that even the most meticulously planned projects can be delayed by unexpected archaeological finds

**O**n a misty hilltop, near the small village of Villers-Bretonneux in northern France, a most fascinating – but rather dangerous – archaeological dig is proceeding.

In a sectioned-off exclusion zone, on a former First World War battlefield, a team of trained explosives experts works painstakingly to remove a series of unidentified metallic objects at locations pinpointed by ground-penetrating radar.

Whether they are unexploded ordnance (UXO), or military relics held in a state of suspended animation since the battle raged a century ago, no one can tell.

This nerve-wracking excavation was carried out earlier this year in preparation for construction of the Sir John Monash Centre, a A\$100m (£56.8m) museum and visitor centre being built by Australia's government to commemorate the 46,000 men of the Australian Imperial Force who lost their lives on the Western Front.

Due for completion by Anzac Day in April 2018, the 19,000 ft<sup>2</sup> (1,760 m<sup>2</sup>), three-storey building will be partially sunk into the ground in the shadow of the existing Australian National Memorial, designed by Sir Edwin Lutyens and dedicated in 1938.

The daring de-miners recovered more than 230kg of explosives from the mud of the Somme, including one live 25cm-diameter shell, and a treasure trove of 150 military relics. These included the metal parts of a Lee Enfield rifle that had been fired, fully intact helmets, glass bottles, around 20 immaculately preserved screw pickets – metal devices used to silently secure objects to the ground – and a fountain pen with dried ink still inside. »



Almost as scary as the threat of explosions was the risk that de-mining and archaeology work could take longer than expected and delay the start of construction, explains Ian Fletcher, head of overseas projects at the Australian government's Department of Veterans' Affairs: "We expected the site to be less ridden with UXOs and wondered why more of the devices were not cleared before the memorial was built, back in the 1930s. Luckily, most of the objects were not far below the surface, in the 600cm dirt layer above limestone rock, so the overall impact on the programme was not significant."

**T**he project highlights the dilemmas that even the most well-planned of projects can experience when archaeology – or in this case explosives and archaeology – interfaces with construction. Artefacts lying below the surface can become a headache for the unprepared, and developers that fail to engage with archaeologists early on, or complete proper site exploration work, expose themselves to greater risk. This could potentially lead to the complex re-phasing of work, delays and escalating costs.

Despite these risks, in the UK, significant archaeology-related delays on large-scale construction and infrastructure projects are rare. Management of archaeology is enshrined in the planning process, development sites are thoroughly scoped out, often several years in advance, and archaeological teams are contracted early.

Any developer that is seeking planning permission to build in an area of known archaeological potential must first carry out desk-based research and submit a heritage statement to the local authority identifying any sites of interest or priority areas.

Evaluations in the field, such as borehole samples and trial pits, help understand the level of preservation, then archaeological curators, such as those from the UK government's heritage adviser, Historic England, liaise with the developer to discuss what they can and cannot do on site. Any relics of national or international significance must stay in the ground, and a key planning aim is to leave archaeology untouched, where possible.

Jane Sidell, inspector of ancient monuments at Historic England, explains: "The revolution began in the 1970s, when archaeologists realised we couldn't just walk around in stripy jumpers saying: 'Oh, isn't this 17th-century porcelain exciting!' Some sites were dealt with badly in the 1960s and we learnt that, as a profession, we had to work with developers to improve the process."



#### SKELETON SERVICE

Bones unearthed during the Crossrail dig have now been found to contain the DNA of bacteria from the Great Plague of London

However, it is impossible to know precisely what artefacts will rear up, says Taryn Nixon, CEO of Museum of London Archaeology (MOLA): "Archaeology is all about discovering things we can't see, so you are bound to turn up interesting things. The key, when that happens, is to manage the process so there is no significant impact on the programme. It may be that a discovery needs a different treatment, such as carefully lifting to remove it from site, which is not planned but should not be something that causes an impact."

London's £15bn Crossrail project has been an exemplar of archaeological best practice. Since the first spades went in the ground four years ago, 200 archaeologists have unearthed more than 10,000 objects from



40 locations, spanning 55 million years. Archaeology at most of the sites has been dealt with in three to four weeks, and productivity has been strictly monitored, down to the amount of earth removed by each team member per day, in cubic metres.

But there were also surprises, such as the discovery, at Paddington New Yard in west London, of the remains of a very rare steam-powered turntable, built in the late 1830s to accommodate the wide-gauge tracks of the Great Western Railway, and several important buildings, thought to be the workshops of the railway's legendary chief engineer, Isambard Kingdom Brunel.

"There were cases where we had made an assumption, particularly on brownfield sites, that there could not be any archaeology left because the sites had been worked over so many times in the past," says Jay Carver,

*"Developers tend to think of remains as a pain in the neck, but the discoveries represent their history, too"*

TARYN NIXON Museum of London Archaeology





Crossrail's lead archaeologist. "None of the Network Rail guys, who had been involved in the west London site for years, imagined those structures could have survived so well."

Where the extent of the archaeology on Crossrail posed a challenge, it was a case of re-phasing the work to accelerate excavation, through double shifts and weekend work, to mitigate the impact on the programme. "All the designers, archaeologists and contractors were working in an integrated team, fully focused on the project outcome, so there were no serious delays," adds Carver.

The same rigorous approach to planning in the UK is not, however, often present in some other countries. The excavation of Rome's third metro line, designed to connect 30 stations in the capital, started in 2007 but has been repeatedly delayed by the discovery of buried artefacts that have pushed back completion to at least 2021.

In May this year, archaeologists unearthed a huge Roman barracks from the 2nd century AD during construction of a station on Metro Line C at Amba Aradam-Ipponio. The ruins include a 100m hallway with 39 rooms thought to have housed Emperor Hadrian's Praetorian Guard. The finds have forced a redesign of the plans, and the site will now be reworked into Rome's first "archaeological station", featuring displays of the ruins.

#### HADRIAN'S STALL

The discovery in May of a barracks dating from the time of Emperor Hadrian has set work back yet again on Rome's metro extension

Carver comments: "A great deal of archaeology around the world is not just controlled and regulated by the state – the physical excavation work is also done by state teams. Many delays affect projects because of insufficient planning and the time spent waiting for the state service to supply people to carry out a dig."

Construction of the DKK23.6bn (£2.7bn) Cityringen metro line in central Copenhagen faced delays when several nationally significant finds were discovered on two of the four main excavation sites.

At Rådhuspladsen, the city hall square, an undocumented early medieval phase of town settlement was unearthed, which challenged the current understanding of the city's foundation. In addition, there were remains of an unknown churchyard from the 11th century, early in the city's development.

At Kongens Nytorv, another town square, the remains of a previously undocumented herring market from the Middle Ages was excavated. The market is thought to have been used by merchants of the Hanseatic League, and would have been very busy during periods of Christian fasting, because herring was not regarded as meat.

These are some examples of many surprise findings which, in large part, was the result of insufficient early site evaluation work, suggests Joakim Thomasson, former leader of the Museum of Copenhagen's antiquarian section, who coordinated the archaeological work. "There was a desk-based assessment done, which was supplemented by borehole sampling, but no pre-excavations looking at preservation rates. That made me worried, as it increased the level of risk." Thomasson claims that the justification for this decision was a result of time pressures, and concerns that the logistics of opening up trenches in a metropolis was too complicated.

**S**ignificant delays to the programme were averted thanks to a period of "intense negotiations" between archaeological leaders and client officials during the excavation work. The 10 mile (15.5km) line and 17 stations are scheduled to open in 2019.

"The metro company wanted to push on with construction and were very thorough in explaining to us how much every hour of delay would cost them. In general we solved it well, with compromise on both sides and the delays were kept down to just a few weeks," says Thomasson.

Archaeology-related delays are a concern for any developer, but experience shows that greater investment in early-stage evaluation can contain the risks, while allowing enough flexibility in the programme to accommodate any significant unexpected discoveries. Given that the archaeological component of most big projects is less than 1% of the overall budget, that is not such a burden.

The value that historic finds can bring to schemes, in terms of public engagement and social responsibility, cannot be underestimated either. "Developers tend to think of archaeological remains as a pain in the neck, but they should remember that the discoveries represent their history, too," says Nixon. "Some of the best projects have demonstrated how discoveries can be used to involve people, and even help construction teams work more closely together and feel they are all pulling in the same direction." ■



*'People are making very expensive mistakes because they don't understand the basis of measurement'*

**Martin Darley FRICS**

*'Construction is a global industry now... There's a huge cross-fertilisation of ideas in design and procurement'*

**Roger Flanagan FRICS**

*'If one standard is used, it will have a significant impact on the spread of BIM'*

**Julie dela Cruz FRICS**



# A KNOWN QUANTITY

Construction might be a global industry, but the way it measures costs varies enormously. Five leading industry figures discuss why the international standards movement is turning its attention to the issue

Words *David Blackman* Illustration *Cajsa Holgersson*

**L**ike many other industries, construction is now a globalised business. And it has been a long time since this traffic was one way, as can be seen in the growing appetite for Western markets displayed by Asian companies. Architects, contractors and developers will often seek to import their own tried and trusted supply chains, helping to explain the spate of recent mergers in the consultancy and engineering fields.

But while the industry is becoming more internationalised, the way it measures costs is often still determined by the markets in which work is carried out. Such inconsistency in standards breeds misunderstanding and uncertainty, which the industry is now seeking to remedy. The International Construction Measurement Standards Coalition, an umbrella group of more than 30 professional bodies that includes RICS, has been developing a new international construction measurement standard (ICMS), a draft version of which is due to be launched for consultation this month.

Why do our panel think such a standard is important, and what do they hope its introduction will achieve?

## HOW HAS THE INDUSTRY BECOME MORE INTERNATIONAL OVER THE PAST 10 YEARS?

**RF:** It's a global business now. Take a company such as Skanska, where I used to be a non-executive director. It's now the number two firm in the US, so the board in Stockholm is driven by an international agenda. There's a huge cross-fertilisation of ideas in design and procurement. I go to China a lot, and their biggest focus now is how to internationalise the supply chain. Building steel to Chinese standards won't help, you have to build it to the very highest international standard.

