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defining excellence in office space



# annual review 2000-2001

defining excellence in office space

Registered Office:  
38 Lombard Street  
London EC3V 9BS  
Tel: 020 7283 4588  
Fax: 020 7626 2223  
e-mail: [mail@bco.org.uk](mailto:mail@bco.org.uk)  
[www.bco.org.uk](http://www.bco.org.uk)

# mission and values

The British Council for Offices' mission is to research, develop and communicate best practice in all aspects of the office sector.

It delivers this by providing a forum for the discussion and debate of relevant issues.

The BCO would like to express their thanks to the many individuals and organisations mentioned in this Review, whose help has contributed to the success of the past year.

*Left to right – Top row,*  
John Carrafiell, Ian Boyd and Mary Nurse, David Bell, Gina Wade and Julia Harrison, Berlin Conference delegates

*Middle row,*  
BCO dinner, Sony Centre – Berlin, Berlin delegates, The Reichstag – Berlin, Roger Fidgeon and David Steventon, President's Lunch at the Park Lane Hotel

*Bottom row,*  
Chris Strickland and Judith Mayhew, Nigel Marks, Jennifer Hoyle, John Welsh and Peter Bill, the Embassy Quarter – Berlin



british council for  
**offices**



British Council for Offices

Annual Review 2001

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## Introduction

### Highlights of the Year – *Chris Strickland, President*

My presidential year has seen great change in the British Council for Offices (BCO). The seeds for this change were sown when Richard Kauntze joined as Chief Executive. Richard's first task was to review the organisation and make recommendations for the way forward. We have had a busy year implementing these recommendations.

#### All Change

The first significant change came with the relocation of our office from Reading to Central London. Most members had never had the opportunity to visit the Reading office, but with our new facilities, many members are attending meetings or dropping in to talk to the team at Lombard Street.

As a result of the move, Richard had to recruit an entirely new secretariat, giving him the opportunity to strengthen the team in the areas of research and event management. Nine months on, I am pleased to report that the secretariat is working together as an efficient and effective team, delivering a quality service to the membership.

#### Corporate Identity

When I took office, the BCO was 10 years old. It had grown quickly and

matured into an organisation enjoyed by 650 corporate and individual members and respected by the property industry. After 10 years we felt it was time to review our image and methods of communication. The new brand was launched at our annual dinner in January and I believe it reflects our goals and strategy for the future. It has been well received by all. Following the review, e-mail is becoming the primary medium for communication with members and a redesign of our website has created an easy-to-use and informative site.

#### Events

We have had an excellent series of events this year and introduced our first President's Lunch in September 2000, which was well attended and proved a great success. The President's Lunch will now be an annual forum for members.

#### Berlin Conference 2001

Our conference was held in Berlin in May 2001, the first time we have travelled to the European mainland. Judging by the feedback there would be more than a little support to venture overseas again. The combination of a great location, interesting and stimulating content and the added bonus of sunshine contributed to make the two days most memorable; a credit to Roger Fidgen and his committee who organised the Conference.

### Research Facilities

The BCO has established a reputation for promoting good practice in all aspects of the supply, ownership and occupation of offices. It is helped in doing this by being able to draw on the wide and diversified expertise of its membership, harnessed through our streamlined committee and working party structure.

A working party, under the chairmanship of Nigel Waring of HSBC, has been reviewing the divergent interests of occupier and landlord in commercial leases. Another, chaired by Alistair Collins of Davis Langdon & Everest, is considering the BCO's input into the current tall building debate.

Research is making a major contribution to the work of these groups, as will become evident when their findings are made public later this year. This increasing reliance on research is very much in line with the BCO's goal of 'defining excellence in office space'.

I am pleased to report a productive year on every front, thanks to the unstinting efforts of Richard and his team. My personal thanks go to Richard for helping to make my Presidential year so enjoyable and I wish Roger Fidgen every success as he takes over as President for the coming year.

**Chris Strickland** – *President 2000/2001*



## What is the BCO?

### Mission and purpose

Established in 1990, the British Council for Offices' mission is to research, develop and communicate best practice in all aspects of the office sector. It delivers this by providing a forum for the discussion and debate of relevant issues. BCO members are organisations and individuals involved in creating, acquiring or occupying office space, both private and public sector. The BCO works to advance the the collective understanding of its members, enabling them to work together to create more effective office space.

