

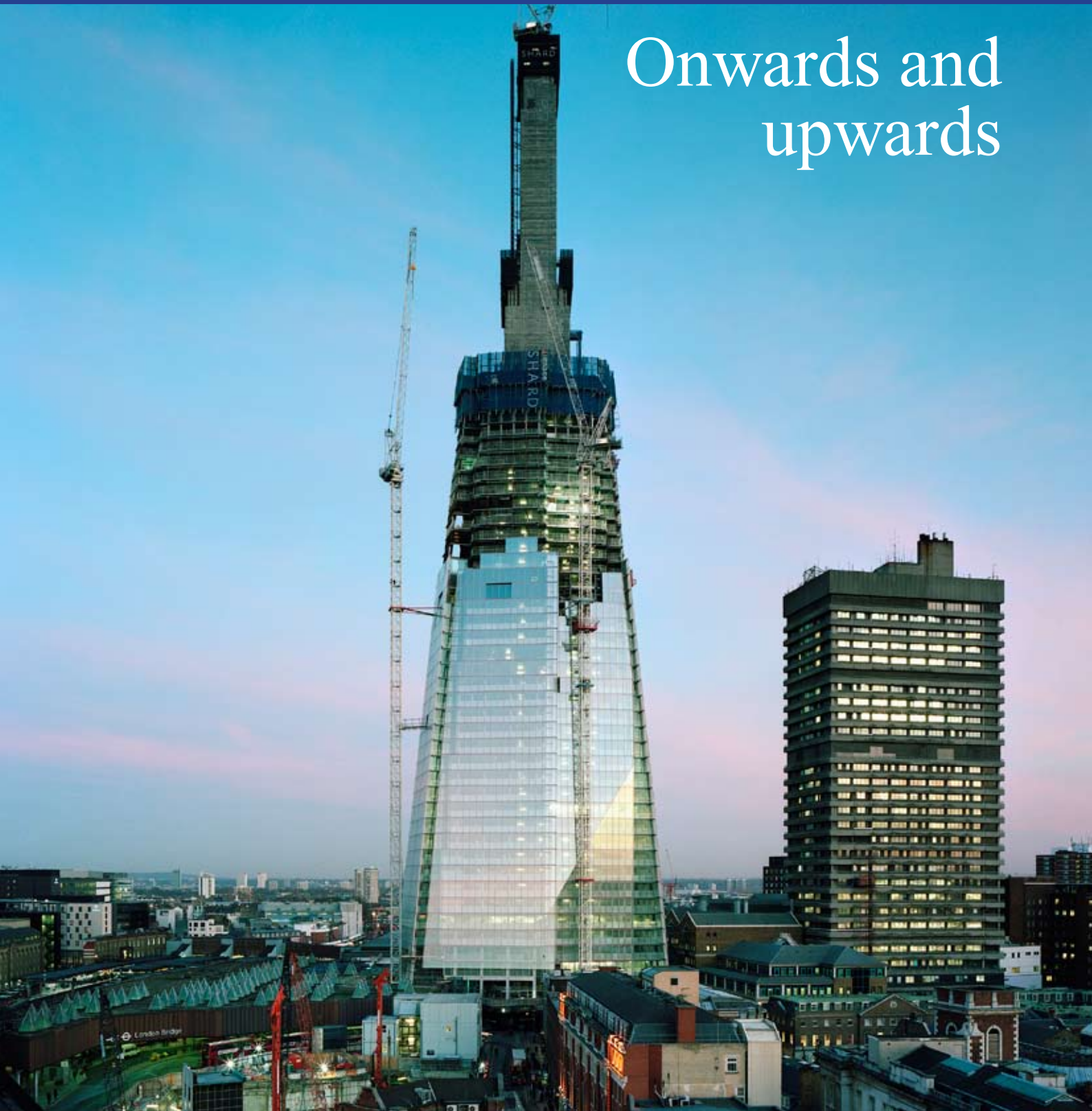


Cambridge University  
Land Society

# magazine

Summer 2011

Onwards and  
upwards



# Alumni Relations Office

Keeping you in touch with Cambridge

## What do we offer you?

1 CAMCard, providing access to a wide range of discounts

3 issues of CAM, the alumni magazine, dropping through your letterbox every year

1600 website pages (and counting) of news, events, information and links

380 network groups connecting you with other alumni across the globe

12 e-bulletin updates bringing you the latest news each month

10 events each year

Wherever you are in the world, stay connected with Cambridge:



Website  
[www.alumni.cam.ac.uk](http://www.alumni.cam.ac.uk)



Twitter  
[www.twitter.com/CARO1209](http://www.twitter.com/CARO1209)



Facebook  
[www.facebook.com/cambridgealumni](http://www.facebook.com/cambridgealumni)



Flickr  
[www.flickr.com/photos/cambridge-alumni-relations](http://www.flickr.com/photos/cambridge-alumni-relations)



UNIVERSITY OF  
CAMBRIDGE

[www.alumni.cam.ac.uk](http://www.alumni.cam.ac.uk)

Telephone +44 (0)1223 332288  
Email [alumni@admin.cam.ac.uk](mailto:alumni@admin.cam.ac.uk)



# Contents

President's Report, <a href="#">Jenny Buck</a>	4
The new Senior VP, <a href="#">J Pavey</a>	5
News from Silver Street	7
Sustainable land markets, <a href="#">S Hill</a>	8
Spring Meeting, <a href="#">F Shorey</a>	10
Golf, <a href="#">H Durden</a>	14
Rugby Sevens, <a href="#">G Wood</a>	15
Time to change, <a href="#">R Wilson</a>	16
Careers report, <a href="#">C Dunkerley</a>	17
CULS Prize Winners	17
Bridging the gap, <a href="#">I Ellingham</a>	18
Land Economy Advisory Board	19
Charity News	19
New Members List	22
Officers and Committee 2010-11	23
Past events	23

## Editorial

The music industry is famous for acknowledging the “difficult second album” syndrome. Embarking on my second year at the helm of the Land Society magazine, I feared being susceptible to this infamous condition. What I had quickly forgotten though was the enormous energy and willingness of the membership when it comes to putting pen to paper. I needn't have feared



because this magazine (thankfully) is not all down to one person, but is contributed to by a huge number of people. In addition to the now regular pieces from the President, Senior Vice President and the university, this year we have some fascinating articles from and about the membership, both past and present. With our ‘classically trained’ new senior VP, Ian Ellingham's call to bridge the divide between disciplines seems particularly timely - especially so when you consider the fascinating life of Jeffery Switzer, as told by Prof. Gillett. Stephen Hill and Rachel Wilson both manage to be thought provoking whilst Faye Shorey and Hannah Durden do us a sterling service by recalling the details of days which anyone would have forgiven them for being a little ‘hazy’ over.

In my mind the magazine stands, first and foremost, as a review of the year and to inspire you for the next. After an action packed year Jenny Buck hands over the Society in good health and with bright prospects. The idea that we might be coming out of an economic mist into brighter times is the thinking behind this year's front cover - onwards and upwards! And at this rate the Shard will be finished by the time of the next issue and there will be even less excuse to print what is such a great picture by CULS member Daniel Hewitt.

Thanks again to everyone that has contributed, and get writing for next year.

Paul Clark  
Hon Press Secretary

Design: istudio21 07766 989775

# President's Report

Last year I emphasised that CULS is first and foremost an alumni society. Balancing this with growing the society's profile and supporting the department has been a key influence to me over the last year which has flown by. Some of you may recall that I set myself five key objectives and as I write this, I am very cognisant that not all of the objectives have been fulfilled!