**TC:** We started our business 10 years ago, but now we have customers from all over the world, including several multinational companies. Although our primary market is the UK, 65%-70% of our operations are around the world, and we are getting more and more work abroad. »

## Who's in the discussion:

### » **Tolis Chatzisyseon**

CEO of cost-estimating software developer

Nomitech, Hertford, UK

### » **Martin Darley FRICS**

Vice-president of cost management association, AACE International, Houston

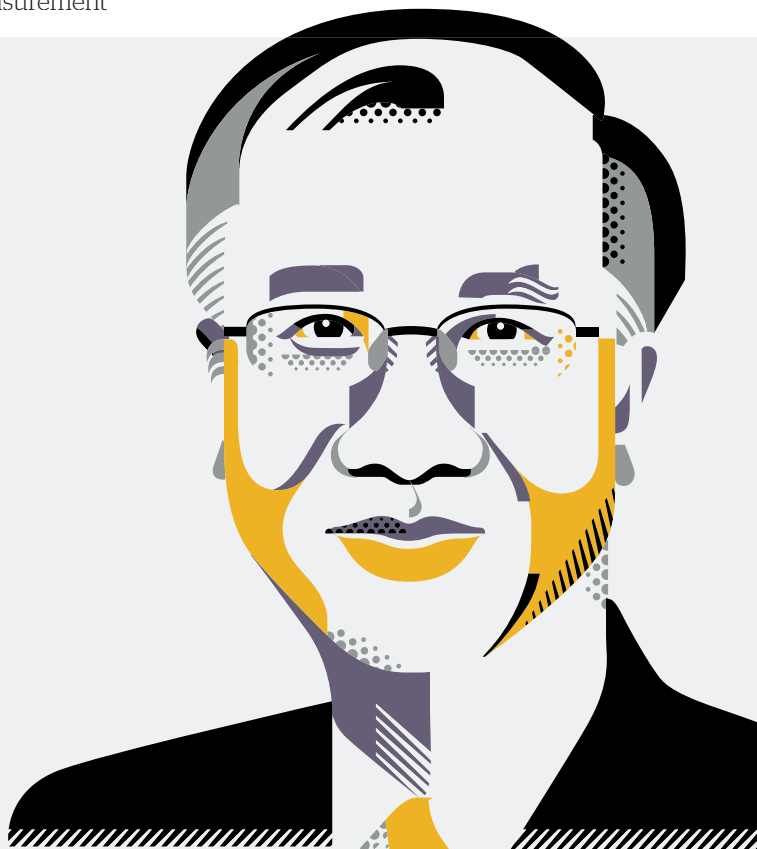
### » **Julie dela Cruz FRICS**

Technical director, Arcadis GEC, Philippines. Founder of the Philippine Institute of Certified Quantity Surveyors and the Philippine Institute of Built Environment

### » **Roger Flanagan FRICS**

Professor of construction management, University of Reading, UK

» **KC Tang** Director, KC Tang Consultants, Hong Kong



*‘The time and effort spent understanding and explaining will be much diminished with ICMS’*

KC Tang [above]

**KT:** Most Hong Kong-based quantity surveying firms have a global partner. Clients have been coming to Hong Kong for a long time from the US, Japan, Australia and the UK. But now people are talking about going to places such as Vietnam and Cambodia.

#### HOW DIFFICULT IS IT TO OPERATE GLOBALLY WHEN THE STANDARDS USED IN DIFFERENT MARKETS ARE SO INCONSISTENT?

**TC:** Trying to get international work is difficult because there are different standards. People trying to invest in a foreign country don’t know how their money will be spent.

**MD:** We have to be totally transparent. Major corporations publish their results on the New York Stock Exchange. Everything they do is out there in the market – stakeholders want to see what’s going on. You can’t operate in a global environment without transparency.

**JC:** When we work on a particular project a certain standard method of measurement is required. On the next project, in another country, we might have to use another method and have to learn different measurement standards. Efficiency is affected because we are on a learning curve all the time.

**KT:** Most clients appear to be rather receptive to the Hong Kong method of working. Those from a Commonwealth background are used to Commonwealth standards. Even those from the US, which has its own standards, accept the Hong Kong way of delivering projects. It gets more difficult in mainland China and Macau. We have to follow their standards and their way of working, which causes some difficulties as it takes time to learn them.

Where standards are different, “ordinary quality” will have a different meaning. We may find it difficult to explain to the client why the building is more expensive because we are building to a higher classification of quality. Standards will be quite different, so there will be apparent inconsistencies in costs/m<sup>2</sup> between country A and country B.

**JC:** Using another method of definition creates an additional expense. We cannot do a comparison for cost analysis because you cannot compare like with like.

**MD:** To bring all these standards together, you have to conduct a high level review and translate all these different definitions into a common platform. People are making very expensive mistakes because they don’t understand the basis of measurement.

#### HOW IMPORTANT IS IT TO HAVE PROFESSIONAL ADVICE AND THE RIGHT DATA TO SUPPORT YOUR SERVICES IN VARIOUS MARKETS?

**RF:** It’s hugely important. If we could reduce construction costs by 3%, you could probably build 200 new schools in the UK.

**MD:** There’s enormous scope for improving the industry and how we invest capital. The construction sector is a huge part of any country’s GDP. If you are doing that inefficiently, it’s not good. The only way to improve that is with better information. If you can define your cost elements, you will have confidence in what you are doing. If you don’t know what you are doing, you can’t improve it.

If standards are inconsistent, you will undermine confidence in the ability of the organisation.

#### HOW WILL INCONSISTENCIES IN REPORTING COSTS HINDER THE WIDESPREAD ADOPTION OF AN OPEN PLATFORM SUCH AS BIM?

**JC:** This is a major issue, to be honest. If one standard is used, it will have a significant impact on the spread of BIM.

**KT:** Clients are keen to use BIM but when they come to costing it’s a headache, which is limiting its spread. Because of the openness of sharing in BIM, some standardisation on cost classification is very important.

**MD:** BIM gives you lots of data. You can do plenty with it, but if you are not using it in a consistent manner, you are not adding any value.



## HOW DO YOU ENVISAGE THAT ICMS MIGHT SUPPORT YOUR BUSINESS?

**JC:** It will help Arcadis. We operate globally, but our businesses are working on different standards, so you can imagine the value of having a consistent standard. The process will be more efficient because we will all be looking at the same standard.

**TC:** In an international marketplace, not having a common language and culture brings many difficulties, because people are used to working in different ways. With ICMS, we won't have to spend so much time and effort localising the project because people will know that it's compliant.

The standard will help professionals communicate with each other, and it's going to reduce the time that people spend investigating markets. We are coming up with a new toolkit for cost benchmarking and forecasting, which people will be able to use anywhere in the world.

It also means that construction professionals will be able to work in other countries, as well as their own.

**KT:** If we have a standard like ICMS, the time and effort spent understanding and explaining will be much diminished, which will be very useful.

## A WIDE RANGE OF STANDARDS ARE BEING USED TODAY. HOW ACHIEVABLE IS A GLOBAL ADOPTION OF ICMS?

**JC:** In time, companies should adhere to ICMS because they will see the value of it. When we launch in 2017, it will only address high-level definitions for the time being. The first stage should be the definition of terms and exclusions and what is included in the cost estimate. Later on, it can include volumes. We will have the high-level standard and then businesses can adapt whatever local standards they have.

**KT:** We are trying to establish a simple enough standard that everybody can follow in parallel with the local standard, which can be very detailed and specific to allow for the variation in construction methods and policies in each market. ICMS is going to give a high-level standard so that you can easily compare one project against another.

We are not trying to replace the local standards, we are trying to provide a simple way of comparing costs.



## HOW WILL A PROJECT LIKE ICMS LEAD TO A MORE STANDARDISED APPROACH?

**MD:** Integrity of information is important – the better the information, the better the quality of the decision. Any decision made on a significant investment is based on the quality of the data. ICMS will improve the quality of project information.

**RF:** We report in very different ways and ICMS is about trying to bring some consistency. If I am building housing in Hong Kong, I am very interested in what housing costs in Rio or London. I use the comparison of financial reporting, which the accountancy profession has very carefully tried to shape to global standards. This is an attempt to bring a similar discipline to the way we report cost information.

**KT:** Ensuring that the data can be rolled up into a consistent format is going to help a lot. With ICMS, we are trying to describe the major features consistently so we can compare country A with country B. Without this consistency, we are always talking about apples and oranges, so will spend a lot of time searching for the inconsistencies. We can't afford to miss any costs that go into the total cost report, so it's very important. Once you classify costs in a systemic way, differences in local practice will be ironed out.

Also, if any country doesn't have a local standard, ICMS can be a good reference. Once we have a standard that everybody is following, we won't have to spend so much time explaining. Life will be a lot easier and happier. ■

*'With ICMS, we won't have to spend so much time and effort localising the project because people will know that it's compliant'*

Tolis Chatzisyseon (above)

**PUBLIC CONSULTATION** on the draft of the International Cost Measurement Standards is open until January 2017. Have your say at [icms-coalition.org/consultation](http://icms-coalition.org/consultation)

# GRANDEST OF SCHEMES

From commuter hotspots to state-of-the-art hospitals, the winners of the RICS UK Awards 2016 impressed with clever, sustainable solutions to complex projects

Words *Brendon Hooper*







## ◀ PROJECT OF THE YEAR

### **Birmingham Gateway and Grand Central**

**Owner** Network Rail/Birmingham City Council

**Surveyor** Turner & Townsend

**Architect** Network Rail/Foreign Office Architects/Atkins

**Developer/contractor** Network Rail/Birmingham City Council/Mace

**B**irmingham's overcrowded and dingy New Street station never offered the warmest of welcomes to Britain's second city. But after 15 years of planning and development, its £1bn transformation into Birmingham Gateway and Grand Central marks the city's most significant investment for a generation, and it is the RICS UK Awards 2016 Project of the Year.

Officially opened in September 2015, the project used innovative construction methods to hurdle several phases of complex problems. For example, a joint-risk venture had to be set up with Birmingham City Council to compulsorily purchase 500 properties before the build, and 7,500 tonnes of reinforced concrete had to be removed and recycled to create the atrium that sits above the station, flooding it with natural light. Astonishingly, it was all completed while the station handled a daily influx of 180,000 passengers.

Above the station, the old Pallasades shopping centre has been redeveloped as Grand Central to become a retail and leisure destination in its own right. It was, and remains, a key pedestrian link across the city. To develop it while the station remained open meant that a significant amount of planning and logistics had to be committed across several phases of work, to ensure the safety of the train operators, retailers and general public during the build.

"It was important to make safe, protected routes through and around the building as the work progressed – all of which had to be sized to accommodate the forecasted foot-flow between the platforms and station exits," says Turner & Townsend's Mark Kennedy, the project's director. "As routes

through and around the station changed, the importance of providing clear wayfinding and signage became essential. One solution was to create a modular tunnel that could be fixed in position, then de-mounted and moved to a new location, almost overnight."

For Philip Hunt MRICS, cost manager on the scheme for T&T, dealing with the existing 1960s concrete structure was the most challenging cost aspect of the project. "After intrusive surveys, we discovered corroded concrete decks, columns with insufficient reinforcement to carry the new design, and pockets of asbestos that required costly and immediate variations."

Passengers entering the station will first encounter the magnificent atrium roof – a particularly complex construction that required the removal of two massive concrete floors above the live station, but which also made use of part of the existing structure. "Triangulated steel frames, which curve in two directions, were transported to the site in sections and assembled in the same way as a bridge, with the mid-sections installed and jointed to provide the requisite structural rigidity," explains Kennedy.

As a catalyst for 10,000 jobs and £2bn economic benefits, the development is a key part of Birmingham's 25-year Big City Plan. The judges commented: "This project transcends the Regeneration category in which it was entered. It is outstanding architecturally, economically and functionally. Put simply, it has the wow factor. Birmingham Gateway and Grand Central delivers a powerful visual impact, impressive efficiency and economic clout."

**HIGHLY COMMENDED (REGENERATION)**  
**DIY SOS Veterans' Village, Manchester »**

### **REFLECT ON SUCCESS**

Turner & Townsend's Mark Kennedy (far left) and Philip Hunt MRICS in front of Grand Central's striking mirrored facade



## COMMERCIAL ▲

### Land Rover BAR America's Cup HQ and Facilities Building, Portsmouth

**Owner** Land Rover BAR

**Surveyor** Quartz

**Architect** HGP Architects

**Developer/contractor** Allied Developments

The new home of Land Rover Ben Ainslie Racing [BAR] is a flagship sustainable facility built to BREEAM excellent standards, and customised to house all of the team's activities from sailing and boat design, to sports science and marketing. The project team used a combination of BIM and offsite manufacture to achieve its high degree of sustainability, and although its current purpose is as the base from which sailor Sir Ben Ainslie and his team hope to win the America's Cup, the flexible design and crane capacity of the building mean it could easily be occupied in the future by others engaged in marine design and construction.