In addition to its national programme of events, research and publications, the BCO also runs regional chapters in Scotland, the North, the Midlands and the South West & Wales. These chapters provide additional meeting points for members through programmes of technical visits, seminars

and luncheon meetings. The groups also allow members to focus on issues of special, local concern.

### Membership

Membership is open in the first instance to corporations, who may then propose individuals.

### Benefits of Membership

The many benefits of membership include:

- *market intelligence and guidance on policy issues*
- *the opportunity to network with peers and colleagues from different positions and with leading suppliers*
- *regular events and seminars across the UK*
- *frequent publications and technical briefings*
- *BCO Awards Programme*
- *market-leading Annual Conference for members and representatives from the office sector*
- *annual BCO handbook with directory of members*
- *improved understanding of the office sector including market trends, commercial developments, research and key personnel*
- *Annual Dinner and President's Lunch for members and their guests*
- *study tours.*

*BCO Board Members from left: Richard Kauntze, Roger Fidgeon, David Steventon, Roger Reeves and Tony Bickmore*

## Defining Excellence

### Research and Policy

Research is a core element of the BCO's mission and our fundamental aim is to expand our research output, building on the BCO's reputation and key strengths to create a new, authoritative, national think-tank. Consequently, our programme of in-house research and policy consultation with government bodies and other professional organisations has expanded to give the BCO a more active role in public affairs.

### Our research agenda includes the following projects...

#### The Service Challenge

Designed to give new insights into the ability of the office industry to serve its customers, this project offers a comparative study of the services that occupiers receive in the United States and in Great Britain, with the aim of starting a new debate about the service culture in this country. This project is being undertaken for the BCO by Kingsley, Lipsey and Morgan and is scheduled for completion in October 2001.

#### The BCO Fit-Out Guide

A proposal for this research was submitted to the Department for the Environment Transport and the Regions' (DETR) *Partners in Innovation* (open) competition in October 2000 and won government backing in the form of a £60,000 grant in March 2001. The chief objective is to develop an overview guide to the fit-out of office buildings (excluding building

services), focusing on business benefit, environmental impact and the needs and demands of building occupants. The end product will be *A Guide to Office Fit-Out* published in hard copy and in web format.

#### A Comparison of Office Lease Flexibility in Europe and the United States

Originating from the Occupation & Management Working Party, this study examines the nature and prevalence of lease flexibility in six countries on Continental Europe and in the United States. It will consider the many advantages and disadvantages of flexibility for occupiers and owners, creating a new set of flexibility definitions and a flexibility scoring mechanism. The project will also address the issue of foreign valuation and yields across the spectrum of different office lease lengths, creating a comparative analysis to foster the adoption of a new and more flexible modus operandi for the UK office market.

### Research collaboration with other organisations...

#### Building Research Establishment/DETR – Sustainable refurbishment project

This project will establish how decisions concerning refurbishment or redevelopment of offices are made and by whom. A software tool is being developed to facilitate the most sustainable redevelopment and refurbishment of an office building and also to increase the levels of 'sustain-



able decision making' amongst office agents, designers, and occupiers. The BCO is a member of the project team's advisory group, which gives us the opportunity to feed our views into the project's development at periodic meetings arranged to discuss progress and guide future research.

### The Centre for Whole Life performance and BRE: The Upper Hand Project

The project is developing a new communications tool to facilitate an improved means of communication between clients and their construction suppliers. The BCO is a member of this project's focus group and we are hoping to arrange our participation in these trials over the course of this year.

### Partnership collaborations in other DETR Partners in Innovation Projects

- *New guide for facilities managers, architects and engineers*

Led by the Building Research Establishment (BRE), this project aims to integrate facilities expertise into the design process, producing a new guide that improves communications between the client and the design team by encouraging Facilities Managers to take a more active part in procurement and refurbishment projects. Bob Keenan of Sheppard Robson led for the BCO on this project steering group.