From the President  
Jenny Buck

One of my objectives was to increase the number of mentors available to the department. Many of you signed up for the programme. Professor Colin Lizeri and I are hugely grateful to all you. Thank you. We are however very aware that this year's programme was slightly delayed due to administrative difficulties, and we have not yet been able to roll out a programme for under-graduates. This will be a focus for the second half of the year and should also be more inclusive - many of the MPhil students are overseas

students and are therefore matched up with alumni with overseas experience. We shall also be seeking feedback to improve the system going forward.

I have also been very keen to maintain the quality of events that we have been able to host, and I am continually amazed by the events that your committee manages to deliver. So far this year, our events have included a debate between four leading sovereign wealth funds (SWF) at the Merchant Taylor's Hall where we had an audience of over 250 people - we believe this was the first time that SWFs have spoken together. Other high profile events have included the Minister of Energy setting out the energy challenges facing the UK and an up-date on the Crossrail project by its Chairman Terry Morgan. The planned events for 2011 are even more diverse and include an inaugural Ladies Lunch, a Spring Visit in Scotland, tours of a number of new buildings, the annual Silver Street Group dinner, and the annual CULS dinner which is to be held for the first time at Girton College, my college. I have also been working on trying to find ways that we can try and increase the number of ways that we can host more events in the regions of the UK and overseas. I am hopeful that I will be able to communicate further on these developments later in the year, but if you have any ideas or would like to help in arranging such events please let me know. Our events are market leading and do not happen without a huge amount of work and influence and I would like to take this opportunity to thank the committee and all those members who have

assisted the committee in putting on the events.

Some of you may recall that one of the priorities of my predecessor, Gerald Parkes, was to improve the coordination between the main supporter groups of the Land Economy department. To that end, a joint fund raising Development Committee was formed under the chairmanship of Aubrey Adams and steps have been taken to strengthen communication between the EMDF, CULS and the Real Estate Advisory Board. Jon Zehner - see separate article - now chairs the Real Estate Advisory Board (REAB) and has been working closely with the new Vice Chancellor, the relevant Pro Vice Chancellors and CULS to broaden its remit. It is proposed that the REAB remit is clarified to be an advisory role for the department as a whole and that it more actively acts to engage Land Economy with the broader property industry in the UK, Europe and the rest of the world. The new REAB will continue to be by invitation only and members will be expected to contribute time, global industry knowledge as well as financial support. It is anticipated that the new REAB will consist of 40-50 people (including non Cambridge graduates). Critically, the REAB recognises and understands that its new role should compliment the profile and activities of CULS, and indeed sees the work of CULS as an important part of raising the profile of the Land Economy department in the market place.

During the course of the year, the committee has supported me in two





Top: Sovereign Wealth Fund Panel Discussion.

Middle: Stephen Hendry MP addressing CULS at the Savile Club

Bottom: Inaugural ladies event

areas that have directly affected the membership; annual subscriptions have been increased as have the price that we charge for events. In these times of austerity, I know that these increases will have been difficult for many of you. The reason that I made these decisions was largely driven by the fact that as a society we are not self funding and essentially start each year with a funding deficit of around £35,000. This immediately puts pressure on us to raise sponsorship and focus on events that may not necessarily appeal to all our members, and it is for this reason that I have pushed through these increases. In writing this, it would be remiss of me not to acknowledge that there are some years when the society does make some money and when this occurs, our current policy is to ensure that the Silver Street Group – our younger members' group is supported, as are our more rural events. This year, I am also particularly proud to advise you that we have set up a Research Fund to support the teaching staff of the department with the cost of doing their research be this travel, data collection, or attending conferences. With tertiary education facing severe financial cutbacks, this is one small way that we can support the department in a real way.

It has been an honour and a privilege to be your President. The work that has however been done in the last year has been done by you the members, the committee and Kathy Wallen. Without your support, hard work and good humour nothing would have happened, so a huge thank you to you all.





# Introduction to The Senior VP

James read Classics at St Catharine's, before converting to law. He qualified as a solicitor in 2001 at specialist litigation firm Knights and became a Partner in 2004. He has been a member of the Society's Rural Regeneration Forum since 2006 and of its main Committee since 2008.

James's practice is in property and public law litigation. He acts principally for private landowners, but also for public authorities. The emphasis of his property practice is on rural land, but it extends to urban and brownfield property, both built and un-built, as well as to piers, railways, highways and bridges, reservoirs and dams, ancient monuments and other heritage property.

A substantial part of his public law practice relates to land use: in particular, judicial review and statutory appeals in planning and public rights of way matters before the High Court and the appellate courts. From 2008 to 2010, he was also instructed in a string of high-profile public law challenges to the previous Government's plans for unitary local authorities in Norfolk and Devon.

Though his office is in the south-east, his clients are based throughout England and Wales – including a number of landholders and public authorities in East Anglia.

James has been recognised as one of the leading practitioners in his field by Chambers Guide to the Legal Profession and the Legal 500 for the last five years.

James takes a keen interest in policy and legislation affecting land use and development. He advised the shadow DEFRA team when in opposition and has given evidence on draft legislation to the EFRA Select Committee. Recently, he has undertaken research on the Localism Bill and on Environmental Impact Assessment and costs for the Society of Conservative Lawyers, of which he is Secretary. He is also a member of the Country Land and Business Association's Legal, Parliamentary and Property Rights Committee, and of its Rights of Way and Access Working Group.

He has published articles, principally in the Estates Gazette, Local Government Chronicle and Solicitors Journal, on a number of subjects relating to land use, particularly from the public law angle. Those subjects include the "Right to Roam", disability discrimination and public access, the Natural Environment and Rural Communities Act 2006, and Local Government restructuring.

James is a Trustee of the Trinity Foot Beagles, the University pack, having been an undergraduate Master. His other sporting interests include fishing and shooting.

He lives in Clapham with his wife Melissa, a senior commissioning editor for Springer Verlag, and their two-year old daughter Sophia.



**James Pavey**  
(St Catharine's 1993)  
Senior Vice-President

James says, "As a Classics graduate, it was an unexpected pleasure to be invited to join CULS in 2005 - and it was an even greater pleasure to be invited to become Senior Vice-President. CULS has a great breadth and depth of expertise among its membership, as reflected in the impressive series of events that it has organised in recent years. I am particularly keen that the Society and that expertise should be better known on the public square. In the current funding environment, I am also keen that we should focus on how we can best contribute to the continuing success of the Department."

The Committee's decision to appoint James as Senior Vice-President will need to be ratified at this year's AGM on 7 July 2011. If any Member has an objection to this appointment they should raise this prior to the AGM, otherwise it will be assumed that the decision will be ratified with no objections.

# News from Silver Street

The academic year began with the arrival of our new Vice Chancellor, Professor Sir Leszek Borysiewicz. Sir Leszek is the 345th Vice Chancellor and comes from a medical research background. Members of the Department and the Real Estate Advisory Board had a very positive meeting with the Vice Chancellor earlier in the academic year and discussed the challenges and opportunities facing the University and Land Economy. The Vice Chancellor's priorities are clear and he seeks to further develop Cambridge as a research intensive institution and maintain its position as one of the world's leading research-based Universities.