Initially employing around 90 people, the building will be the focal point for the design, construction and development of the Land Rover BAR team's boats. Furthermore, an apprenticeship and training scheme has been set up to encourage employment and participation in the sport of sailing.

"Occupying a prominent and sensitive position in the heart of old Portsmouth, the building combines practicality with awe-inspiring design," the judges commented. "It incorporates a visitor centre to showcase Britain's sailing heritage, and proclaims 'state of the art' in almost all respects."

### HIGHLY COMMENDED

51 Hills Road, Cambridge

## BUILDING CONSERVATION ▲

### Mount Stewart, Newtownards, Northern Ireland

**Owner** National Trust

**Surveyor** RJN

**Architect** Elphick Design

**Developer/contractor** H&J Martin Lagan Construction Group

Dating from 1839, Mount Stewart has been, at different times, a royal residence, a home for cabinet ministers during the Second World War, and a Hollywood film set. Its £8m restoration involved a complex project of conservation works to repair structural defects throughout the property, which had undergone several phases of development over the years, each undertaken with aesthetic in mind over structure. Water ingress had also rendered several areas of the building dangerous, unusable and a threat to valuable paintings. Therefore, the project required a high degree of ingenuity, and the use of limited intrusive measures, to minimise disturbance to its features.

The judges were most impressed by the project team's highly innovative solution to strengthen floors and beams by tensioning, using standard components that had a minimum impact on the historic floor structure and services. Once the fabric of the building was repaired, careful research was done to faithfully reproduce the decorative scheme of its former occupant, Lady Londonderry. The judges also lauded the 'stakeholders' collaborative approach of repairing the building while keeping it open to the public.

### HIGHLY COMMENDED

Cardigan Castle, Wales

### Sponsors







## COMMUNITY BENEFIT ▲

### Alder Hey Children's Hospital, Liverpool

**Owner** Alder Hey Children's NHS Trust Foundation

**Surveyor** Laing O'Rourke Cost Planning

**Architect** BDP

**Developer/contractor** Laing O'Rourke Construction North

Founded in 1914, Alder Hey is one of Europe's biggest and busiest children's hospitals. This meant that the redevelopment team faced the enormous task of designing a modern building that would cater for a wide range of age groups – from newborns to young adults – as well as parents and staff. In an exemplary collaboration, the NHS Trust and the construction team established a clear identity for the hospital, which informed every design decision made and tied together all the decisions on architecture, interiors, landscape, graphic design and artwork.

Set out in a "three-finger" plan, the building's design ensures almost every room has a view of the surrounding parkland, with access to the outside from each ward. The design is a landmark in sustainable healthcare and energy use.

"The result is a hospital that is bright, cheerful and vibrant, which encourages a sense of reassurance for patients and their families," the judges commented. "A children's hospital needs to be a magical and wonderful place because the children and their families, as well as the staff who provide such special care, deserve nothing less. Alder Hey delivers exactly that."

### HIGHLY COMMENDED

**SPACE [Shared Process and Community Engagement] People's Park, Portadown, Northern Ireland**



## DESIGN THROUGH INNOVATION ▲

### Blackrock Quarry Training Centre, Portishead, Bristol

**Owner** Avon and Somerset Police Authority

**Surveyor** Gleeds

**Architect/planner** Haverstock

**Developer/contractor** Galliford Try

Creativity and design excellence are often essential to overcome obstacles to development in locations where environmental constraints are paramount. The training centre for the Avon and Somerset Police, which complements the natural beauty of the disused quarry in which it sits, while providing highly specialist facilities, is one such example.

This unique £16m development provides two firing ranges, a tactical training area and office accommodation for the police authority. Because the building sits, almost hidden, within a site of scientific and ecological interest that is home to nesting peregrine falcons, an innovative solution and phased build was required to protect the delicate environment during construction.

The project team achieved this by employing a precast "concrete box" construction within the firing ranges, and a traditional steel frame and precast concrete floor solution within the office area. Furthermore, the concrete box construction was ideal for creating 50- and 100-metre-long firing ranges, which conform to strict ventilation and acoustic insulation requirements.

The judges commented: "The irregular form of the building complements the natural geometry of the quarry walls, with exposed elevations faced in hand-filled stone gabions below a biodiverse roof. This simple and elegant design has preserved the natural beauty and diverse ecology of the quarry and its surroundings."

### HIGHLY COMMENDED

**Essex Business School, Colchester, Essex »**



## TOURISM AND LEISURE ▲

### NT Future, London

**Owner** The National Theatre

**Surveyor** Aecom

**Architect** Haworth Tompkins

**Developer/contractor** Lend Lease

Sir Denys Lasdun's Brutalist masterpiece the National Theatre (NT) recently turned 40 years old, but was in need of a modern update. The challenge for the NT Future team – the masterplanners for the building's regeneration – was to relaunch it to reflect its radically changed context, and to re-equip it for the National Theatre Company to grow in the coming decades. Following a remarkable transformation, the NT has been re-engaged with public space on London's South Bank, enhancing the theatre-going experience for its many thousands of visitors.

The project team agreed on some bold changes to the site – the biggest being the redevelopment of the former Cottesloe Theatre, which was renamed the Dorfman Theatre in honour of the chairman of currency exchange Travelex, who donated £10m to the refurbishment campaign. Overall, the judges were impressed by a well-thought-through scheme: "Project works of this nature involve a delicate tightrope walk – the fact that the building is now better used and appreciated by visitors is a great measure of success. The project makes the most of our heritage by working with the building and maximising its offer to the visitors it seeks to attract."

### HIGHLY COMMENDED

**Cheltenham Racecourse, Cheltenham**

## INFRASTRUCTURE ▼

### Emergency Care Centre, Queen Elizabeth Hospital, Gateshead

**Owner** Gateshead Health NHS  
Foundation Trust

**Surveyor** Turner & Townsend

**Architect** Ryder Architecture

**Developer/contractor**

Galliford Try Building North & Scotland

Patient care has been transformed in Gateshead, thanks to this £32m state-of-the-art emergency care facility. The key challenges facing the design team were to make the centre easily accessible by patients, visitors and clinicians alike, while also creating links to existing hospital buildings. Clinicians are now able to more efficiently treat patients within a single modern building, without needing to move them long distances across the hospital.

A crucial part of the process involved consulting patients on the centre's design. As a result, the building includes 48 single-occupancy rooms for all patients in the short-stay wards. "This new facility heralds a new era in medical design," the judges said. "The latest wireless technologies that streamline patient flow, make this an outstanding winner by far, which will greatly benefit the Gateshead community and surrounding areas."



### HIGHLY COMMENDED

**Pendennis Masterplan Redevelopment,  
Falmouth, Cornwall**





## RESIDENTIAL ▲

### **Romilly Quarter, Barry, Wales**

**Owner** Brownfield Green

**Surveyor** Structural Solutions

**Architect** Emmett Russell Architects

**Developer/contractor** Brownfield Green

Built in 1898, the Victorian Methodist Church and Sunday school hall in Barry, south Wales, had been left unused for years, and were deteriorating badly as a result of squatting and vandalism. Two years ago, property developer Brownfield Green began work on the grade II-listed, pennant stone buildings. Expertly converting them into 11 attractive townhouses, the project team built a well-received series of new homes and preserved and enhanced a cherished local landmark.

Brownfield Green was able to refurbish some of the original stained-glass windows and stonemasonry, and re-introduce original materials such as hard-carved pieces of Bath stone and Welsh slate roof tiles. The original 100-year-old floorboards were also re-used, after being sanded and varnished to help them last for another century.

The judges commented: "The sympathetic conversion of the buildings and restoration of the stained-glass windows, floorboards, beams and stonework [including gargoyles] has preserved and enhanced a local landmark, as well as creating fabulous homes, which were all snapped up very quickly." ■

### **HIGHLY COMMENDED**

**Rethinking Housing Delivery, Woodhead Group and A1 Housing  
Harworth, Nottinghamshire**

SEE YOU NEXT YEAR

## The race for the RICS UK Awards 2017 is on

The RICS UK Awards showcase the most inspirational regional initiatives and developments in land, property, construction and the built environment. Open to everyone working within the property profession, they are a celebration of the talents of surveyors, property developers, engineers, planners and architects, to name just a few.

### **HOW IT WORKS**

There are eight categories to enter, each demonstrating how property professionals use their skills to develop, regenerate and conserve the environment in which we live and work. The judges will select regional award winners for each of the eight categories – Building Conservation, Commercial, Community Benefit, Design Through Innovation, Infrastructure, Regeneration, Residential and Tourism and Leisure – which will be announced at prestigious awards ceremonies held in all 12 UK regions.

All of the regional category winners will automatically be entered into the national RICS Awards Grand Final, to be held in London in November 2017.

These regional entries will then compete for the overall category winner and for the ultimate accolade – Project of the Year.

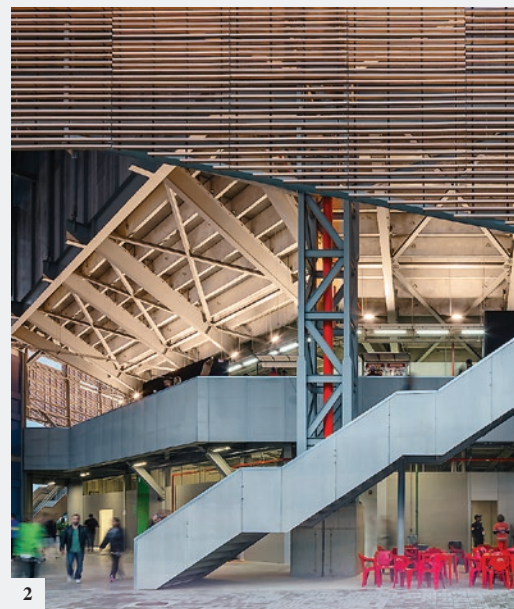
Not only are the awards a great way to promote your company, but they can also help to increase recognition of your project across the UK. You can read the descriptions of the various categories, choose which is right for your entry, and view the entry rules and payment information, on our brand-new awards website: [rics.awardsplatform.com](http://rics.awardsplatform.com).

The deadline for receipt of entries is 16 January 2017. Entries must relate to activities or initiatives conducted three years prior to the closing date.

For more information, please visit [rics.org/awards](http://rics.org/awards).

### **COST TO ENTER**

- » Early-bird entries up to and including 30 November 2016: £65 + VAT per project
- » Entries on or after 1 December 2016: £110 + VAT per project
- » Each additional category: £25 + VAT



# HOST WITH THE MOST

**Can Rio's Olympic legacy projects keep the city competitive while the Brazilian economy falters?**  
*George Bull reports*

## AIR-SEA RESCUE

Santiago Calatrava's Museum of Tomorrow anchors the redeveloped Porto Maravilha [1], through which cruise ship passengers can now connect to the airport via a tram line

## HELPING HAND

Barra Olympic Park has been designed to be repurposed into a new neighbourhood. Its handball arena [2] will now be dismantled and the parts used to build four new schools

THREE MONTHS ON FROM THE OPENING OF THE GAMES OF THE 31ST OLYMPIAD, AND AFTER such a rocky build-up, questions in Brazil have now turned to legacy. Will the city of Rio de Janeiro get what it was promised from the Olympics?

Some would argue that it already is. Commuting in Rio is challenging: a 2015 study by navigation company TomTom, which measured congestion through GPS in 146 cities, ranked Rio as having the fourth-worst traffic. The Games provided the impetus to address the problem. An extension to the city's MetrôRio line and an elevated highway now connect the wealthy neighbourhoods of Ipanema and Barra da Tijuca, while a bus rapid transit (BRT) system integrates Rio's suburbs and poorer north with the west of the city. Popular tourist areas downtown, such as the Porto Maravilha redevelopment, have a new light-rail system connecting them to the local airport.