- *Handover of Buildings Operation*

Supported by the BCO through the Technical Affairs Committee,

this BRE project tackles the weak link between the building information prepared by the design team and the understanding and implementation of this knowledge by those who ultimately have to run buildings. By creating a better method of communication between both the creators and the users of buildings, this work will facilitate a more informed operation of the building over its lifetime.

- *Allocation and Management of Project Risk*

Oscar Faber is the lead project partner and this work examines the question of project management and the problem of risk, with the aim of encouraging a new methodology of 'risk reducing best practice' to the overall benefit of any building project.

### Public Affairs

#### Working with CIBSE on the Climate Change Challenge

On April 10th 2001 the Chartered Institution of Building Services Engineers (CIBSE) presented Environment Minister Michael Meacher with an action plan for minimising carbon emissions from the built environment. Over the previous six months, the BCO worked in partnership with CIBSE aiding the production of this memorandum. The co-operative spirit which this work engendered has created a foundation for future constructive partnerships between the BCO's research body and CIBSE, and a methodology for working with other research departments of similar professional organisations.

#### Disabled Persons Transport Advisory Committee (DPTAC) – Built Environment Working Group

The BCO was invited to join this group at the beginning of 2001. This group advises on improving access to the built environment for disabled people, taking into account complementary advice from other DPTAC Working Groups. Through our membership, a two-way flow of information has been established, with a more informed awareness of disability issues and concerns being fed directly into the BCO's research activities.

#### The National Ratepayers Valuation Forum

In September 2000, the Valuation Office Agency agreed to the creation of a National Ratepayers Valuation Forum in response to the publication of *The Review of the Valuation Office Agency* and the DETR's *Modernising Local Government Finance Green Paper*. This forum facilitates a direct dialogue between the Valuation Office Agency (VOA) and ratepayers,

with the aim of encouraging the participation of ratepayers in the Valuation Office's discussions about the practices and future reform of the national rating system. As a member of this national forum, the BCO is able to act on behalf of our members, representing our organisation's viewpoint and ensuring our participation in these national discussions about future practices and procedures of the VOA.

#### The Business Improvement Districts CBI Initiative

In the spring of 2001, the Government decided to create a series of "Business Improvement Districts" across the UK. In May 2001 the CBI invited the BCO to join a forum of business representative organisations to discuss the BIDS scheme. This forum includes other key property organisations, occupiers, and agents, and its goal is to make a more valued contribution to the consultative processes that will precede the implementation of BIDS, by creating a single comprehensive response to the government's plans. By working with the CBI, a key part of the resultant multi-response document that was presented to the DETR in early June 2001 included BCO viewpoints.



## Committee Activities: Restructuring and Creation

A review of the BCO's committee structure was launched in October 2000. Following the agreement of the Management Executive in February 2001, steps have been taken to formalise these reforms and establish a new, fluid system of purposeful committees and working parties. In some cases this has meant no change at all, for example the Technical Affairs Committee, but elsewhere we have taken steps to revive old committees and establish new groups with fresh identities and agendas. Wherever possible we have encouraged new leadership and membership in the hope that 'new blood' will boost output and wider participation. This process continues...

### PERMANENT STANDING COMMITTEES

#### TECHNICAL AFFAIRS

- Led by Graham Francis of Sheppard Robson
- Continued to work unaffected by institutional change

#### Achievements

- Production and publication of the third edition of the BCO Guide 2000 Best Practice in the Specification of Offices – launched nationally in London in November 2000
- Technical BCO Specification Workshop – Edinburgh
- Reviewed government proposals for reform of the Building Regulations
- Supported Partners In Innovation initiatives and projects
- Gave vital support to the 'Office Fit-Out Guide' entry into the 2000 round of the DETR's Partners in Innovation Competition

#### MEMBERSHIP COMMITTEE

- Established in October 2000
- Chaired by Bill Black of Capital and Counties

#### Achievements

- Concentrated its efforts on filling gaps in the BCO's current list of corporate members
- Expanding the BCO's regional membership profile

#### URBAN AFFAIRS and REGENERATION

- To be led by David Ainsworth of Greycourt
- Planning discussions held in April and May
- Expected first meeting in October 2001