Land Economy is recognized within the University and across the globe as a Department that is research-led, and which produces rigorous applied work relevant to a wide academic and professional audience. Developing that reputation and success will involve attracting the best staff and students and more blue-chip research funding. A key indicator of our success will be the forthcoming Research Excellence Framework (REF), the replacement for the Research Assessment Exercise. REF will be undertaken in 2014 and assess the quality of research in every subject area across all UK Universities. In the 2008 exercise, Land Economy was ranked first in the UK with an overall grade above the Cambridge average. We are determined to maintain that stamp of international excellence.

There are two main differences in the forthcoming exercise. The first is that the Departments of Land Economy and Architecture will make a joint submission to REF. Both Departments are now working closely to prepare for this. The other main difference concerns the importance that will be placed upon 'impact'. How 'impact' is to be assessed remains unclear, although the justification seems to be a desire to reward research that changes society through, for example, influencing government policy or improving economic competitiveness. Colleagues in subjects such as History or English are struggling to think of ways in which they can demonstrate impact. Many research groups within Land Economy - such as our climate change research group, 4CMR, and the housing and planning research group, CCHPR - undertake high impact, policy-relevant research. The Department is involved in other on-going research projects that have significant potential impacts. Professor Pete Tyler is part of a £4.5m multi-disciplinary team from a range of Universities researching at future infrastructure demands. Dr Andreas Kontoleon has secured funding from the Newton Trust and the Cambridge Conservation Initiative to lead an evaluation of the policies for biodiversity

conservation being developed in the Trans-boundary Peace Park in the Gola Forest Area of Sierra Leone and Liberia whilst Dr Unai Pascual is part of a major €10 million programme funded by the European Union will help to define a policy for sustainable management of soils, with a view to adopting a legally binding Soil Framework Directive, such as exists for air and water.

Research in the Department has also been internationally recognized. Dr Jamie Alcock (Department of Land Economy), Eva Steiner and Kelvin Jui Keng Tan won the IPD Prize at ERES2010 in June for their paper "On the capital structure of real estate firms". Miss Eva Steiner, contributed to this project whilst an analyst with Lasalle Investment Management, but has since commenced her PhD studies in the Department. Her current topic is asymmetric dependence in real estate, and she is supervised by Dr Jamie Alcock, and Mr Kelvin Jui Keng Tan, who is a Lecturer in Finance at the UQ Business School at the University of Queensland. This prize will be presented to the authors at the ERES2011 conference in Eindhoven, The Netherlands in June.

One way of improving the impact of Land Economy's considerable research activity is through greater dissemination at seminars and conferences and CULS has kindly helped support this through providing staff with support for travel. So far this year, eight Departmental staff have presented papers at international conferences on their research with the help of these funds. This dissemination is extremely important and helps raise the profile and impact of the research undertaken within the Department and exposes staff to feedback and new ideas that are a critical part of the research process.

Demand for the undergraduate and postgraduate programmes remains strong and the quality of the applicants is rising. Average A Level entry grades for the Tripos have increased steadily and significantly over the past decade with around 5 applications for every place. There is a similar picture on the postgraduate programmes with around 4.5 applications for every place, with applicants strongly international in origin. The increase in fees on the Real Estate Finance programme from 2010 has had no appreciable impact upon demand. Demand is also extremely strong to undertake PhDs in the Department and the number of PhD students in the Department has more

than doubled over the past decade to around 100. In all, we have around 350 students in the Department.

We can only speculate on the impact upon student demand of the University's decision to increase fees to £9,000 though the recent experience of the Real Estate Finance MPhil would suggest applications will not suffer as fees rise particularly given the excellent employment record of our graduates. Of more significance will be the broader impact of cuts in teaching and research budgets upon the University's finances. The settlement for 2011 represents a 8.3% cut in our teaching budget and a 0.3% cut in the research budget, while government funding for capital projects has been halved. These are cash cuts so the reductions are higher once inflation is factored in. The University expects a £9m deficit for 2011-12 rising to £13m for 2012-13. The upshot for Land Economy is a 2% budget

decrease for the coming financial year. We must look to other sources of income including further increasing external research funding.

The support of CULS for a Fellowship to help deliver teaching for the undergraduate programme has been particularly welcome as have the Investment Property Forum, Denman and Tagliaferri Fellowships. These fellowships allow world renowned academics to come to Cambridge and

teach in Land Economy.

Finally, no update from Silver Street would be complete without mentioning the Land Economy buildings themselves. There is good news on this front. As I write, builders are pulling apart the building's insides to upgrade existing space, create new spaces including a much needed, refreshed reception. Perhaps the biggest impact will be a new corridor at first floor level running through all the buildings and improving circulation. These works follow the repainting of front and rear of the buildings. However, every silver lining has a cloud. The move from Silver Street has been delayed and in the absence of external support for a new building we are now likely to be on the New Museums site no earlier than 2020. Despite the improvements the building remains the single biggest impediment to our growth and activities.

Despite such challenges and with the continued help of CULS and its Advisory Board, Land Economy continues to provide world class graduates and internationally recognized research.

**Prof. P. Allmendinger**



# Sustainable la

## or why it's time for sustainable land markets in the public interest

Since the autumn last year, the English Housing Minister, Grant Shapps, has been doing something very odd. Asking "What would an intelligent housing market look like?" he has proposed it should be "boring... really quite predictable." He has asserted that "we've all forgotten what our housing market is actually for... to provide a home. Buying a home shouldn't be like playing the lottery" and that "Britain would be a better place if house prices did not rise in nominal terms during this parliament."

Politicians normally avoid commenting on how property markets should behave, or on what values should be; but these are exceptional economic times. Shapps was also voicing the now commonly expressed concern in the UK housing industry about land price; that the expectations of landowners are damaging our attempts to build enough homes for the still growing population needed for an economically successful and socially and environmentally sustainable country. He has opened the way for a more sensible debate that goes beyond assertions that politicians can end 'boom and bust', with more intelligent insights into the purposes and uses of land, and thus what values should be.

To understand why this debate is so important now, it is worth looking at the first effects of the credit and asset bubbles that have followed the deregulation of financial markets in the early 1980s. A comparative study examined two similar areas with high development pressures, the E4 Motorway corridor between Uppsala and Stockholm, and the M4 corridor in Berkshire between 1980 and 1988. The E4 Corridor performed better: 20% more efficient land utilisation, 65% of housing affordable to people on average local incomes against 15%, and nearly 50% of what we would call 'affordable housing' occupied by people in managerial and professional jobs, compared with 2%. The most telling difference, however, was that Swedish land values rose about 5% against 436% in England, representing about 10% and 60% Gross Development Value [GDV] respectively. E4 land ended up as one quarter the price of M4 land.

The period 2000-08 covered the second wave of credit driven asset price inflation and speculation,

with many similar characteristics; this time fuelled by the growing weight of global capital seeking short term gains on assets and commodities in uniquely short supply. Housing and indeed all land in the UK was a ready target. Population and economic growth pressures were restricted by over complex planning and regulation, under-investment in infrastructure, as well as increasing anti-development sentiment; especially the benign sounding NIMBY'ism, but more accurately the selfishness of the already housed at the expense of the unhoused.

At the 2007/8 peak, development ready housing sites were commonly selling at 30-40% GDV. Exceptionally sites sold at 60% of GDV, in the expectation that there would be a significant and essentially speculative rise in sales values over the development period to cover such basics as half the normal build cost, let alone a sensible profit; a measure of the collective madness in which the market had ceased to behave rationally.