"For the past 20 years, the city didn't invest a dime in public transportation," says Agemar Sanctos, director of institutional relations, Rio 2016 Olympics Committee. "I never thought the BRT was going to be fully working in time, but it is — people are using it. Finally, we have something that works."

A look at the World Economic Forum's *Global Competitiveness Report* from 2014-15 reveals that the lack of adequate transport infrastructure was a key factor holding Brazil back. The 2015-16 report, compiled in the wake of the 2014 FIFA World Cup and while Olympic preparations were in full swing, notes that Brazil: "registered a significant improvement in the quality of its air transport and infrastructure"

The Olympic spotlight that threw so much scrutiny on Rio's transport network ahead of the Games, will now work to the city's — and country's — advantage, believes Paulo Dantas MRICS. A partner at law firm Demarest in São Paulo, Dantas has been involved





**ROADS TO RIO**  
Transport improvements included an extension to the city's Metrô Rio line (top left), new bus rapid transit routes, elevated highways to improve traffic flows (centre left), and a new tram line (below left)

One shining light here, however, is Rio's partnerships with the private sector, which have helped to relieve the burden on the public purse. The structure of the deal for the Olympic Park was a public-private partnership (PPP) with the consortium responsible for delivering the Games, in return for developing 75% of the site.

"The capital cost of delivering the infrastructure for the legacy has already been put in place and the return on investment can only be realised with continued development, so this provides motivation to continue the investment," says Bill Hanway, executive vice-president and global sports leader at Aecom in New York.

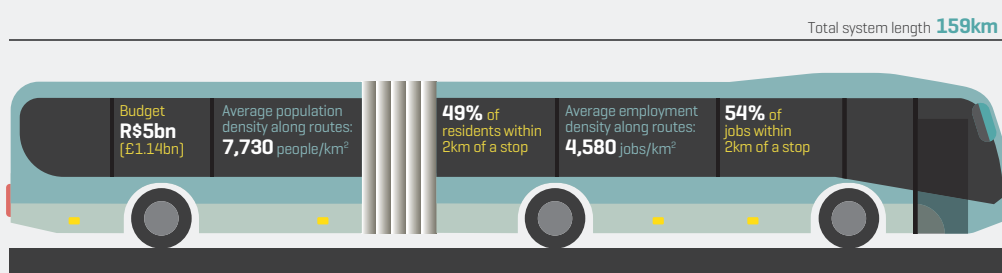
Around 40% of the broader infrastructure costs for Rio have come from PPPs, reports EY, putting the level of government investment at considerably less than for the London Olympics. Another prominent PPP is the R\$9bn (£2.11bn) redevelopment of Porto Maravilha and the old city centre, where Rio's decrepit port once stood. Although not an integral Games location, this area of the city is expected to experience a lasting transformation. "The port didn't even have access to water or sewage disposal, it went straight into the bay," says Sanctos. "Now it does, because of the Games."

## BY NUMBERS

### MAGIC BUS

Once fully completed, Rio's four bus rapid transit lines will strategically reshape the city, encouraging development in the lower density areas it serves, and improving travel times between traditional areas of trade

Source: LSE Cities



in the urban mobility project for Barra de Tijuca. "There was huge demand for the metro system and once you have a good service, you want more," he says. "Doing the works creates problems, but now that the city is ready, the mood is different. Rio still needs to improve urban mobility, but I believe the public all over Brazil will want this."

For Jon Coxeter-Smith MRICS, founder of management consultant Sagacity, Rio is in a good position thanks to the conceptualisation at the heart of the city's planning. "The masterplan was to put clusters of activity in four areas [Barra de Tijuca, Copacabana, Deodoro and Maracana]. The idea was that the Games would be a catalyst for wider development and drive connections between all of them."

Coxeter-Smith says that what has happened so far "has lit the fire for the redevelopment on the scale needed", but it is unclear how that will continue in legacy mode, given Brazil's current economic and political situation. "Producing the Games was an all-consuming effort and whether those same agencies will be prepared to keep going is an open question."

The legacy of Aecom's Barra Olympic Park, for example, includes repurposing three-quarters of the site into a new neighbourhood; turning the large spectator areas into a park; and dismantling the handball arena and using its parts to build four primary schools. But the original phasing plan was established when Brazil's economy was growing at 5.5%. It is forecast to shrink by about 4% this year, and expectations are that the legacy could take 20 years to fully realise.

Starting in 2014 with the demolition of the Perimetral elevated highway, Porto Maravilha is a 15-year plan to regenerate seven neighbourhoods — an area of around two square miles (5 km<sup>2</sup>) — and increase the local population from 30,000 to 100,000 over the next 10 years. During the Games it served as a hub for accommodation and operations centres, and the area's new grand boulevard welcomed the cruise-ship tourists — something the area hopes to see a lot more of now it is home to attractions such as the Santiago Calatrava-designed Museum of Tomorrow.

Despite the implications for Rio's legacy in the wake of current political and economic circumstances, the Games have had a profound impact on the city's urban infrastructure. The city has been able to leverage investment for public works that have been decades overdue. What has been delivered so far is not the answer to all of Rio's problems, but surely it's a step in the right direction. ■

## REFERENCE POINT REPORTS AND RESOURCES

**Doing Business in Rio** Report by EY  
[bit.ly/doingbusinessinrio](http://bit.ly/doingbusinessinrio)  
**Olympic Proportions: Cost and Cost Overrun at the Olympics 1960-2012**  
Research paper on the cost implications of staging major sporting events  
[bit.ly/olympicproportions](http://bit.ly/olympicproportions)

**City Transformations** Conference paper published by LSE Cities and containing a special report on Rio de Janeiro  
[bit.ly/citytransformations](http://bit.ly/citytransformations)  
**Global Competitiveness Report 2015/16**  
Published by the World Economic Forum  
[bit.ly/wef2015report](http://bit.ly/wef2015report)



# MAKING WEVERLEY

**A £150m mixed-used scheme on the edge of Edinburgh's UNESCO World Heritage site has had to negotiate stringent planning requirements and a storm of protest. *Will Mann* reports**

## ARCH REVIVAL

Work on the first phase of the scheme included the renovation of a row of lock-up garages into units for independent retailers, which has helped improve footfall in the area

A FORGOTTEN CORNER OF EDINBURGH'S OLD Town is getting a much-needed makeover. Once complete, the £150m New Waverley scheme will occupy a 7.5 acre (3 ha) site on the Royal Mile, and comprise three hotels, 160,000 ft<sup>2</sup> (14,860 m<sup>2</sup>) of offices, 28 retail and leisure units, and 148 homes. Work got under way in May 2014 and the first phase opened earlier this year.

Gleeds is providing project management, cost management, quality monitoring and health and safety services on the scheme. Its primary task has been to strike a balance between the constraints of the Old Town's planning framework, while delivering a commercially competitive product for the developer, Artisan Real Estate Investors.

The project has been controversial locally. A string of Scottish authors – among them Irvine Welsh, Alexander McCall Smith and Janice Galloway – denounced the designs as a “massive, stale, sterile modernist confection of concrete” that will “tear apart the fabric of this great city”. However, the

Developer **Artisan Real Estate Investors**  
Project manager **Gleeds**  
Contractor **McAleer & Rushe**



### PUSHING THE BOAT OUT

Public outcry could not completely save the Old Sailor's Ark, a listed building that fronts on to the Royal Mile, from partial demolition, but its facade has been retained



### PREMIER PRICE

Guests at Hub by Premier Inn use an app on their phone as a door key and for room controls. The level of technology required to support this brought cost challenges

### TAG TEAM

Graffiti artists were invited to decorate the site's hoardings, including those on the Waverley Arches, in an effort to bring the local community on board



plans were passed by Edinburgh planners in January 2014, with one councillor saying they were "not hideous enough" to reject.

"The New Waverley project has had an extremely high profile in the consciousness of the public, as it sits between the Old and New Towns and within the UNESCO World Heritage site," explains Gleeds' Edinburgh director, Ken Munro FRICS.

"There was a lot of controversy about the scheme initially, and a lot of negative press. So the project management team has had to negotiate an extended planning process while maintaining good relationships with neighbours and a wide spectrum of very powerful heritage bodies."

It has also been a challenge for Gleeds' cost managers, Munro continues. "The planning restrictions here mean we have had to follow a very high specification for the new buildings, while ensuring we do not break the client's construction budget," he says.

"The elevations all feature traditional sandstone, in line with the rest of the Old

Town. The roofs are slate. Because of Edinburgh's hilly profile, the roofscape is regarded as a fifth elevation by planners, so the designs of the buildings minimise the amount of plant machinery on the roof, to reduce the visual impact."

An important heritage element of the scheme's first phase is a row of 19 Victorian arches that run down a sloping street next to Waverley Station. Formerly lock-ups, the 15 that are tall enough for public use have been renovated and are now occupied by independent traders, cafes and restaurants.

"The arches have helped create a sense of place," says Munro. "New Waverley was an old bus garage, a forgotten part of Edinburgh. Transforming the arches into a quirky retail and food destination has helped raise awareness about the development."

The biggest new-build elements of the first phase are the hotels: a 146-room Adagio Aparthotel, a 127-room Premier Inn, and a 121-bed Hub by Premier Inn. With more compact rooms and sophisticated

technology that puts an emphasis on self-service, this last scheme tested Gleeds' project and cost management skills.

"The cost per room is not much different from conventional hotels," explains Munro, "but because the rooms are smaller and the IT infrastructure greater, the servicing is more intensive, so the overall cost/m<sup>2</sup> is much higher. This was challenging from a cost management perspective — if we had used benchmark allowances for furniture, fixtures and equipment, they would have been wildly wrong."

The first phase has involved community initiatives such as street art and poetry commissions to try to overcome the initial scepticism that met the plans. "It has helped create more positive public perceptions towards the scheme," Munro claims.

Both he and Artisan will hope this goodwill carries over into New Waverley's second phase, which includes the housing, offices, further retail and restaurants, and a £6.5m public square. ■

# Foundations



**CAREERS** You made a huge mistake and there's no changing it, so put it behind you and let your future deeds help repair your reputation

## PICKING UP THE PIECES

You have just about clung on to your job – and, by the skin of your teeth, your professional accreditation, too – but the impact of the “bad thing” you did at work still hangs heavy in the air. In many ways, the biggest task lies ahead – how to rescue your reputation and limit the damage.

“From here on in, your integrity, and the perception your peers have of you, really matter,” argues Sean Bricknell, communication coach to quantity surveyor Gleds, and author of *How*

to be perceived badly,” he says. “Errors are best addressed full-on, and people should actually talk about what they’ve learned.” This, he adds, helps wrong-doers avoid the repeated urge to beat themselves up about it, and addresses the effective moving-on phase. “If there’s something wrong-doers can fix quickly, or at least get patched up, my advice is get on with it. Focus on fixing important things that need solving right now, with the resources you have available.”

Those who commit serious professional negligence often blame factors such as a lack of time or resources to couch their actions as being unavoidable or inevitable. Be careful, though, not to deflect too much, warns Richard Gelder, director at Hays Construction and Property. “Common, everyday mistakes are a reality of the workplace. But honesty is the first step on the road to recovering from really big errors. When you’re weighed down all the time because you haven’t held your hand up, you’ll always be looking behind you.”

The big unknown is the extent to which a truly monumental misjudgement might come back to bite someone career-wise several years down the line. The good news is that managers tend to refer to immediate successes, rather than past indiscretions, giving credence to Bricknell’s advice about avoiding the urge to be overly contrite.