### REVIVED AD HOC WORKING PARTIES

#### OCCUPATION and MANAGEMENT

- Established in January 2001 to address the flexible leases issue
- Chaired by Nigel Waring of HSBC

#### Achievements

- Hosted 'Giving the occupier what he wants' workshop at the Berlin Conference on Friday 25 May 2001
- Agreed a research commission, details of this can be found in the Research and Policy Issues Report

#### GOVERNMENT in LONDON

- Chaired by David Hutchings of Healey & Baker
- Tackling the Mayor for London's draft Spatial Development Strategy, 'Towards the London Plan'

#### TALL BUILDINGS

- Established in January 2001
- Chaired by Alastair Collins of Davis, Langdon & Everest

#### Achievements

- Mission statement

#### Plan of work includes:

- Production of an economic assessment for tall buildings in London
- Creation of a tall buildings specification to parallel the present BCO Guide 2000
- Guidelines for the consistent assessment/ submission of planning applications for tall buildings
- Explanation of its mission statement and plan of work to the Tall Storey's Conference held on 15 May 2001 the President, Chris Strickland of Greycourt

### THE FUTURE...

We have recently formed a Green Issues Working Party and in the Autumn of 2001 the Occupation & Management Committee and Out of Town Offices & Business Parks Committee will be reconvened. Other topical committees will be formed in 2001 – 2002.

### PUBLICATIONS

#### BCO GUIDE 2000

A third edition of this now acclaimed industry standard was published in November 2000. This version covers a broader spectrum of criteria than before and possesses a refined structure, using simple icons that lead to further reading, websites or cross references to other sections of the guide. In the words of one critical assessor the simplicity of its layout makes the 2000 edition "a very useable guide to a very complex subject".

#### OFFICE TRENDS 2001

Now in its seventh year, the 2001 edition published as a supplement with Estates Gazette includes articles on the development of the Thames Valley office market, serviced offices, tall buildings, and the implications of Britain's future transport policy on the office locations.



## Developing and Communicating Best Practice

We have had a packed year of memorable events, seminars and technical visits. All of these support our aim of providing a forum for the discussion and debate of relevant issues for the office sector. The Seminars have highlighted some interesting topics affecting the office market, both in the present and the future, while our programme of Technical Visits offers our members insight into the latest office developments happening around the country. Our quarterly lunches are always popular networking events for our members and their guests. We encourage our members to use our lunches to introduce new people to the British Council for Offices. Lunches are also held in the Regional Chapters on a more ad hoc basis. Please check our website at [www.bco.org.uk](http://www.bco.org.uk) for news and an up-to-date list of forthcoming events.

**We summarise some of the year's highlights on the following pages, from July 2000 to June 2001.**

July

- *AGM sees Chris Strickland as new BCO President succeeding Hugh Stebbing*

**Technical visit:** Oracle Corporation, Blythe Valley

Aug

- *Preparations for the transfer of new Secretariat from Reading to London office are begun in earnest by Chief Executive Richard Kauntze*

Sept

**President's Lunch:** **Guest speaker** – Klemens von Elverfeldt, Director, Westdeutsche ImmobilienBank

**Technical visit:** Chiswick Park, Stanhope PLC

**Technical visit:** One Temple Quay, Bristol, Bristol & West

- *BCO moves from Reading to its new offices at 38 Lombard Street, London*
- *New BCO Secretariat put in place under the new structure with Julia Harrison as PA to Chief Executive, Jennifer Hoyle as Communications & Events Officer, Ian Selby as Research and Policy Officer and Gina Wade as Membership Secretary*

- *Inaugural meeting of new Membership Committee*

**Seminar:** BCO Guide 2000, The Merchant's Hall, Edinburgh

An evening session briefing on the background of the flagship

Oct

Nov

- *BCO Guide 2000 launched at Nabarro Nathanson's offices in Theobald's Road*
- *The final Founder Members' Dinner is held at the Armourer's Hall, London*

**Technical visit:** Eversheds, Birmingham

**London luncheon meeting:** **Guest speaker** – Alastair Ross Goobey, Chief Executive, Hermes Pensions Management; *Offices – Survivors into the 21st Century*

**Seminar:** *Wire Free – Myth or Reality?* Eversheds, Birmingham and Manchester

This seminar focused on up-and-coming wireless technology and wire-free environments in relation to the office workplace. Many industry commentators continue to express doubt as to whether it is achievable or whether it is practical or

desirable. During the course of the seminar, delegates were presented with interesting and informative case studies showing that this technology could pave the way for the future of offices.