Meanwhile, we pretended that average house prices, costing between 5 and 9 times average incomes across the regions, were affordable and sustainable: that rapidly rising house (and land) prices were a 'good thing'. Yet in 2007, Martin Weale, Director of the National Institute of Economic and Social Research, and now on the Bank of England's Monetary Policy Committee, estimated that annual house price increases were equivalent to a government current account deficit of 4.4% of GDP, or £50bn a year: a significant drag on economic performance, and a huge opportunity cost. How much more greening of the economy could have been afforded with that £50bn a year?

Yet, despite the extraordinary wealth to be

## Stephen Hill, Director-C2O futureplanners

found in allocated land, the housing industry was and is unable to afford the real costs of sustainable development, and appeals to government to reduce the burden of regulation and standards of sustainable development to get development moving again. Ill-conceived mechanisms for capturing value uplift through planning yield pitiful and unpredictable resources to pay for public goods. Planning cannot deliver the certainty needed for sensible and sustainable investment. No one seems to be able or willing to pay the costs of new and sustainable infrastructure. House builders are prisoners of a production system in which they must pay what landowners expect, often advised by property advisers whose approach might be crudely characterised as 'promise as little as possible, get planning permission and sell client's land'. The system seeks to externalise social, environmental and economic costs, and detach them as far as possible from any understanding and theory of asset value.

Why is this important to professionals, and the values of professionalism? The RICS is a public interest body, with a global remit. Probably the most important of the professional activities listed in its 1881 Royal Charter, is "...securing the optimal use of land and its associated resources to meet social and economic needs". Yes, that's 'social and'... and not 'social-if-there's-anything-left-over-after-economic-needs-have-been-met'. Adding 'environmental needs' would bring the Charter in line with a modern understanding of sustainability, although they are already implicit in the meaning of 'social and economic'.

Winston Churchill would have been familiar with these words when writing and speaking two decades later, as a Liberal MP, preceding the 1906 election campaign and the 1909 People's Budget. He argued that the strength of the economy and the welfare of all citizens depended on stable and fair land markets, and that inequitable wealth creation through inflation and speculation in land prices undermined basic freedoms: "The best way to make private property secure and respected is to bring the processes by which it is gained into harmony with the general interests of the public." The Liberal government's answer was to



# nd markets

“ The best way to make private property secure and respected is to bring the processes by which it is gained into harmony with the general interests of the public

tax the ‘scarcity rent’, or unearned income from inflationary and speculative land value increase, proposed by the 19th century economist, Henry George, ie. an annual tax on the value of the assumed optimal use of land.

Then, as now, vested land owning interests have mostly successfully resisted the tax, despite its successful application to rescue failing markets and tackle social and economic dysfunction across the globe. Today, however, there is renewed interest in annual land value taxation; what has been described as “so simple, so fundamental and so easy to carry into effect that I have no doubt that it will be about the last land reform the world will ever get.”. The RICS will shortly publish their research on all forms of existing UK property taxation, and possible improvements and alternatives.

However, Georgist principles are now understood more broadly as central to the debate about the value of not just land but all those resources of nature, that were traditionally viewed by neo-classical economists as ‘not scarce’ but which now clearly are. Land and natural resources are now essential parts of the production processes that underpin the performance of a nation’s GDP, and any attempt to meet the 80% reduction in CO2 emissions needed by 2050, but, curiously, are still considered off-limits for political action and intervention.

In a speech to the World Bank in 2002, Herman Daly, Professor of Economics at the University of Maryland proposed taxing “the resources and services of nature and to use these funds for fighting poverty and for financing public goods... In fact, failing to tax away the scarcity rents to nature and letting them accrue as unearned income to favored individuals has long been a primary source of resentment and social conflict.” He was imagining a situation that feels uncomfortably like now; a time when there is greatly increased resentment at the social, economic and environmental disparities that have grown up over a generation, and which have been exposed by the current economic crisis.

Mr. Shapps was right to start this debate, and Neil O’Brien, director of the centre right Policy Exchange has followed, despite the alleged spluttering over the Policy Exchange claret and outrage at the Mail

on Sunday. He rightly acknowledged that “market conditions don’t exactly match this picture at the moment. The economic legacy has made things very difficult... and will do for sometime”. Let’s hope that he understands the true nature of this legacy. He could do no better than listen to former Prime Minister, Harold Macmillan, in a private letter to Margaret Thatcher in 1980: “Any attempt to force money onto unbound borrowers will lead to disaster.”

The Lady was not for turning, and we are now a nation awash in debt, much of it property related. Public debt of £0.9trn at 67% of GDP is a concern, of course, but it is dwarfed by private debt of £6.4trn at 477% GDP, nearly half of which is housing and commercial property debt; (and not to mention £5.5trn of derivatives allegedly matched by asset values.) According to John Hawksworth, Chief Economist at PwC: “Sooner or later, this will have to be addressed, (but) deleveraging... goes well beyond the immediate challenge of getting the public finances under control.”

The debate that Mr. Shapps now needs to lead is about the very nature of investment in land and property, and the balance to be struck between debt and equity, between long and short term returns, between stewardship and speculation, between genuine risk and reward, between public and private interests, and between the local and the national interest. We need a new professional understanding of value that reflects the necessary balance between all these things and both social and economic need.

If Shapps and the professions can do that, we might truly look forward to an economic legacy of more intelligent and sustainable markets operating for the benefit of all.

**Stephen Hill** is a Chartered Planning and Development Surveyor, active within the profession to promote a wider understanding of spatial planning and sustainable development in the delivery of regeneration and growth area projects. He is Director of C2O futureplanners, land economists and spatial planners and co-founder of the futureplanners network of independent practitioners.

He has been working in housing development and neighbourhood scale regeneration in public and private sectors since the early 1970’s. He has been working on the development of Community Land Trusts since 1989, and has been a champion for many other forms of citizen led action in urban change.

He is a CABE Enabler, and a member of CABE’s Sustainable Cities Advisory Group, BRE’s Sustainability Board, and RICS’ Sustainability and Planning & Development Professional Group Boards, EU Sustainable Property Investment and Management Advisory Group, and Homes and Communities Agency Liaison Panel.

<sup>1</sup> Speeches at the Housing Market Intelligence Conference, London October 2010 and Centre Forum at the Liberal Democrat Party Conference, September 2010, Birmingham [www.guardian.co.uk/society/2011/jan/01/minister-end-housing-price-rollercoaster?INTCMP=SRCH](http://www.guardian.co.uk/society/2011/jan/01/minister-end-housing-price-rollercoaster?INTCMP=SRCH) and [www.guardian.co.uk/business/blog/2011/jan/03/michael-white-house-prices](http://www.guardian.co.uk/business/blog/2011/jan/03/michael-white-house-prices)

<sup>2</sup> ESRC funded research carried out by the Centre for Urban and Regional Studies, University of Sussex and the University of Örebro. Written up in Ambrose, P. (1994) *Urban Process and Power*, Routledge

<sup>3</sup> NIMBY or Not in my backyard’ was popularised by Nicholas Ridley as Secretary of State for the Environment in 1987-9

<sup>4</sup> Weale, M ‘Commentary: House Price Worries’ (National Institute Economic Review April 2007)

<sup>5</sup> Churchill W.S., ‘The People’s Land’ 1909

<sup>6</sup> Clarence Darrow (1859-1938) was an attorney in the United States, who made his reputation, in part, by his defense of a school-teacher who dared to teach the scientific basis for evolution to students in a Southern school.