“If you can be seen as adaptable, and able to learn from mistakes, even a severe reprimand some years ago can be turned into a positive,” advises Gelder.

Bricknell adds: “It may sound illogical, but it’s the stuff that you don’t try to hide that tends to die a death. To know you’ve done wrong, shown genuine humility, and then bounced back, is a creditable achievement.”

### WHERE YOU STAND

#### Check the rules

RICS’ standards and professional guidance rules are available at [rics.org/guidance](http://rics.org/guidance).

#### Call for back-up

RICS’ Member Support Service provides a confidential helpline (+44 (0)20 7334 3867) and access to advice.

**Panel show** Those alleged to have failed to meet RICS’ standards of competence or

professional conduct may have to answer to a disciplinary panel.

**Admittance advice** Those who lose their accreditation can apply to be readmitted. All applications are dealt with through RICS’ established regulatory rules on readmission, which are on the RICS website.

to *Avoid the Seven Communication Mistakes*. “It sounds obvious, but first it’s vital to admit you’ve done something seriously wrong,” he says. “However, be careful of overly gushing everything out. That can weaken your position.”

It’s crucial, argues Bricknell, to apologise once, and then try to move on. Doing this, he says, requires fighting the urge to be continuously contrite. “No matter how serious the indiscretion is, repeating the apology ad-infinitum seldom does much long-term good,” he says. “All it does is remind people, and create a longer recovery period.”

“Fortunately, organisations have a collective selective memory,” he adds. “The best way to rebuild your career is to put the mistake behind you, and let current and future actions count. Bringing it up all the time actually has the opposite effect. Get it out, over with, then move on.”

John Lees, career coach, author, and expert in career transition, says damage limitation must involve acceptance of having learned from the mistake. “Those who make errors of judgement, but refuse to learn from them, will continue

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MY WAY

## Peter McCrea FRICS

SURVEYOR MEMBER, UPPER TRIBUNAL (LANDS CHAMBER), THE ROYAL COURTS OF JUSTICE, LONDON

### THE BEGINNING

As a child growing up in Derby, I always thought I'd become an architect, but aged 18, I came across a job advertised in the local authority's estates department for a trainee valuer. It was a great grounding for a school leaver. I worked there for three years from 1988, and my eyes were opened to surveying, but colleagues also took the time to support me.

### THE CAREER BREAK

At that time, the council would send us on a part-time degree course, and I studied for one day a week for five years to achieve a degree in urban estate surveying. In 1991, I moved into private practice. Despite the UK being in the depths of a major recession, it was an exciting and different challenge. My boss at the time, Bryan Huckerby, invited me to an RICS branch committee meeting. Impressed by the professional community, I became an associate member in 1994.

### THE PRESENT

I've had a variety of jobs in private practice over the past 20 years, including five years co-owning my own practice. But most of my private professional work was at Innes England, which I joined in 1996.

A milestone came in 1999, when I was elected to RICS Governing Council. It gave me a fascinating insight into the workings of the profession at the highest level. A year later, I joined the RICS Conduct and Appeals Committee.

I'd had a good deal of experience in dispute resolution and assessing evidence, and this culminated in my judicial appointment to the Lands Tribunal. Being a surveyor member at the Royal Courts of Justice is a full-time job, but when I'm not needed in court, I work from home, writing decisions and preparing for upcoming cases. It's challenging, varied and mentally stimulating work, and you are always learning.

### THE FUTURE

There are only three surveyor members on the tribunal. A colleague will retire in 2018, so we will be looking for the next chartered surveyor to take up the mantle. It's a unique opportunity – anyone interested should keep an eye on the judicial appointment commission's website ([jac.judiciary.gov.uk](http://jac.judiciary.gov.uk)). [rics.org/petermccrea](http://rics.org/petermccrea)

*"I'd had a good deal of experience in dispute resolution and assessing evidence, and this culminated in me joining the Lands Tribunal"*

### TIMELINE

**1993** BSc in urban estate surveying from Nottingham Trent University

**1996** Director of professional services at Innes England

**1999** Member, RICS Governing Council, for the East Midlands

**2008** Fellow of the Chartered Institute of Arbitrators

**2012** Panel Chair of RICS' Conduct and Appeals Committee

**2013** Appointed by the Lord Chancellor as a surveyor member of the Lands Tribunal



**BUSINESS** Make your strategic moves count by versing yourself in the art of negotiation

## MASTER AND COMMANDER

In many ways, business lessons are no different to some of the most fundamental lessons in life. To be successful in running a business is to essentially understand what others want – be they customers, suppliers or financial backers – and providing it in a way that you and they deem valuable.

At the heart of this is the ability to negotiate. The rules of engagement may be more formal in the business world, but the essentials are the same. Good negotiation is a mix of understanding the business situation and, more fundamentally, human dynamics.

Jonathan Fletcher MRICS, director of London-based developer Endurance Land, agrees wholeheartedly with this assertion: “There is a certain process involved with carrying out initial site assessments and negotiating with various parties. The challenge is working out where in that process you think there’s going to be an issue with, let’s say, one of the owners or stakeholders who are adjacent to the site.

“In this instance, you have to make an informed judgement about how you handle the negotiation to resolve that matter,” Fletcher explains. “And it does take quite a few years’ experience to be able to work that out.”

It is important, at all stages of the negotiation process, to be aware of three things. First, the business situation: ask yourself, what are the financial losses and gains to a

particular negotiating position? Second, what it means for your team: are you happy with this proposal? Is it in line with what you wanted before negotiations started? Have you let ego obstruct a resolution? And third, what it means for the other party: will they be happy with the proposal? Are you making assumptions about their position that you should validate before proceeding?

Considering these three points will also help you make probably the most important decision about negotiation: whether you actually need to negotiate at all.

Fletcher recounts a time when one of his colleagues was working on a development in London and needed a crane oversailing licence. “We approached our neighbour and asked: ‘Could our crane swing over your property?’” In this scenario, says Fletcher, you might pay someone between £10,000 and £15,000, but in this instance, the site owner demanded £250,000.

“It was such a ridiculous figure that we thought, well, why don’t we just redesign the crane oversailing plan so that we don’t need them?” says Fletcher. “So that’s what we did. We would have probably paid the guy £15,000, but he got nothing because he over-negotiated.”

### PREPARE THE GROUND

Once you are certain that negotiating is the correct option, preparation is crucial. Walter Akers, a partner at auditor RSM who specialises in helping firms with contract negotiations, lists four points to keep in mind when preparing. The first is to identify the power balance in the relationship. “If you can help it, never negotiate from a position of weakness,” he advises, but always ensure you understand the negotiating context.

As Fletcher says, “Some of the trickiest people to negotiate with are the people who don’t see any need for it.”

Second, says Akers, is to be conscious of the timeline. If the other party needs something completed more quickly than you, use it to your advantage. Third, agree on roles in your own team ahead of time. And fourth, “make sure you know when you’re going to walk away,” because “it’s so easy to end up with mission creep, where you keep on accepting less and less as the negotiations proceed.”

When initiating the negotiation process, it is worth remembering that the most effective tactics are often the most simple, says Fletcher: “Be polite. Don’t be aggressive.”

Beyond that, try to understand that “reality is relative,” suggests Akers. “It’s

### FIVE-POINT PRIMER

**Initial thoughts** What do you stand to lose or gain? What about the other party?

**Basic instinct** Do you actually need to negotiate at all?

**Rules of engagement** Know where the balance of power lies, who is more pushed for time, and when to call it quits.

**Leave your ego at the door** There’s nothing wrong with playing hard ball, but the best negotiators know that any deal is better than no deal.

**Supply and demand** Be careful not to jeopardise future relationships with suppliers by over-negotiating your position.



what's in your mind and it's what's in the other party's mind that matters. It's less about real value and cost, and more dependent on what the other party thinks it is, and what you think it is," he says.

Both Fletcher and Akers urge would-be negotiators to be wary of making any rash assumptions about the other party's position. If you do, "make it clear that it is an assumption, and keep on validating that assumption," says Akers.

***"Successful negotiators will play hard ball, but when it's time to strike a deal, they take the ego out of the room and get it done"***

**WALTER AKERS** RSM

And when the crucial time comes to close out a deal, it is vital that you remain as rational and calm as possible, Akers advises. In his experience, the successful negotiators play "a significant amount of hard ball, but when it's time to strike a deal, they take the ego out of the room and get it done".

Finally, remember that much of your negotiating will be done with suppliers, adds Akers. If you spend all of your time making them "submit" to your will, it could harm any long-term working relationship you might have with them in the future.

Good negotiation is based on having a clear idea of what you want and putting great interpersonal skills to use, but also realising that the right deal is more important than beating the other side.

#### ON RICS' UK SMALL BUSINESS HUB

Persuasion is often used in negotiation, which involves the ability to discuss and reach a mutually satisfactory agreement. It is having the aptitude to use persuasive negotiation that makes one a good influencer.



In "Persuasion: a vital skill for professional success", Simon Jones, a CEO, chair and board adviser who works with SMEs on their business development and strategy execution, provides some tips and advice on how you can develop your skills of persuasion and build a strategy for successful business negotiations.

To read the article, go to [rics.org/smallbusiness](https://rics.org/smallbusiness) and click on "Business advice".

#### LEGAL 101

## Extend your project manager cover



**JOHN LANNING**, director,  
Robinson Buckle

Many surveyors in the UK offer a project management service for work on property extensions, overseeing the contract for the build and services relating to the development. These services can, however, present certain insurance implications for all parties involved, such as cover for liabilities – both public/products and employers' – the contract works, the structure and its contents. Do not forget that relevant professional liability insurance for all professionals involved, including you as the project manager, is a must.

#### Where should you start?

From the outset of the project, the insurer of the existing building must be made fully aware of the proposed works. If they choose not to cover the property and its contents during the construction phase, as is sometimes the case, then it would be prudent to use a specialist insurer for extension and renovation projects.

**Who insures what?** There is sometimes confusion about who insures what element of the construction project. The most commonly used building contract for property renovation and non-complex jobs – typically used on projects of less than £250,000 – is that provided by the minor works Joint Contracts Tribunal (JCT). This outlines the contract details and responsibilities of each party, including insurance.

Under the Construction (and Design and

Management) Regulations 2015, health and safety considerations are typically the responsibility of the main contractor along with the ongoing works. The insurance for the existing structure will usually remain with the property owner.

Another potentially relevant cover for extension projects is non-negligence party wall insurance – found in clause 6.5.1 of the current JCT minor works contract. If needed, this will usually be identified as a requirement by the architect. Ideally, this protection should attach to the main contractor's public liability policy in joint names with the property owner.

#### How much will it cost?

Pricing of the insurance premiums for the renovation will be influenced by factors such as the existing building's structure, any listed status and also the materials being used in the construction – for example, the introduction of a timber frame to the property. It is important all components that relate to the extension and cost of the works are taken into consideration and correctly calculated. The cost of the contract, professional fees, VAT and debris removal are also elements that need to be considered.