Over 60 Delegates were split into discussion groups to conduct their own debates, which turned out to be both enlightening and fun.

Addressing the key issues for the evening in Birmingham were Linda Morey Smith, director of MoreySmith, who was involved with the design of Worldcom's spec of creating a wireless environment and Chris Webber from BT Property, who has hands-on experience with wireless LAN and DECT for voice. Manchester also had Ted Pearce (formerly of BT) presenting. All provided their unique perspectives on the topic.

Dec

- *New logo, strap line and mission statement approved by the Board. Launch date confirmed for the 16th January*

Jan

- *Annual Dinner attracts a record 1,440 members and guests. Comedian Tony Hawkes was a big hit as the after dinner entertainment*
- *Exciting new BCO corporate identity launched at Annual Dinner hand in hand with new website and a new look members' handbook*
- *Tall Buildings committee formed*
- *Occupation and Management sub-committee formed*



## Feb

**Seminar:** *The Value of Connectivity – Cable & Wireless*, London

Hosted by Cable & Wireless, the theme of the seminar was on the current property hot topic of connectivity. Over 80 people turned out to hear the speakers open up discussion on the increased need for connectivity particularly with respect to how it will affect the property industry. With businesses embracing the e-commerce revolution, there has been a growing demand for bandwidth. Well-connected buildings will have the capacity to give owners an opportunity to provide added value services to their tenants in the future. Can broadband connectivity to a commercial building really contribute or even be a determining factor for prospective tenants?

Duncan Black, Director of Networking Strategy at Cable & Wireless, Bill Black, Director of Capital & Counties and Dr Pippa Goldschmidt, from the DTI addressed these issues and led the lively Q&A session.

- *Restructuring of committees and working parties approved by Management Executive*
- *President's Regional Chapter dinner for the South West and Wales*

**Technical visit:** Princes Exchange Leeds, Gordon Carey Architects

**London luncheon meeting:** *Guest speaker – David Bell, Chairman, Financial Times and Board Member of Pearson plc; The Interactive Office – the more things change, the more they stay the same*

- *Call for entries announced for BCO Awards 2001, Paul Morrell of Davis, Langdon & Everest is Chairman*

**Seminar:** *The Challenges and Opportunities of Valuing and Investing in Mixed Use Developments*, Nabarro Nathanson, London

In collaboration with the Prince's Foundation, the evening forum was a platform for some of the most highly regarded people involved in mixed use schemes to open up debate on the challenges and opportunities of mixed-use developments.

Chaired by Ken Dytor, former BCO President and Chief Executive of Urban Catalyst, the aim of the evening was to recognise the changes occurring in mixed-use schemes. Charles Brocklehurst of Gardiner & Theobald provided the developer's point of view, Gerald Allison the valuer's point of view, and Dr Karen Sieracki the institution's point of view. Possible solutions to problems such as funding, leasing of mixed use developments and weighing the advantages of mixed use against single use were opened to the floor generating some interesting insights from the 80 delegates present.

- *Service Challenge Project started*
- *BCO wins government backing for the Office Fit Out Guide with the DETR to contribute £60K towards the total project cost of £130K for this industry based initiative*

**Edinburgh luncheon meeting:**  
**Guest Speaker – Andrew Holmes, Director of City Developments from City of Edinburgh Council**

## Mar

- *President's Regional Chapter Dinner held in Leeds for the Northern region*

**Technical visit:** Wessex Water HQ, Atkins Walters & Webster

**Technical visit:** E2 @ Soho West, Crown Estate, 48 Warwick Street, London

## Apr

- *Meeting of Nominations Committee for upcoming year*

## May

- *The Annual Conference held in Berlin was deemed a huge success. It was blessed with good weather and a packed programme of interesting technical visits and workshops. The Reception, held at the British Embassy, was made special with a welcome speech from the Mayor of Berlin*