<sup>7</sup> Formerly Senior Economist in the Environment Department of the World Bank, where he helped to develop policy guidelines related to sustainable development

<sup>8</sup> Inside Housing 22 October 2010 ‘Must do better’ Comment by Tim Leunig Reader, Department of Economic History, LSE [www.insidehousing.co.uk/analysis/opinion/must-do-better/6512180.article](http://www.insidehousing.co.uk/analysis/opinion/must-do-better/6512180.article) and [www.dailymail.co.uk/debate/article-1320302/1-resent-tory-housing-minister-Grant-Shapps-saying-house-isnt-investment.html?ITO=1490](http://www.dailymail.co.uk/debate/article-1320302/1-resent-tory-housing-minister-Grant-Shapps-saying-house-isnt-investment.html?ITO=1490)

<sup>9</sup> From Cabinet papers just released under the 30 year rule,

<sup>10</sup> John Hawksworth, Chief Economist in [www.pwc.co.uk/eng/publications/ukey\\_complete.html](http://www.pwc.co.uk/eng/publications/ukey_complete.html) ‘Economic Outlook’ PwC (November 2010)

# The champagne

Well the showers didn't dampen the spirits of the members on the Spring Weekend away. This year we went to **Sussex and Surrey** on the 8-9th May 2010. On the Saturday morning we were the guests of RidgeView Vineyard near Ditchling which sits just 1 ½ miles north of the highest point on the South Downs in the heart of the Sussex countryside.

**M**att Strugnell, the resident wine maker, gave a fascinating tour around the vineyard and production facility and explained the process all the way through from the planting of the vines in 1994 when the Roberts family bought the estate through to today with the production of multi-award winning sparkling wines which are distributed through Waitrose amongst other outlets nationwide.

The whole estate runs to 30 acres (12 hectares), with a further 6 acres leased. RidgeView also has new client farmers who have recently planted or about to plant, under its direction, some 50 acres of vines of the "classic Champagne" varieties along the Sussex

and Kent areas bordering the La Manche (The Channel).

The vines are also grafted onto root stock to ensure that they do not succumb to disease and they produce Chardonnay, Pinot Noir and Pinot Meunier which are used in various proportions in the wines that they produce – the flagship being Knightsbridge, others including Belgravia, Bloomsbury and Grosvenor. Having tasted samples in the beautiful tasting room overlooking the South Downs members were divided as to which were their personal favourites, so many purchased a bottle of each to continue

the tasting with their families at home.

As with other crops in the UK, the state of the weather is a crucial factor in determining the health of the vines and the cropping yield potential. The Vineyard has its own weather station and frost was forecast for the following Monday, Tuesday and Wednesday nights.

The winemakers weapon against frost? Giant candles that burn for over 10-15 hours in metal canisters distributed at even distances between each line of Vines to generally raise the ambient temperature of the air and ensure the tender shoots are not damaged. We learnt that there is only one chance with vines; if the shoots were destroyed the vines would shoot again but the crop of the

second would yield only half the quantity and the third shoots would only ensure the vines survival and yield nothing. Winemaking is obviously a perilous activity and so much hard work goes into the final bottle that we plug.

We heard about presses, about disgorgement dates (a minimum of 18 months after the harvest) and about the all-important second fermentation in bottle. This is what produces the small bubbles, as well as the prolonged yeast contact, known as autolysis, that contributes texture and flavour. Again and again in international blind tastings, English sparkling wine is proving that it's a match for anything but the very best (and most expensive) Champagnes.

Ridgeview are stepping up production to meet



Matt Strugnell right shows us around the vineyard



# is on ice!





demand with more and more local farmers deciding to put over land to vines to supply grapes which will then be used at the facility in Ditchling. The family have also invested with a huge press supplied by a French company which is the same as is used by the Champagne makers and extracts the cuvee or the second press and new chambers where the wine is stored until bottling. It was great to see a local family business now competing in a UK wide scale and we wish them all the best with their future ventures.

It was then off to Lingfield Park for an afternoon of exhilarating horse racing. This was the Derby Trials Day, one of the premier racing days in the Lingfield Park events calendar. Before the first race started, CULS Past President Philip Wragg, nephew of trainer Geoff Wragg and grandson of Harry Wragg who trained the winner of the 1961 Derby at Epsom with Psidium, gave a talk about the history of Lingfield Park and the plans of owner, Arena Leisure, to maximise the value of their land holdings.

The 4 star Marriott Hotel & Spa was due to open on the following Monday and we anticipated would be tempting for members who want a return visit and fancy racing, a round of golf and perhaps some relaxing treatments in the spa. Philip Wragg was ably assisted by Andy Waitt, the Clerk of the Course and Estate Manager at Folkestone and Lingfield Park







who was happy to answer questions. Of particular interest was the all-weather track that Lingfield has (although the racing on Derby Trials day was all on the turf) and this enables the course to host 92 racing days a year, impressive when compared with other courses like Newmarket. Arena Leisure operate 7 racecourses and host 25% of all the race meeting held in the UK each year. Having dealt with all the heavy snow which fell in Surrey in January this year a spot of drizzle didn't faze Mr Waitt who left us to place our bets and ensured that the course was ready for the day's events.

Looking at the quantity of champagne that was consumed by members in the various bars and restaurants during the afternoon I think most people backed a winner or two and there were interesting stories swapped over dinner that evening at The Wiremill pub in Felbridge, Surrey. The food was delicious and the hosting of Colin, Anthony, Tim and Jason made us realise why they were awarded pub of the year 2010 in the recent Publican Awards held at The Dorchester in London.

The following morning we met at Wakehurst Place in West Sussex, although numbers had dwindled after the night before! Wakehurst is the country estate of Kew Gardens and home to the Millennium Seed Bank; an impressive project which seeks to store all the world's seeds to protect species from extinction. In 2010, the team have reached their first target of recording and storing 10% of the entire world's species and they are all stored in secure chilled vaults 40 metres underground. As well as the Seed Bank visitor centre, members were free to explore the 450 acres of beautiful gardens which were blooming with colourful azaleas and rhododendrons and trees coming into leaf and blossom.

We all departed happy with our sparkling champagne in the car boot and winnings in our pockets having enjoyed another fantastic Spring Weekend away and looking forward to hearing what Giles Dobson has planned for us all next year. A number of the people at this year's event had never been to a weekend away before and will attest as to was a good time we all have and how sociable it is, so if you have fancied it in the past please do give it a go, we look forward to meeting you.

[Faye Shorey](#)

Committee Member





On Thursday 2nd September 2010 an ever-growing motley crew of CULS golfers stepped out onto the lush, green turf at Royal Wimbledon Golf Club once more thanks to our ongoing relationship with the Club through Tony Murley (not in attendance in 2010 but in training to make a comeback, complete with new bionic body parts, in 2011). We tee'd off in glorious sunshine which was always going to set the scene for a good day's golf.



Lloyd & Tom enjoying receipt of the winner's trophy...