Finally, when setting the time parameters for insurance cover, be mindful that most extension projects take longer to deliver than originally anticipated. Encourage all parties to allocate sufficient time for the cover – it can be more expensive to extend insurance once it has been taken out. [robinsonbuckle.co.uk](https://robinsonbuckle.co.uk)

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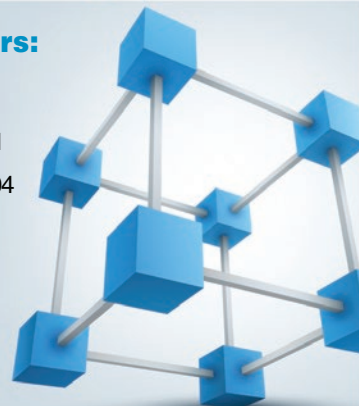
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# ENLIGHTEN YOURSELF

**PROFESSIONAL DEVELOPMENT** The rules concerning rights of light are long established but constantly evolving. Don't be left in the dark

**Know your rights** Although rights of light have been around as long as common law, surveyors in the UK should have a general awareness of how legislation has changed. The Prescription Act of 1832 reduced the legal period for a right to light to 20 years, which is still the common standard, and means that a person's easement of light is absolute and indefeasible. This is why rights of light are so potent – every new development needs to consider whether or not it is creating a potential nuisance to a neighbouring property.

**Damage control** If a development is creating a potential nuisance by blocking light, it can be prevented by injunction, or commuted into damages to be awarded to the neighbour. These can be related to the profits of the development as a percentage of the overall benefit the developer gains by breaching the rights of his neighbour.

**Better judgment** In the mid-2000s, case law began separating out residential cases from commercial, so that blocking light to housing was dealt with in a much stricter way. However, this policy shifted in the

2010 case of *HKRUK II [CHC] vs Heaney*, after a judge awarded an injunction for a relatively small impact to a commercial property. Developers became concerned that rights of light had lost its balance, bringing more uncertainty over whether a development could be built. However, after a Law Commission review in 2013/14, judges now have much more discretion in awarding injunctions or profit-related damages.

**Behave yourself** Conduct is an important element, too. In *Ottercroft vs Scandia Care [2016]*, the defendant gave an undertaking not to interfere with a right of light, but lied about his intentions and installed a fire escape without informing the neighbour. As a result, the conduct aspect was strongly supported in the injunction, which shows the importance of communicating and dealing with neighbouring parties.

**Act early** Rights of light should be taken into account at the earliest stages of any development, and if in doubt, a chartered surveyor specialising in the subject should be contacted. Seeking early advice can determine the strategy and the outcome should any issues arise.

**GORDON INGRAM MRICS** is senior partner at Gordon Ingram Associates [gia.uk.com](http://gia.uk.com)

## CPD booster

Related content from RICS



### RIGHT TO LIGHT INTRODUCTORY GUIDE

Presented by Savills' director of neighbourly matters Andrew Thompson FRICS [above]. [rics.org/rightlightintro](http://rics.org/rightlightintro) >>£40; CPD hours: 1.5



### BUILDING SURVEYING SPECIALISMS SERIES: RIGHT TO LIGHT MODULE

Learn how to give advice regarding the law around right to light, including environment and sustainability issues, planning daylight rights and legal requirements. [rics.org/rightlightmodule](http://rics.org/rightlightmodule) >>£495; CPD hours: TBC



### MANAGEMENT AND CONTROL OF JAPANESE KNOTWEED AND OTHER INVASIVE WEEDS

Paul Beckett, director of Phlorum [above] presents a webinar on how to cost-effectively assess your options and manage a solution. [cpdfoundation.com/webcasts/230](http://cpdfoundation.com/webcasts/230) >>CPD hours: 1

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# SURVEYED

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SOFTWARE

## DAYS OF TWENTY



Proven to bring better time and cost predictability to a project, and also save carbon emissions by cutting out wasteful processes, the construction world is becoming ever more reliant on BIM. Moreover, as of April 2016, firms tendering for work from the UK government are now mandated to work in BIM Level 2, which means models must be created in a collaborative 3D environment in the bids you submit to get a chance of securing the work.

Graphisoft's Archicad is just one of a variety of powerful BIM software programmes on the market. Its latest version, Archicad 20, includes updates

such as allowing users to store all relevant project information within a BIM model, including data that was not created in CAD or BIM tools, for example from Excel spreadsheets. Furthermore, the software features a pre-installed BIMx licence, which lets users communicate and share projects with clients via a desktop, tablet and smartphone app.

**ARCHICAD 20** Price: A single-practitioner licence (Solo) starts at £1,850. Download the free BIMx viewer at [graphisoft.com](http://graphisoft.com)

### ALSO THIS MONTH

»Collaborate more effectively on construction projects with the **GenieBelt** app, a real-time, interactive project chart that can be accessed by the whole team. [geniebelt.com](http://geniebelt.com)

»Badly insulated buildings can lead to high rates of energy consumption.

**GSKin's U-Value** kit can help you precisely measure the heat loss of buildings, to retrofit more effectively. [bit.ly/uvaluekit](http://bit.ly/uvaluekit)

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[rics.org/proptechterms](http://rics.org/proptechterms)

## Books

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The 47th Edition sees a number of additions to the already information-packed Pocketbook.

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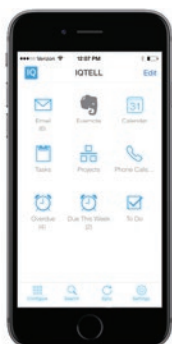


### JCT Minor Works Building Contract 2016

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## I COULDN'T LIVE WITHOUT JAMES GARNER FRICS



### IQTell

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then track and link to projects. Handily, the web-based app works across my desktop and smartphone for when I'm on the move, and is continually being synced and backed up.

It is, admittedly, a little daunting when you first look at it, but if you get over the initial hump and

learning curve, it will pay dividends. A new user interface is currently being developed that will also make it far more modern-looking, while retaining its functionality.

**JAMES GARNER FRICS** is director of cost management at Gleeds [gleeds.com](http://gleeds.com)

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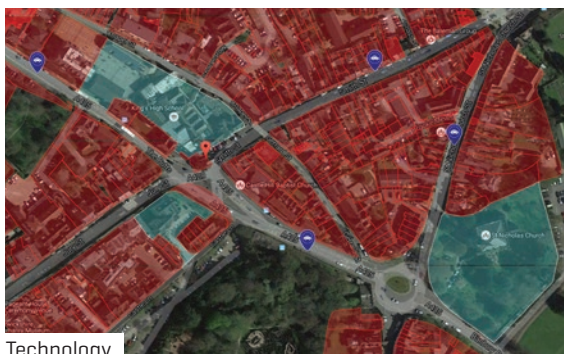


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# EVENTS

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For enquiries, call +44 (0)20 7695 1600. All prices are +VAT

## UNITED KINGDOM

### >>RICS Residential Valuation in Practice Roadshow November–December, various locations, UK

A focus on RICS' guidance notes regarding residential secured lending valuation. Topics include: buy-to-let and houses in multiple occupation, leasehold properties, new-build and starter homes.

CPD: 4 hours £100 [rics.org/valuationinpractice](https://www.rics.org/valuationinpractice)

### >>RICS Building Surveying Conference, Scotland 3 November, Glasgow

Insight into critical market developments, best-practice guidance and the latest legal updates. The opening keynote will examine the market outlook in light of Brexit, with tailored breakout sessions.

CPD: 5.5 hours £135 [rics.org/buildsurvscotland](https://www.rics.org/buildsurvscotland)

### >>RICS CPD DAYS

8 November, Warrington; 15 November, Cambridge; 8 December, London; 8 March, Loughborough; 21 March, Llandudno

Regional conferences full of CPD within land, property and the built environment, with breakout sessions tailored to meet specific learning requirements.

CPD: 6 hours £150 full day, £95 half day

[rics.org/cpddays](https://www.rics.org/cpddays)

### >>RICS Party Walls and Boundaries Essential Update 15 November, London; 22 November, Warrington

Half-day seminars covering the interpretation of the Party Wall Act, legal issues around disputes, awards and appeals, access and possession, and recent case law. Includes extended Q&As with a panel of experts.

CPD: 4 hours £160 [rics.org/partywallupdate](https://www.rics.org/partywallupdate)

### >>RICS Telecoms Forum Conference

24 November, London

An overview of the proposed reforms to the Electronic Communications Code and how these might impact operators and landowners, business rates revaluation, data protection and information management, and where the telecoms industry is heading.

CPD: 5.5 hours £255 [rics.org/telecomsconference](https://www.rics.org/telecomsconference)

### >>RICS Legal Issues in Construction Conferences 29 November, London

RICS, Pinsent Masons and Keating Chambers have combined their expertise to develop business-critical content. Gain valuable insights on how to avoid legal pitfalls and identify potential challenges at an early stage.

CPD: 6 hours £230 [rics.org/legalissues](https://www.rics.org/legalissues)

### >>RICS Specialist Valuation Conference

29 November, London

For valuers within the Machinery and Business Assets, Business Valuation, Trade Related Property and Arts & Antiques Professional Group. Four streams for each group will tackle topics such as online auction law and trends following Brexit.

CPD: 5.5 hours £230 [rics.org/specialistvaluation](https://www.rics.org/specialistvaluation)

### >>RICS Commercial Property Conference 2016

1 December, London

Experts explore the short-, medium- and long-term effects of the Brexit referendum. The conference will also address: minimum energy efficiency standards, the role of proptech and the future of the HQ office.

CPD: 5.5 hours £230 [rics.org/commercialconference](https://www.rics.org/commercialconference)

### >>RICS Rural Conference, Wales

6 December, Llandrindod Wells

Provides regional and timely information on the Historic Environment (Wales) Act 2016 and its impact on the rural environment, rural dispute resolution, and essential taxation updates.

CPD: 6 hours £105 [rics.org/ruralconferences](https://www.rics.org/ruralconferences)

### >>RICS Dispute Resolution Conference, Scotland

8 December, Edinburgh

RICS' inaugural Dispute Resolution Conference, Scotland. Gain the skills and knowledge to help clients avoid disputes altogether or resolve them as efficiently and inexpensively as possible. This unique conference is aimed across professions, and will provide a forum to discuss features of the different forms of dispute resolution and how to apply them to the benefit of your clients.

CPD: 5.5 hours  
£135 [rics.org/scotlanddisputes](https://www.rics.org/scotlanddisputes)

## RICS CPD FOUNDATION 2017

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# OBITUARIES

Please email obituary notifications to [contactrics@rics.org](mailto:contactrics@rics.org) or call +44 (0)247 686 8555

## LONDON

**>>Graham Charles Betts** FRICS, 1951-2016  
London  
**>>Peter Hutchings** FRICS 1925-2016, Sutton  
**>>Stephen Clifford Parkin** MRICS 1942-2016, London

## NORTH EAST

**>>Lynn Venner Jordison** 1952-2016, Durham  
**>>Ian Storey** AssocRICS 1965-2016  
Newcastle upon Tyne  
**>>Patrick George Woodward** FRICS 1925-2016, Durham

## NORTH WEST

**>>John Macnab** FRICS 1918-2016, Northwich  
**>>Stephen James Palmer** MRICS 1957-2016, Wirral  
**>>Robert Gordon Rudman** FRICS 1925-2016, Carlisle

## SOUTH EAST

**>>Stephen Michael Collins** MRICS 1965-2016, Liphook  
**>>Albert Glyn Davies** MRICS, 1923-2016  
Bampton

**>>John A Douglas** FRICS 1927-2016, Sevenoaks  
**>>Kenneth John Milburn** FRICS, 1935-Unknown  
Farnham  
**>>John Patrick Miller** 1949-2016, Gillingham  
**>>Alexander Roy Perry** FRICS, 1925-2016  
Folkestone

## SOUTH WEST

**>>John Michael Cock** FRICS, 1932-2016  
St Ives  
**>>Jonathan E Davy** FRICS 1955-2016, Bristol

## WALES

**>>Sidney Gordon Pattle** MRICS, 1924-2016  
Llandovery  
**>>David Frank Stone** MRICS, 1944-2016  
Cwmbran

## EUROPE

**>>Eric Francis Michael Sene** MRICS, 1940-2016  
Gibraltar

## NORTH AMERICA

**>>Thomas Callahan** FRICS, 1955-2016  
San Francisco

## CONDUCT [rics.org/conductcases](https://rics.org/conductcases)

### Mr Stephen Ansell, Southend-on-Sea, SS3 Appeal Panel hearing – 31.08.16

On 26 April 2016 the Disciplinary Panel heard a case against Mr Stephen Ansell for failing to comply with Rule 6 of the Rules of Conduct for Firms 2007, in that he did not comply with RICS' requirements in respect of CPD in that he did not record his CPD activity for 2015 online. The Panel expelled Mr Ansell. Mr Ansell appealed the decision on 31 August 2016. The Appeal Panel quashed the original sanction and in its place imposed a Reprimand, a Fine of £1,000 and a Condition on Mr Ansell's continuing membership of RICS.