- *President's Regional Chapter dinner held at The New Club, Edinburgh*

- *A record number of entries were submitted for the BCO Awards 2001 and the judging process begins*

**London luncheon meeting:** *Guest speaker – Judith Mayhew, LLM, Special Advisor to Chairman, Clifford Chance and City and Business Advisor to Mayor of London; The Future Development of Business Premises in London*

*Keith Warburton speaking at this year's Annual Conference in Berlin*

## June

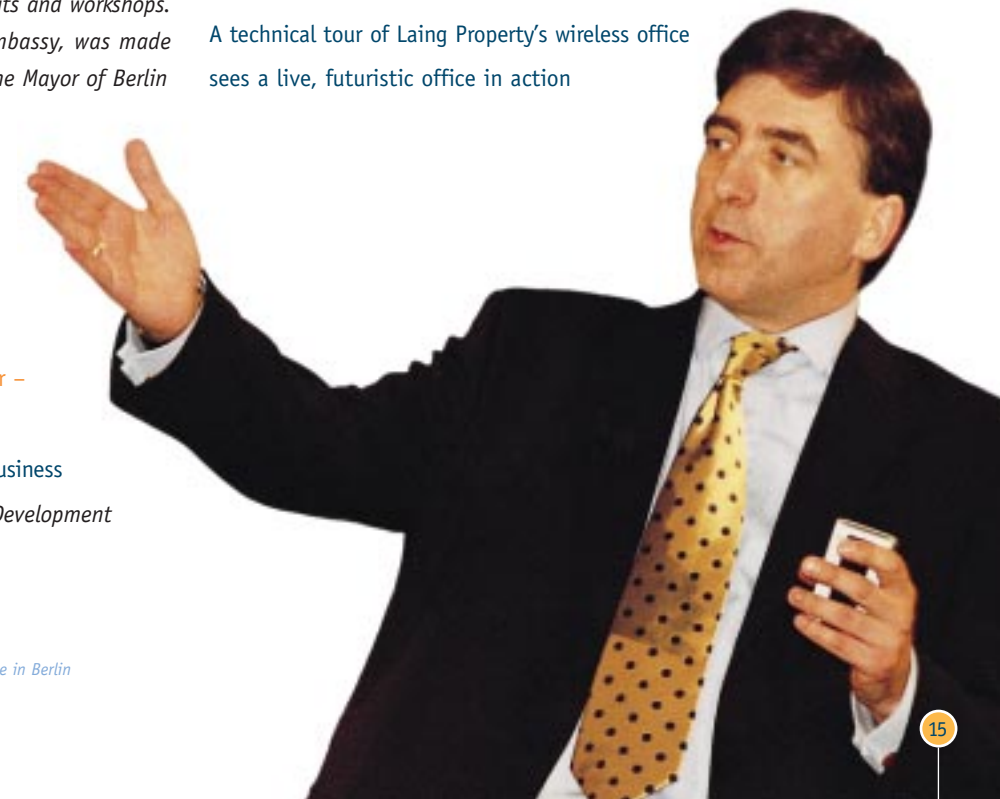
- *Green Issues Committee formed*
- *Following on from the popularity of the Wireless seminar in Birmingham, Eversheds in Manchester hosts this Northern chapter event*

**Technical visit:** Barton Willmore, Thames Water Company Business Centre, Reading

Thames Water HQ in Reading proves to be another popular technical visit due to its landscaped, riverside offices and unusual circular shape

**Technical visit:** Laing Property/BT Futurespace, Wireless Office, 25 James Street, London

A technical tour of Laing Property's wireless office sees a live, futuristic office in action



## Annual Conference Berlin 2001 – 22nd & 23rd May 2001

Berlin was the choice for the second overseas conference of the BCO, the first being in Dublin in 1998. It was a great opportunity for the members of the BCO to experience a change in culture and to see the transformation of Berlin from a divided city into a modern European Capital. We decided to hold the conference in a hotel and to limit the number of attendees as we were uncertain of demand for a conference in Germany and also wished to make the conference more intimate and informal. In the event, we had a capacity complement of 550 delegates, which certainly proved the popularity of an overseas conference in Berlin. We also succeeded in the objective of an informal atmosphere.

