

# INDEPENDENT PROPERTY & WORKPLACE CONSULTANTS



## Estate Strategy

*Aligning your Occupational and  
Business Needs to Transform your Estate*

SPECIALIST ADVISORS TO CORPORATE OCCUPIERS IN  
PROPERTY STRATEGY • PROJECT LEADERSHIP • WORKPLACE SOLUTIONS • CHANGE MANAGEMENT



We make it our business to get to know your business.

We specialise in researching, designing and implementing property and occupier accommodation strategies and change programmes that deliver significant benefits such as lower costs, improved efficiency, effectiveness and operational performance.

We are experienced in transformational change, making sure that your strategy is aligned to your business needs and providing you with a structured approach to growth or rationalisation.

When accompanied with an equally well considered workplace design, it will bring added value of improved staff morale and productivity, aid the retention of existing staff and help in attracting new talent.

Our team has many years of experience and we are able to offer our clients a unique approach to defining and delivering an effective and deliverable strategy taking into consideration market demand, workforce demographics, logistics and of course the estate opportunities.

## Our Experience

### Network Rail

#### London Accommodation Strategy

Services: Estate Strategy, Business Case Management



// The team have provided a professional and proactive service across a variety of strategic advisory projects. As we move into the delivery phase of our CP5 project plan, in particular the London Accommodation Strategy, I know that your team will continue to perform in a way that will produce a first class service and support the objectives of Network Rail. //

Nigel Bunclark, Director, Workplace Management, Network Rail

### CLIENT REQUIREMENT

Network Rail were under considerable pressure to reconsider their significant presence in London following findings in a recent Government report. We were commissioned to identify and evaluate a number of strategic options and develop a robust estate strategy to improve the efficiency and reduce the cost of the London estate. The client brief required our team to fully understand both the in-scope portfolio and also the business operations within.

### OUR APPROACH

- Portfolio observation and validation.
- Stakeholder interviews.
- Statement of Requirements - location dependencies, activity types, spatial design needs, client relationships.
- Portfolio modelling, optioneering and assessment.
- Financial cost benefit analysis.
- Business case development.
- Portfolio of projects developed.

### OUTCOME

- Business case approved and project implemented.
- Significant move and migration activity across London.
- Portfolio reduced by over 25%.
- Savings delivered in excess of £5m per annum.
- Greater efficiency and effectiveness of the retained estate.
- Embedded agile working solutions across the business.



Services: Leadership, Estate  
Strategy, Workplace,  
Business Case Management



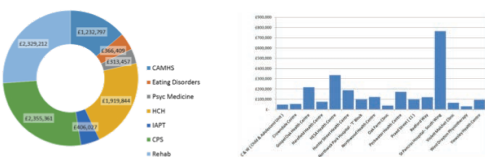
Mick Heald, Project Director,  
Property Holdings, States of Jersey

The States of Jersey (SoJ) occupies multiple offices across Jersey, the majority of which are located in St Helier. Overall, the office portfolio is tired, underutilised and inefficient. Coupled with evidence that the estate did not support the effective delivery of services, the client took the decision to embark upon the development of a strategy to modernise their office estate. iPWC were commissioned to lead the development of the Office Modernisation Programme.

- Integrated our team within the SoJ Reform Board.
- Thorough assessment of the existing portfolio performance.
- In-depth engagement across all departments.
- Developed a detailed Statement of Business Needs.
- Holistic supply/demand analysis and option evaluation.
- Developed Target Operating Model and Portfolio Blueprint.
- Prepared Strategic Business Case and Outline Business Case.

- A robust strategy and case for change.
- Significant rationalisation and modernisation of the portfolio.
- Transformed ways of working, driving service delivery benefits.
- Reduced number of assets by c70% & space requirement by c35%.
- Innovative funding model and increased value of surplus assets.
- Significant financial return, with a payback of less than 3 years.

Services: Estate Strategy, Business Case Management



Gill Stafford, Director of Estates  
CNWL NHS Foundation Trust

The Estates team wanted to challenge the Trust on the number of sites, buildings and space being occupied. With over 120 assets across London and Milton Keynes, the Trust were under pressure to produce year on year savings as part of their Cost Improvement Programme. The client wanted to bring a commercial challenge to the portfolio.

- Undertook a strategic review of the clinical and non-clinical estate with the Trust's senior staff.
- Analysis of existing property data & comparisons drawn against relevant industry benchmarks.
- Considered key locational drivers and operational demand profiles.
- Established rationalisation opportunities aligned with STP.

- Developed long term Estate Strategy and SPV delivery vehicle.
- Improved occupational density and utilisation.
- Introduction of new ways of working.
- Rationalised property portfolio.
- Reduced property operating costs by c42% and a 15% reduction in energy consumption.
- Realised the benefits of relocating their headquarters building (and rationalising others) in accordance with clinical needs.

## Our Key Services



### PROJECT LEADERSHIP

Often referred to within organisations as a 'Project Sponsorship' role, we are able to place individuals with project leadership expertise and many years of experience within existing client teams to complement and enhance in house capacity, forming an effective partnership that will deliver cost effective results. Whether this be from the outset of an initiative or project, or in a project recovery role, we can help your organisation achieve the project outcomes and benefits it desires.



### PROPERTY STRATEGY

A properly considered strategic property or estates plan provides a structured approach to growth or rationalisation and, when accompanied with an equally well considered workplace design, will bring added value of improved staff morale, identity, retention and productivity. Our team has many years of experience, both as corporate occupiers and consultants in portfolio management, strategic advice and implementation. We offer our clients a unique and personal approach which delivers significant benefit to their business.



### WORKPLACE SOLUTIONS

Successful implementation of flexible/agile working needs the workforce to feel engaged and part of the solution. Our proven methodology of face to face engagement and unique activity based analysis & survey tools cover the entire workforce, opening up channels of communication for their feedback. From this we are able to determine how the workplace is to be designed, how new ways of working can be introduced to optimise the space and develop a programme of change activities which enables the workforce to embrace the new environment and realise the associated business benefits.



### RELOCATION MANAGEMENT

Relocations and restacks are complex projects to set-up, manage and deliver; with multiple stakeholders to coordinate, requiring large amounts of data to be gathered and analysed in order for a move to be successful. Without the right level of support and experience of delivering these projects, it can prove very difficult to get it right. We have the expertise to take away the burden of organising and delivering an office move from our clients. We work with your internal teams and external stakeholders to ensure a seamless transition that engages staff in every step.

## Our Team

We have over 25 years combined consulting experience in addition to over 35 years of client side experience. We have an enviable track record of working with clients across a broad range of sectors to deliver effective and efficient Estates Strategies.



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