Checking the score cards - Dominic Reilly (L) and Lloyd Davies (R) confirming his victory

We were buoyed by some new faces not seen in recent years as well as some old faces who regularly show up, even if it is just for lunch. We were particularly excited to see Tom Watson on the team roster after his performance in the 2009 Open although it turned out we were blessed with the company of a much younger model who did his namesake proud despite being outplayed by all three of his team mates (said team went on to lift the trophy). A late addition to the team sheet was a pleasant surprise for the organiser who had carefully arranged the group into four balls for the afternoon's round. Needless to say an extra player required a bit of a re-jig resulting in "The Colonel" having to join the newly created three balls around the course for the afternoon to make up numbers for scoring purposes. Unlike many of the CULS golfers, The Colonel could also be known as 'Steady Eddy' getting a 'bogey' on every hole. Some teams were relieved to find him on their side.

As ever there was some erratic golf, some (quite a few from our eventual winner) moments of genius and, all in all, a good afternoon had by all. It was great to see some new faces and, as one attendee commented, "see how a few of the older ones were 'maturing' – some better than others" [no names mentioned]. Most people were happy with their team draw, one commented that he "enjoyed every complement that came out of his [team mate's] mouth, getting more and more bitter and resentful with each hole" – so good moral support then [don't let this put you off]. He goes on to say of

said bitter team mate that "his birdie on 17 allowed him a very deserving smile". These gentlemen were also lucky to play in the company of the legendary (not quite yet, but good potential for future CULS rounds) Tom Watson on their team who "played like a legend" but then "showed his age and faded on the back nine".

As ever some reference to 'comedy shots' was made in the bar afterwards, in fact "a series of them" from one team member up the 9th. After a decent drive the resultant effort to get to the green included about four chips where the divot went further than the ball on every occasion. "These weren't just divots," says our onlooker, "I'm sure he was hunting for worms to take on his next fishing expedition." The Persian rug makers in Iran would have apparently been delighted with the effort. This, I hasten to add, all described by said worm-hunter's teammate who was soundly thrashed by a much higher handicapper on his home course. Oh the beauty of the game of golf.

After the golf we retired to the terrace with a beverage to recount tales, tally up scores and determine who the eventual winner was. Lloyd Davies produced some champagne golf on his round to take the trophy which was presented 'in absentia' (the trophy that is). On further investigation it would appear that at the last match against Reading our opposition took the view that because they had bought the trophy in the first place that they would keep it (!), so we are still looking for a donor. In fact the Welsh contingent who were out in force on



The infamous Tom Watson (L), Lloyd Davies (eventual winner - making a careful club selection!) in the middle and Phil Irons on the right in shorts all walking up the fairway. They were also the team winners.



In this one, James Gulliford pitching for the green with Eric Peters in the background.



Winner of the Ladies' Plate (the only Lady playing)

the day offered to sponsor a new trophy which will replicate the Ryder Cup, albeit with a large dragon on the front. We are currently looking into / trying to find a CULS golf logo / coat of arms as a result. In the absence of Ben Dormer there was unfortunately a lack of competition for the Ladies' plate again. This day is very much open to all so please get involved (I would like some female company!).

General enthusiasm levels at the end of the day for a re-match were high and we have, therefore, booked out a limited number of tee times on the afternoon of Thursday 1st September 2011. Please put the date in your diaries now. If you would like to play then please email Kathy Wallen to register your interest early as this will book up fast. Further details will be sent out nearer the time.



LR, Hannah Durden, James gulliford, Tom Watson, Huw Colwyn-Foulkes, Oliver Slack, Dominc Reilly, Lloyd Davies, Phil Irons. Absent: Gordon Wood, Eric Peters



# CULS close connections with the National Surveyors Rugby Sevens

I completed 20 years as Chairman of the National Surveyors Sevens Committee last year. I took on the role just as we went into the early 1990's recession, so I felt I should not hand on the baton until now, enabling me to spend more time at my Property Investment and Management practice in the West End of London.

The event is one of the biggest 7's tournaments in the amateur world with 6,000 people attending. Firms of surveyors and property companies from all over the country are represented, not just from London. Many clients and others with property connections attend, in addition to the legions of support from staff. Indeed one year CURUFC played! There are marquees all round Richmond Athletic Ground, with copious amounts of food and booze to consume, including BBQs and activities for children.

The tournament is organised to a high standard and officiated by London Society referees, some of whom are of international standing such as

Wayne Barnes and J P Doyle. The Richmond Athletic Association provide excellent facilities for a tournament such as this, which requires 4 pitches. It also has the blessing of the Rugby Football Union.

Amateur it may be, but there have been 15 internationals that have played over the years including past Cambridge (virtually all Land Economy) players Rob Andrew, Gavin Hastings, Simon Smith, Alan Wordsworth, Hugh Davies, Marcus Rose, Andrew Harriman and Eric Peters. Indeed Simon Smith played the day after scoring a try for England at Cardiff Arms Park against Wales!

We have always had a Charity of the Day, and those which we have helped include the British Diabetic Association, Kids Kidney Research, Debra, Aspire, Multiple Sclerosis, Chase, Suzie Lamplugh Trust and The Royal Star & Garter Home for Disabled Soldiers Sailors and Airmen. During my tenure we have raised over £375,000, often for those charities which are too small but are so worthwhile and therefore benefit to a greater extent, such as Elifair,

Unicorn, The Diamond Centre and The Three Little Miracles.

Guests who have presented the prizes have been from all walks of life, including the late England and Lions rugby international Andy Ripley (who also went to Cambridge as a mature student), Fatima Whitbread 1986 World Javelin Champion and BBC Sports Personality of the Year, Kenneth "they think it's all over... it is now" Wolstenholme, Richard "Victor Meldrew" Wilson, as well as Chris Greener, Britain's tallest man at 7ft 6¼ins (2.29m). In 2003 I was delighted to have Alastair Hignell, the Cambridge rugby and cricket blue, England international and BBC commentator, supporting the lesser known Multiple Sclerosis Resource Centre charity.

This year's tournament is to be held on Sunday 15th May, so please make sure you make a note in your diary to come down to Richmond on that day.

**Gordon Wood - Downing 1974-77**

Dexter Wood & Partners

Property Investment and Management

From left to right: Sevens Committee Members; Ollie Slack (CULS) - 4 times winner; Chris Mackaness - 2 times winner; Gordon Wood (CULS) - 3 times winner; Jason Leonard - no times winner but 114 England and 5 Lions caps!; Dominic Walton - 1 time winner. Jason Leonard was Guest of Honour for the Wooden Spoon Charity.



# 2011 Time to change our business or ourselves?

"Rachel, we need you to help us change the business". So many times this year I've received a call that starts with this sentence and each time my reply has been the same: "If you want to change your business, you'll need to transform your people".... after which there is normally a subdued silence followed by a few sighs and gnashing of teeth.

**M**y aim is that anyone reading this article will find it devoid of the usual 'management speak' and jargon that normally accompany discussions around change and transformation. I make no apologies for my 'earthy' approach to this topic. My background in construction and commercial property has seen me attend and yes, endure, many courses that have tried to address this topic. They left me disinterested, disengaged and at a loss as to how I could apply the content within the practicalities of busy businesses and 12 hour days.

So let me start with a simple statement: Culture eats strategy for breakfast. No jargon here. No management speak in that sentence. Simple but true. In the last 10 years I have worked with many businesses on some huge transformation and change projects, in many diverse sectors. Without exception, those that have been successful in driving and sustaining change, have been the businesses that recognise that getting people to change is what changes a business. Jim Collins in his book *Good to Great* (2001) states that you should "get the right people on the bus first, and then figure out where to drive it." In other words, get the culture and people right before you get bogged down in strategy.