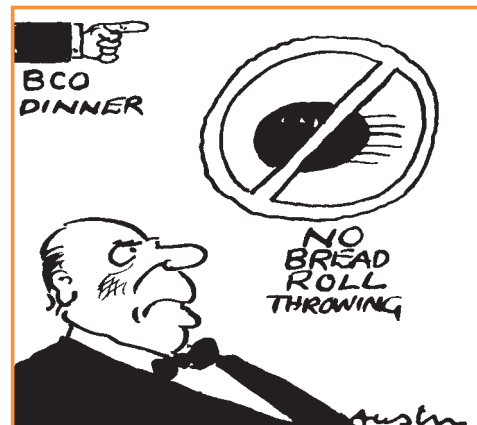
The conference was aptly named *The European Dimension* and the themes surrounding the title were the importance of mainland Europe from a banking, investment and property viewpoint; development in e-commerce and its effect on property; the changing demands of occupiers in UK against those in mainland Europe and finally, as we were in Berlin, a look at the buildings and the regeneration of the City.

We were honoured by the presence of Peter Kurth, Minister of Finance for the City of Berlin, who opened the conference. The Mayor of Berlin, Eberhard Diepgen, welcomed us at a reception at the new British Embassy and enthusiastically set out his future hopes and aspirations for Berlin. Our keynote conference speakers included John Carrafiell of Morgan Stanley; Simon Ward of Cisco (now Deutsche Bank);

and Keith Warburton, who educated and amused us on the differences in European Business Cultures. I am grateful to all the keynote, seminar and workshop speakers who give their time so generously to pass on their experience and knowledge. A very important part of the conference was the technical tours, which enabled all the conference-goers to get out into the sunshine and visit the buildings for which the City is now famous.

On the Friday night, 611 people, including a number of guests, attended the conference dinner. We were entertained after dinner by a 1930's Berlin-style nightclub cabaret. Feedback indicates that members enjoyed the conference, learnt something, met old friends and made some new ones, and took the opportunity of seeing the new and old Berlin.

**Roger Fidgen** – *Conference Chairman*



*Strict rules are imposed at the BCO's Annual Dinner!*

## Looking Forward

### The year ahead – *Richard Kauntze, Chief Executive*

Chris Strickland has referred to a number of the most significant changes to the BCO's organisation and structure introduced over the last 12 months. It really has been an extraordinary year and I am indebted to Chris for his support and encouragement as the reforms were introduced.

#### Teamwork

This time last year, I reported on the need to recruit an entirely new secretariat team to staff the new London office. My four new colleagues – Ian Selby, who leads on research and policy, Jennifer Hoyle, who manages communications and events, Gina Wade, our membership secretary and Julia Harrison, my personal assistant – joined last September and have settled in exceptionally well. I am grateful to them all for their hard work. The new team, based in a location easily accessible by so many members, gives the BCO an effective platform from which it can continue to prosper.

#### Strong foundations

What have been the high points of the year? Chris has touched upon several flowing from *The Next Ten Years*, my strategic review of the BCO. Most of these – such as the new corporate identity, website and move to electronic communication – have been highly visible to members and, I am delighted to say, very well received. Others, however, while equally important, have been less visible. Two examples

are a complete overhaul of the BCO's structure of committees and working parties (the results of which have already started to flow through, with more to follow) and the reassessment of our regional structure. Both of these reviews (and the reforms which have followed them) illustrated again the enormous enthusiasm of BCO members for our work. This was the characteristic which I noticed most strongly when I joined the organisation, and I am delighted to be able to say that it remains as strong as ever.

#### Forthcoming attractions

Other milestones of this year – such as our hugely successful annual conference in Berlin – are dealt with in the body of the review. However, my own report also presents an opportunity to draw members' attention to some of the attractions during the coming year.