### Mr Anthony Oliver, Middlesex, HA7 Appeal Panel hearing – 31.08.16

At a Disciplinary Panel on 28 April 2016 the Panel heard a case against Mr Anthony Oliver for failing to comply with Rule 6 of the Rules of Conduct for Firms 2007, in that he did not comply with RICS' requirements in respect of continuing professional development [CPD] by not recording his CPD activity for 2015 online. The Panel expelled Mr Oliver. Mr Oliver appealed the decision of the Disciplinary Panel on 31 August 2016 and the Appeal Panel ordered that the decision of the Disciplinary Panel was quashed.

### Mr Ravinder Riyat Registration Panel hearing – 07.09.16

Mr Riyat made an application for readmission into membership which was heard by a Registration Panel. The Panel

allowed Mr Riyat's application and granted his readmission as a professional member of RICS, with immediate effect.

### Smith & Company, Herefordshire, HR6 Disciplinary Panel – 07.09.16

The Panel heard a case against the Firm Smith & Company trading as Robert Smith in accordance with Rule 14 of the Rules of Conduct for Firms 2007. Smith & Company failed to submit to RICS the Firm's completed Annual Return form, due by 21 October 2015, with up-to-date details about its activities. The Panel imposed Conditions on the Firm's continuing registration with RICS. Smith & Company was ordered to pay a contribution towards RICS' costs.

### Stanmores – Chartered Surveyors, Devon, EX34

#### Disciplinary Panel – 07.09.16

The Panel heard a case against the Firm Stanmores – Chartered Surveyors in accordance with Rule 14 of the Rules of Conduct for Firms 2007. The Firm failed to submit to RICS its completed Annual Return form, due by 17 June 2015, with up-to-date details about the Firm's activities. The Panel imposed Conditions on the Firm's continuing registration with RICS. The Panel made no order for costs.

### Mr Dion Beard, Surrey, GU5 Disciplinary Panel – 08.09.16

The Panel heard a case against Mr Dion Beard in accordance with the Rules of Conduct for Members 2007. It was alleged

that Mr Beard breached his professional obligations in relation to the potential purchase of a property that involved money laundering. Mr Beard had also failed to comply with RICS' requirements in respect of CPD in that he had not recorded CPD online for 2015. The Panel determined that Mr Beard be expelled from membership of RICS and ordered him to pay a contribution towards RICS' costs.

### Melvyn Danes, Solihull, B90 Disciplinary Panel – 15.09.16

The Panel heard a case against the Firm Melvyn Danes in accordance with the Rules of Conduct for Firms 2007. It was alleged that Melvyn Danes failed to preserve the security of client's money entrusted to its care in the course of its business, as evidenced by a regulatory review conducted on 23 October 2015. The Panel imposed a Reprimand and a Condition on the Firm's continuing registration with RICS. Melvyn Danes was ordered to pay a contribution towards RICS' costs.

## CLARIFICATION

RICS wishes to clarify that Robert Cohen of Cheadle, referred to in the list of people excluded from RICS in September 2016 edition, page 43, for not recording CPD activity online in 2014 and 2015, has no association with, and the publication does not relate to Mr Robert S Cohen FRICS of RSC Chartered Surveyors, 35, Wilmslow Road, Cheadle, SK8 1DR. RICS apologises for any confusion caused.



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# RICS Recruit

## Residential Valuation Surveyors

Do you want to work for a well established private firm with a corporate attitude - a firm that is quality driven and that has a strong tradition of **VALUING** its surveyors as **INDIVIDUALS**?

Valuation is part of one of the country's largest independent and privately owned Estate Agency groups with over 200 branches and we're looking to further expand and strengthen our national team of residential valuation surveyors.

This is your opportunity to make a positive yet rewarding change to your work life balance and join a leading name in the residential surveying marketplace where we pride ourselves on the emphasis we give to the quality, rather than the quantity, of what we deliver.



Our staff retention and recent growth speaks volumes for our business philosophy – we do things differently!

We have vacancies for experienced **RICS** qualified and registered valuation surveyors, who are **highly motivated**. You must be familiar with undertaking residential valuations and surveys for both lenders and private clients.

We have immediate positions in **London, Home Counties** and the **South** and elsewhere nationally in England with new vacancies being added all the time, so **WHY NOT** send us your CV?

We offer an above average benefits package including private medical care, life insurance, company pension, BMW car or car allowance, together with a generous bonus scheme. We are also happy to consider part-time or flexible working.

**Valuation**  
Chartered Surveyors

If you are interested in joining us we would be delighted to hear from you. Please email your CV directly to [kimberley.stockley@valuation.com](mailto:kimberley.stockley@valuation.com) or call Paul Lancaster on 07974 090 113 or David Atter on 07973 543 010 for a confidential chat.

### RESIDENTIAL SURVEYORS (AssocRICS & M/FRICS) Full Time + Part Time.

Staff Surveyors (premier employer – top package), Oxford/Bicester/Aylesbury, Coventry, Leicester/Loughborough, Sheffield/Chesterfield/Rotherham, Cambridge/Bury St Edmunds, Preston/Blackpool, Liverpool.

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Experienced in mortgage vals, HBR's or building surveys ideally.

Employers include premier direct lenders, major surveying organisations and local practices. Industry leading packages available.

Call Jeff Johnson on 07940 594093 or email your CV in confidence to [jjohnson@mlarecruit.com](mailto:jjohnson@mlarecruit.com) or connect via linkedin <https://uk.linkedin.com/in/jeff-johnson-6615b714>



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## MODUS

The Dec/Jan issue will be published on 13 December  
**Recruitment copy deadline**  
Thursday 27 October

# Miller Metcalfe

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Market leading salary - Rapid growth - Career advancement opportunities



Miller Metcalfe Surveyors are a leading national supplier of Surveys and Valuations. We have an excellent reputation for delivering outstanding customer service specialising in providing private surveys direct to the customer, rather than solely institution driven mortgage inspections.

We are an established, respected and rapidly expanding business, recruiting high calibre, enthusiastic professionals who want to be treated as individuals rather than part of a corporate environment.

We are currently recruiting MRICS/FRICS Chartered Surveyors nationwide (consideration given to AssocRICS in some locations) who meet VRS registration requirements to work across both our private and lender client base.

When you join Miller Metcalfe Surveyors you are guaranteed:

- A highly competitive salary with an OTE of £60 - £70k dependent on region
- Excellent incentive scheme
- Company vehicle or allowance
- Pension benefits
- Full equipment list to work from a home office
- An inclusive working environment with easy and open communication
- On-going development and internal CPD events
- Full administration and technical support
- Work life balance

We have also recently launched the latest iPad survey technology and our current Surveyors are already seeing the benefits of this advancement.

We are fully committed to the on-going development of the team and this is an excellent opportunity for ambitious Surveyors to further enhance their career in a fast paced and rewarding environment.

Please email your current CV details in the strictest confidence to: HR Director  
- [nicki.henderson@millermetcalfe.co.uk](mailto:nicki.henderson@millermetcalfe.co.uk)



## Building Surveyors Time for a fresh challenge?

Due to increasing workloads, Smithers Purslow has opportunities for Chartered Building Surveyors and Graduates (progressing to APC) in the Midlands, South East and South West to operate from our Rutland, London and Bristol offices.

We are a thriving multi-disciplinary firm employing Building and Quantity Surveyors, Civil and Structural Engineers. We have established an enviable reputation in the insurance market assisting policyholders, their insurers and advisors with major and complex claims.

Roles will also involve traditional private practice services including complex surveys, structural investigations, building adaptation, Party Wall, CDM, Design & Contract Administration and Expert Witness.

Successful applicants will have a strong work ethic and first class customer care skills.

We know success comes from our people and we strive to provide rewarding and varied careers.

CVs to Andrew Bussey,  
Director at Glaston Hall,  
Spring Lane, Glaston,  
Rutland,  
LE15 9BZ

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We currently have the following opportunities;

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**Town Planner - Gloucester**  
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If you have the ability and personality to deliver and want to find out more about these roles visit us at [brutonknowles.co.uk/careers](http://brutonknowles.co.uk/careers) and select the role to apply. You will be required to complete a DBS check.

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## So why, exactly, is bigger, better?

This may well apply to some things, I guess, but as a skilled professional you will have been trained to understand that true professional values are something to be respected and maintained. At Metropolis, we want to work with you, respect your judgements and values and help you achieve as much personal satisfaction from your career as you can.

So if you are an FRICS/MRICS and have experience of residential valuations, please email me your CV and I will come to meet you to discuss the Metropolis way. It may not be bigger, but I think you'll find it may be better!

**Please contact**  
[sean.king@metropolis-surveyors.com](mailto:sean.king@metropolis-surveyors.com)

**Consultants urgently required in: CB, NR, PE, NE, SR, CT, S, BH, CA, DT, LD Postcode areas**





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Chartered Surveyors

# We're opening doors...

At e.surv, we've been doing what we do for nearly 30 years. And we've been doing it very well.

As part of the LSL Property Services PLC - which includes YOUR MOVE, Reeds Rains, and the mortgage broker network, First Complete - and with a network of over 400 surveyors offering residential valuations and other residential services across the UK, we offer a unique combination of national coverage and local expertise.

We've got an established reputation in our field of expertise which is why we are leading the way and have introduced industry-leading technology into our business. There's no doubt that our industry is changing, but we welcome that. That's why we've spent the time and effort to revolutionise the way we work, introducing new iPad technology to surveyors across our business.

## Welcome to our future... It's getting exciting!

There's really never been a better time to join e.surv. Interested in joining us? We're seeking employed and consultant surveyors across the UK.

Our package includes a competitive basic salary, generous incentive scheme, and a comprehensive flexible benefits package – including a company car scheme, car allowance or salary sacrifice car scheme.

For a full list of our opportunities, please visit [www.esurv.co.uk/jobs](http://www.esurv.co.uk/jobs)

You don't have to just read about us, why not contact us directly, and we'll be more than happy to discuss current opportunities with you.