My approach to transformation and change is also not based on strategic plans, but on one fundamental, unwavering philosophy:

To transform the business, you must transform the people; To build the business, you must build the people; To grow the business, you must grow the people.

You can be forgiven in thinking that this all sounds very 'HR' and woolly. The very mention of the word 'people' has caused those at the delivery end of a business to lose the will to live and immediately reach for their 10 Minute Manager handbook and focus on KPI's, results, profits and margins.

But hear me out. At least for the duration of this article. If I could offer you just one opportunity to create a culture of growth, innovation, and leadership in your business, would you take it? How much of a risk is it compared to the other business risks you take? In my experience, the organisations that put a premium on helping their people to reach their fullest potential without limitations are those that experience

## Rachel Wilson

explosive growth and create a sustainable growth trajectory.

A client with whom we continue to work has a compelling story to tell. When we initially met up, the CEO set a bold aspirational goal to increase revenues from £2bn to £5bn in 5 years. Before the company could possibly embark on this mission, the mind-set of the people needed to be changed. What we found was that the company had a huge set of limiting beliefs that convinced many people that they could only be what they already were.

What we saw was missing for many of these leaders was a critical component; the ability to think 'magically', to see possibilities the way a child sees them – as limitless and filled with potential. Instead there was pervasive evidence of resigned or cynical thinking – the notion that things simply couldn't be done, that explosive growth was nothing more than a pipe dream. This kind of thinking was a huge impediment and we knew that it was one of the first things that needed to change if the company was going to realise the CEO's dreams. By taking people on a journey into the future to show them another way of thinking was possible, we helped them take their critical first steps in generating that future.

How we did this was at first, little more than controlled chaos. People wanted to put their best efforts into the session, but they didn't really know how. As the simulation continued, however, something shifted. They began exchanging ideas, learning about one another's successes and failures, and – importantly – they began to embrace a shared vision. They began to sketch out a blueprint and developed detailed plans for putting the organisation on an accelerated growth trajectory. Change was happening before our eyes. The CEO then chose this time to give them a clear message that he trusted everyone to do the right thing. The relationship between the CEO and its leaders changed at that moment. The executive team had been liberated from the 'business as usual' mindset. Each made his or her personal commitment to change and to live the new vision as of that moment.

To those of you who are cynics, it might be surprising that they achieved the target of growing



the business to £5bn and that the CEO attributed this alone to the change in mind-set. Yes, organic growth followed, as did carefully selected pricing policies and product/market realignment. But not before they put people growth and cultural change before such strategy. They realised that their culture was not conducive to transformation so they set about taking the risk to change their mind-set once and for all. This wasn't achieved through some elaborate lean-sigma, process mapping exercise. Nor was it achieved through a 'change consultant' who decided to work on the intricacies of business content. They simply took their people out of the business to work on the business – something very rare in our hectic, full-on lives.

The concept of change is something of differing personal perceptions. I too was a cynic, but realised that there were things that I could do to change my own mind-set. The great news is that sometimes by looking at how we can change at work, the results can be translated into our personal lives. I'm a Board Trustee of JK Rowling's charity Lumos, which seeks to end the institutionalisation of children across Europe. If you really want to see fear of change, try looking into a child's eyes whose only security has been an institution, however personally damaging it may have been. Yet these children embrace the change through some careful and sensitive handling and become advocates of transformation. I can't possibly compare the change that these children go through to the change that people go through when a business embarks on a transformation journey. The similarity is that both involve fear but the marked difference is that these children have no choice.

**Rachel Wilson** (nee Shaw) (Wolfson 1990) has recently gone through one of the biggest changes in her life by becoming a vicar's wife. She juggles this with being Managing Director of her own business Sorted & Organised Ltd and also works freelance for the Breakthrough Group with a number of key retail clients overseas and in the UK. [Rachelshaw35@hotmail.com](mailto:Rachelshaw35@hotmail.com)



# Thursday 28 October 2010

Large scale graduate recruitment for 2011 was back on the agenda for most of the major advisory practices – in some cases back to pre credit crunch levels.

## Property Careers Event

This was the message from the 2010 Property Careers Event in Cambridge attended by 12 employers. Almost all of the UK's major advisory firms were aiming to recruit for September 2011 in numbers ranging from 15 – 45. However, other firms were sitting on the fence to see the full effects of the improving market before committing themselves on numbers.

Much reduced recruitment over the last two years means that there is a large pool of qualified graduates still seeking work. It is still very much an employers' market.

The format of the evening was once again an informal networking event with about 20 employers' representatives – some of whom were recent graduates themselves. Halfway through the evening, each firm briefly introduced themselves to the assembled students including the range of their firm's activities and their graduate recruitment intentions.

Deadlines for applications for the large firms were due in November / December so this was prime time to prepare job applications. Almost all of the initial procedures nowadays are dealt with on line – so gone are the days of company literature being handed out. Many of the questions asked related to which business areas were recruiting most heavily, the APC procedure and graduate rotations. Understandably, many students had an interest in development for which the prospects were looking a little more rosy than for several years.

Just over 50 students attended. Land Economy and M.Phil Real Estate were well represented but there were students from several other disciplines. Some post graduates came along who were looking at career changes. One or two had travelled a considerable distance specially to attend. It was noticeable that almost all of the students were serious job hunters.

The new venue was the Pavilion Room at Hughes Hall. Early arrivals were able to enjoy a lovely view over Fenners cricket ground. The event was

supported and marketed as always by the CU Careers Service and their Director, Gordon Chesterman greeted arrivals and also spoke briefly.

The Land Economy Department kindly supported the event by providing the room and refreshments. Colin Dunkerley thanked Ian Hodge who represented the department on the night.

Several prominent members of the Land Society attended as representatives of their firms including Giles Dobson, Roddy Houston and Victoria Collett.

**Colin Dunkerley**

Hon Careers Officer

Cambridge University Land Society

### The full list of employers was:

Savills	Andrew Eve Rachael Woods
Jones Lang LaSalle	Claire Mills James Coke
Colliers International	Emma Tinsley
CBRE	Vanessa Buchan Claire Taylor
Knight Frank	Ed Bush Freddie Owen
GVA Grimley	Stephen Edgar Helen Shellabear
DTZ	Hugh Sancroft Baker
Cushman & Wakefield	Richard Howgego Samantha Thorne
Drivers Jonas Deloitte	Louise Sherwin Chris Robinson
Telereal Trillium	Roddy Houston Tom Williamson
Navigant	Victoria Collett
Bidwells	Giles Dobson Cath Anthony

### CULS Prize Winners 2010

#### Undergraduate Prizes

**The Noel Dean Prize** for best performance in Tripos Part II  
**Nick Ford**

**The Mike Turner Prize** and best performance in Paper 15  
**Edmund Chadwick**

**The Gordon Cameron Memorial Prize** for best performance in Paper 7  
**Charmaine Reason**

#### MPhil Prizes

**The Douglas Blausten Award** for the highest overall mark on RE02 Real Estate Development  
To be shared equally between:  
**Vanessa Kozik and Massimo Massih**

**The Alistair Ross Goobey Award** for best overall performance on the REF MPhil  
**Vanessa Kozik**

People like clear definitions and in the early twenty-first century often seem uncomfortable when people (or things) fall into multiple categories. Upon meeting a person for the first time, it is usual to inquire about one's occupation. When I am asked, my usual response is "Land Economist", because relatively few people seem to know what that means or what one does. Usually this leads to further probing, and my response is often a highly unsatisfactory "I mess around with buildings and land". An alternative statement, "I am an architect", leads to many assumptions about what I am and what I do - things that in reality I rarely do. When I point to a building project, there is an assumption that I somehow designed it - but my role was inevitably in the financing, marketing, land acquisition and/or overall management. Somehow, relative to buildings and land, two solitudes, at least, have emerged, with architecture standing apart from the managerial and economic disciplines and I often find myself on both sides.