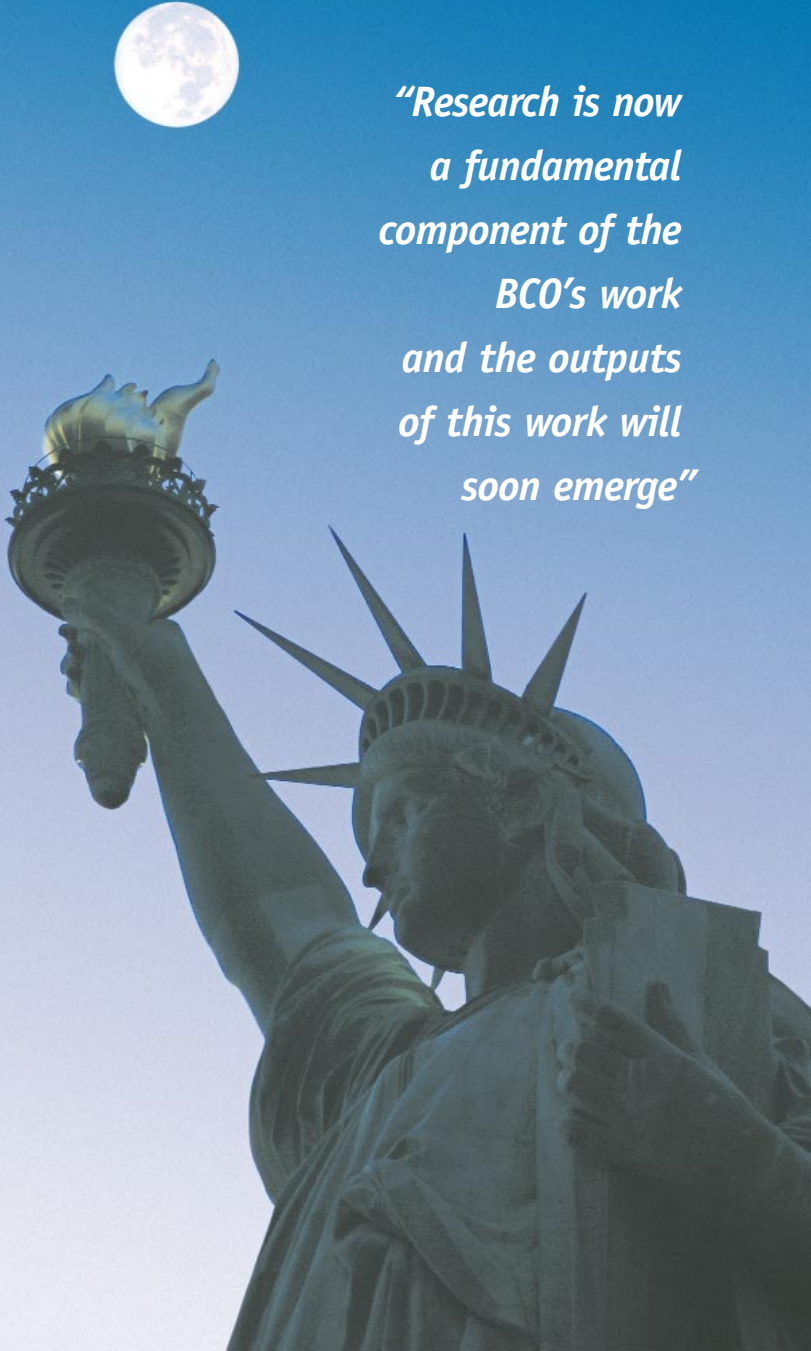
Most prominent of these will be the results of the BCO's new research programme. Research is now a fundamental component of the BCO's work and the outputs of this work will soon emerge. >>>



Another highlight will be our awards competition dinner, a first for the BCO, which follows a record number of entries. Lead by Paul Morrell, the BCO's awards competition is now run in association with the Estates Gazette. This was an important breakthrough for the BCO, ensuring that a highly respected, but perhaps previously rather understated competition, receives the recognition and coverage which it rightly deserves. Other major events in the coming year include our one-day conference (Docklands at Twenty) in October, our New York study tour next April and the annual conference in May. All of this will sit along side our regular programme of discussion lunches, seminars and technical visits.

I mentioned at the start of my report that the year 2000/01 had been an extraordinary one. My guiding objective was to deliver a seamless transition from the old structure to the new one. This has, I believe, been achieved and I offer my sincere thanks to my secretariat colleagues and the many BCO members with whom I worked over the past year to deliver this.

**Richard Kauntze** – *Chief Executive*



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