**If you want to apply, please email your CV to our Talent Acquisition Team:**

[matthew.siddons@lspls.co.uk](mailto:matthew.siddons@lspls.co.uk)  
or call Matt on 07794 392858

**Or, if you want to find out more about life at e.surv, contact one of our team today for a confidential discussion:**

**Russ Hewitt** (Operations Director) 07775 544842  
**Paul Marcus** (North) 07775 544866  
**Tim Wood** (South) 07800 705547  
**David Blagden** (Consultants) 07968 932017

Part of the  LSL Property Services plc Group

# Opportunities for Staff Surveyors / Valuers UK wide

**Would you like to focus on quality over quantity with a single reporting format, a workload comprising mostly Mortgage Valuations (no Building Surveys), a tight-knit patch, market leading tablet technology and an outstanding remuneration package that isn't commission led?**

We are recruiting nationally for both high street and specialist lenders who require experienced Valuers to work in-house in the following locations (with additional following on a weekly basis):

**Croydon (CR), East London (E), Watford (WD), Slough (SL), Surrey (KT)&(TW), Midlands, Aberdeen, Kent/SE London, North London, Medway, Coventry, Warwick, Stratford-upon-Avon**

**Suitable Surveyors will need to meet the following criteria:**

- MRICS/FRICS qualification (though AssocRICS may be considered with sufficient levels of experience)
- VRS accreditation
- PII claim free
- Strong track record in their chosen patch
- A stable career history demonstrating strong commitment to past and present employers.

As well as the obvious workload, lifestyle and team benefits, successful **Staff Surveyors can expect a remuneration package comprising:**

- High basic (up to £65k) depending on location
- Profit share or bonuses based on multiple (quality) factors as opposed to volume only

- High quality prestige company car
- 6 weeks holiday to start
- Market leading Pension
- A wide range of health, lifestyle and wellbeing benefits
- Preferential staff mortgage rates

To find out more (without obligation), apply for one of our immediate needs or register (in confidence) for future vacancies in your patch please contact:

**Greg Coyle 0208 514 9116**  
**[GregC@bblproperty.co.uk](mailto:GregC@bblproperty.co.uk)**  
**[www.bblproperty.co.uk](http://www.bblproperty.co.uk)**





# Residential Surveyors UK wide

**As we enter the final quarter of 2016, you may begin to question how the financial and job security elements of your current deal stack up against the various other opportunities out there, especially after a politically turbulent year where the timing of the referendum led straight in to the summer slowdown creating the impression of market stagnation. To find out if the grass really might be greener you could respond to a variety of adverts and run the risk of someone discovering your curiosity.... Or you could speak to the agency whose client base makes up the bigger picture and explore the market discreetly with no obligation or risk.....**

With a two decade sector association, wide ranging (and often exclusive) client base and in-depth knowledge of each company through years of close working, we welcome enquiries (in confidence, without obligation and however speculative) from:

- Residential surveyors already working in the sector
- Residential surveyors who left the sector post 2008, but would like to return with refresher training
- Semi-retired surveyors (with residential experience) keen to keep active on a part-time/flexible basis
- MRICS-qualified surveyors with relevant – although perhaps not direct – inspection or valuation experience.
- Staff Valuers/ Residential Surveyors keen to work client side

## We can help you achieve:

- An improvement in earnings, be that basic salary or a bonus scheme that offers greater incentives
- A reduction in hours or a move to part-time or zero hours working
- A reduction in the volume of work that you are expected to handle
- An improvement in the general quality of your instructions

## Current vacancies include:

### Opportunities for experienced Residential Surveyors within corporate environments:

All London postcodes (N, NW, W, SW, SE & E), Essex (SS, CM, RM, CO, IG & E), Hertfordshire (AL, SG, WD, EN), Bedfordshire/Luton (LU, MK), M4 Corridor generally (SL, RG, OX, SN), East & West Sussex (BN, TN, RH),

Dorset (DT, BH), Hampshire (SO, PO), Surrey (CR, TW, KT, SM, GU), Kent (ME, TN, CT, BR, DA), Plymouth, Gloucestershire (GL), Bristol (BS), CB, S, NR, Cardiff/South Newport (CF, NP), Chichester, Basingstoke, Aberdeen, Northants, Uxbridge, Harrow, Twickenham, Swindon, Leicester, Yorkshire. Remuneration includes a basic salary of £40-65k (depending on location), bonuses (based on fee income), a car (or allowance), healthcare and pension.

### Opportunities for first time entrants / Trainee Residential Surveyors nationally

Our client is an independent, well-established and growing firm of chartered surveyors undertaking the full range of survey and valuation services for main lenders and private clients. They are able to train enthusiastic chartered surveyors from most backgrounds so previous residential surveying experience is not essential. Opportunities currently exist in London, Kent, Sussex, Bucks, Midlands, Wales and Cheshire, with additional vacancies following weekly. Basic salary to £50k + Bonuses + Car allowance

### Opportunities within panel-appointed, non-corporate practice-based environments

Our clients are traditional, independent private practices who service main lender, private client and in-house (agency) instructions undertaking the full range of residential reports for high average fees. Their ethos is quality

over quantity (but not at the expense of security) and, as such, surveyors working for them are not put under the same pressures as they might be elsewhere in the sector.

Vacancies exist in the following locations immediately with additional needs following on a near weekly basis: South London, South Hampshire (Portsmouth/Southampton/Winchester), Chilterns, North West London, North East London/Essex, Kent, Oxford, Bristol/Bath. Chichester, North London, Reading, St Albans, Bromley, Dartford, East London, SW London, Loughton/ Chigwell, Romford, Colchester, Chelmsford, Milton Keynes. Basic salary circa £50k+ with excellent "zero threshold" bonus scheme, quality car and benefits.

To find out more or apply, contact:

**James Irving 0208 514 9120**  
**Jamesi@bblproperty.co.uk**  
**www.bblproperty.co.uk**





Carriera has been retained to secure Building Surveyors, Cost Managers and Project Managers for practices, clients and end users in the following locations:

- Birmingham
- Cambridge
- London
- Norwich
- St Albans
- Brighton
- Croydon
- Manchester
- Oxford
- Winchester

#### Building Surveying

- APC Building Surveyors
- MRICS – 0-2 years' PQE
- Senior Building Surveyor
- Associate
- Partners & Directors

#### Cost Management

- Building and M&E Cost Managers
- APC Cost Managers
- MRICS – 0-5 years' PQE
- Senior Cost Managers
- Partners

#### Project Management

- Project Manager – late APC
- Project Manager – MRICS – 0-4 years' PQE
- Senior Project Manager
- Partner

This is a selection of the professionals we are trying to secure and the locations we are working in. For more information please call **Elliot Wright** or **Lewis West** on **0203 817 0000**. If you are looking to progress your career and would like some advice please do get in contact.

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If you are a confident and analytical Quantity Surveyor with construction and cost management experience and some experience of dealing with claims or disputes, and you are wondering where to find your next challenge, then the answer may well be to talk to Black Rock Programme Management Limited (Black Rock PM).

Black Rock PM, market leaders in programme management, forensic delay, project management and quantity surveying expert work, are looking for Chartered Quantity Surveyors with the drive and ambition to take the next step in their careers.

Expert witness work is among the most demanding and challenging work you can face as a professional surveyor. It involves working with demanding clients and their legal representatives, working to tight deadlines and often on difficult and complex cases that take a lot of detailed forensic work to unravel, and report on. Then comes the challenge of being cross-examined, often by some of the brightest barristers in the world.

The successful candidates will have the opportunity to work on some of the largest national and international projects currently in arbitration or litigation and be part of an expanding and highly regarded expert team.

#### THIS ROLE WILL ENTAIL

- Forensic quantity surveying analysis
- Support to leading quantum experts involved in international arbitration and litigation
- Central London location
- A competitive salary and benefits package is also on offer, together with a rewarding bonus scheme and the opportunity to progress.

#### DESIRED SKILLS AND EXPERIENCE

- BSc or MSc in Quantity Surveying
- MRICS qualified, or equivalent
- MSc in Construction Law - preferred not essential
- Experience working for either contractors or professional quantity surveying firms
- Deep industry expertise, such as power, energy, process, civil, building or mechanical and electrical

- Energetic, proactive and professional with a good understanding of commercial management
- An interest in construction law and a desire to develop (sponsorship opportunity available)
- Excellent analytical skills, an attention to detail and clear report writing
- Eligibility to live and work in England with fluent written and spoken English.

#### ABOUT THE COMPANY

Black Rock PM enjoys an outstanding reputation for high-quality independent profession expert advice, and the senior team comprises many experts with experience of arbitral forums and the Technology and Construction Court. We believe in employing the best to provide the highest quality of service.

Black Rock PM has a strong future, with plans to extend into other construction disciplines nationally and internationally, and outstanding opportunities for career progression both home and abroad. Black Rock PM invests in its staff and provides a unique environment for the development of future experts.

If you want to take your career in Quantity Surveying to the next level with Black Rock PM, please apply by sending your CV, contact details and covering letter to Sarah Judge and Ashley Schischka at [info@blackrockpm.co.uk](mailto:info@blackrockpm.co.uk)





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# Join us to see your career go off with a bang!

## Connells Survey & Valuation is seeking Residential Surveyors.

We are an established, respected, and successful business offering an excellent remuneration package and work life balance. We are looking for enthusiastic Residential Surveyors to join our team. Experienced candidates are preferred but for the right applicants we are prepared to provide relevant training.

We currently have requirements in London (all areas), Croydon, Oxford, North Wales, Aberdeen, Teesside, Swindon, Blackpool, North Manchester, and Burton on Trent but want to hear from you whatever your location.

If you are interested in a Residential Surveyor role then we would love to hear from you. Please contact Tim Jones, MRICS on 0208 540 7970 or send your CV to [SVCareers@connells.co.uk](mailto:SVCareers@connells.co.uk).



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Work is offered on a non-exclusive, Ltd Co, Self-employed or PAYE basis with FULL PI Cover provided by our client enabling suitable surveyors to enjoy all the financial benefits of consultancy working with none of the usual drawbacks (i.e. not being able to service existing clients, expensive

PI premiums & run off cover etc.). Whether you seek supplementation of existing workload, your first consultancy agreement or simply an improvement on the terms you currently work under we would like to hear from you.

To express your interest in confidence or discuss further without obligation please contact:

**Jamie Davies Direct:**

**0208 911 1079**

**[jamied@bblproperty.co.uk](mailto:jamied@bblproperty.co.uk)**

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Hargreaves Jones is a Commercial and Project Services consultancy serving the Oil, Gas, Nuclear, Utilities including Overhead Transmission Lines, Pharmaceuticals, Fast Moving Consumer Goods sectors (FMCG), and Commercial and Traditional Building sectors. We pride ourselves on delivering commercial & project services to clients engaged in capital construction and engineering activities on both large and small infrastructure projects for blue chip clients, or their respective design and project management service providers.

The continued expansion and success of our growing business, presently averaging 34% year on year since 2006, and recently acknowledged as placing Hargreaves Jones in the top 50 QS Firms in the UK, is reliant upon finding enthusiastic, motivated professionals to join our growing business.

For a confidential discussion please contact **Liz Moore** on **0161 817 3340**,  
alternatively send a recent copy of your CV to **[elizabeth@hargreavesjones.com](mailto:elizabeth@hargreavesjones.com)**  
**[www.hargreavesjones.com](http://www.hargreavesjones.com)**

## WHAT IS THE SKA RATING FOR HIGHER EDUCATION?

**Joe Croft** head of environmental and sustainability, Overbury and Morgan Lovell, London, UK

**The new Ska rating system for sustainable fit-outs in higher education (HE) was launched in June this year.**

Before that, people were trying to apply Ska for offices and retail on teaching spaces, lecture theatres and laboratories. Ska for higher education has been specifically designed to accommodate such spaces.

For each measure, we try to define both standard practice and best practice, and then set good practice criteria between those two points. In a way, it's about incentivising things that wouldn't happen as standard.

University College London, the University of Liverpool and Sheffield Hallam are some of the universities taking the lead. The rating should significantly raise the bar for good practice.

Because they are often owner-occupied, higher-education buildings have an increased capacity to change compared with offices. Stakeholders can take a long-term view.





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