A few centuries ago such an intense division between two built environment disciplines would simply not have existed. Architecture and economics would be seen as completely intertwined. It is only necessary to walk to the end of Silver Street to see an early work of one of the most remarkable creators of buildings - Pembroke College Chapel by Christopher Wren. When he designed it Wren was known as a physician, astronomer and mathematician, and indulged in business and politics. Interestingly, Wren probably felt most at

home with respect to medicine: near the end of his life he reflected on his long career and wondered whether it would have been better for him to have devoted more time to medicine, rather than dealing with what he sometimes saw as 'rubbish', that is to say, architecture. Since his time, we have largely separated the different activities associated with creating and managing buildings. Wren perhaps was pointing at directions that were not followed, and posed questions about the psychological and symbolic aspects of buildings, issues that still intrigue us, even though we now have the statistical concepts, methods and computers that allow us to develop more complete understandings of the relationships between people and buildings.

This distancing is particularly unfortunate now, because the various disciplines have evolved in different directions so as a result have much to offer each other, often as alternative approaches to decisions about buildings and land. I am one of those people who never really left Cambridge - and remain an associate of Cambridge Architectural Research Limited. The interesting aspect of this independent consultancy is that within its wide range of

activities, there are many opportunities to use resources from different disciplines, adapting them as may be necessary to relate to the specifics of the project, sometimes mixing approaches from several different sources. For example, one project used market research techniques to explore alternative designs for quite ordinary commercial buildings, and yielded some fascinating insights into how different groups of people react to them, and why. A portion of the results were ultimately published in an American psychology journal. We have also undertaken government-funded research into real options methods as applied to practical architectural decisions; one of the project members was Kanak Patel. Within these projects new insights into the built environment and the people who inhabit and create them have emerged.

Contained in the fundamental cores of both Land Economy and Architecture are structures for making decisions affecting the built environment. Each can offer benefits

# Bridging



Ian Ellingham, The School of Restoration Arts, Willowbank, Canada., centre: Pembroke College Chapel - photo by Steve Cadman



through their own insights into human behaviour, and ways of dealing with them. Land economy tends to approach decisions using methods derived from fields such as marketing, finance and economics. They usually have a quantitative orientation that imposes a framework on the analysis, something that is both positive and negative. Architecture, having its roots in design, is largely based on “softer”, more qualitative methods. Practitioners in either field should recognise why - architecture, the older discipline, has become accustomed to the conditions where hard data is often incomplete, suspect, too expensive to collect, relates to something else, anecdotal or completely absent. The nature of problems tends to be complex, especially when the beliefs, attitudes and behaviour of people are significant, and multivariate - indeed it is impossible to even enumerate the numbers of factors that come into some decisions. Yet decisions have to be made, so over literally centuries ways of thinking and deciding have evolved,

and have become embedded in architectural design decision-making. Unfortunately, they are often unarticulated and perhaps even mysterious. Many people are surprised that architects often do so well when they undertake graduate studies in business, but the reason is simple: architects readily embrace typical business problems, using mathematical tools in a creative sense, rather than just searching for data to put in them and get “the answer”.

When one straddles these two worlds, the weaknesses of each are also apparent. The world of architecture is often limited by an inability to acquire and use quantitative information, or to generate comprehensive strategies as a way to attain objectives. Moreover, the separation of disciplines has put many areas that could inform decisions on the other side. There are significant barriers to be overcome in terms of the different cultures and language of each discipline. There is the obvious concern about protecting turf, both commercially and intellectually. But there is hope. In my teaching activities, I am most pleased to see the ability of students, when challenged to do so, to

happily engage with the tools  
of “the other side”,  
suggesting  
that

the gulf need not be permanent. At The School of Restoration Arts at Willowbank where I teach both architectural history and business methods, the main passion of the students is the preservation of heritage buildings, but I find that they respond positively to Harvard Business School cases, as well as my occasional demands that they express themselves in the form of poetry.

In our increasingly complex world, everyone needs to make the best decisions possible, and in many fields interdisciplinary activities are a way of making significant advances. Moreover, medicine manages to encompass specialisations with very different characteristics: psychiatry, ophthalmology and orthopaedics come to mind. In an alternative world, structural engineers, quantity surveyors, acousticians, land economists and architects would similarly all be specialists within one profession. The benefits of somehow merging the approaches used by the different elements within the property world would come in the form of an improved capability to work together, to respond to the expectations of clients, and have better tools to enable a better understanding of how buildings function in increasingly complicated contexts, thereby maximising their value to clients, users and wider society. Is it possible that our goal should be to return to the world of Wren, when a designer might use his skills as a medical researcher or astronomer to help in the creation of more wonderful buildings?

# the divide



## Ian Ellingham,

BArch, MBA, MPhil, PhD, PLE, OAA, FRAIC

Dr. Ellingham is an associate of Cambridge Architectural Research Limited and currently the Interim Director of the apprenticeship-based Syllabus Program of the Royal Architectural Institute of Canada. He is also a member of the faculty of the School of Restoration Arts at Willowbank in Queenston, Canada.

<sup>1</sup> [www.carltd.com](http://www.carltd.com)

<sup>2</sup> Fawcett, W; Ellingham, I; and Platt, S. (2008) Reconciling the Architectural Preferences of Architects and the Public: The Ordered Preference Model, *Environment and Behavior*, Vol.40, No.5.

<sup>3</sup> Some of this research was published as: Ellingham, I. and Fawcett, W. (2006) *New Generation Whole-Life Costing, Property and Construction Decision-Making Under Uncertainty*, London: Taylor & Francis. Shortlisted for the 2007 Royal Institute of British Architects President's Award for Research.



# An Obituary of Jeffery Francis Quarry Switzer (1925 – 2010)

By Professor Alan Gillett OBE DSc MA FRICS

It was a sad day last summer to learn of the death of Jeffery Switzer especially to those of us who remember him from his lecturing days, initially to the Estate Management course, then to the Land Economy Tripos, his many years with the Land Society and for his great service to his College, Sidney Sussex. Amongst his many achievements he helped set up the Department of Land Economy, and was Chairman of the Board for five years, and also Estates Bursar and Vice-Master of Sidney Sussex.

Somehow the announcement of his death on 22nd February 2010 escaped the attention of the Department of Land Economy and it was only the briefest of announcements in the RICS magazine last July that we learned the news and then, after enquiring of his College, that the 'Thanksgiving and Funeral Service' had taken place in the chapel on Thursday 4th March. Thus we, his many friends in the Land Society and the profession, were unable to be present then or to pay our condolences at the time. I hope this obituary will, if inadequately, make up for lost time. However, the College has sent me a most warm and appreciative Tribute at the funeral service by his close friend and Fellow of Sidney, Donald Green, from which I quote with his permission later Jeffery was born in Northern Ireland on 9th January 1925 and educated at Portora Royal School in Enniskillen, from where he went to the Britannia Royal Naval College, Dartmouth and thence into the Royal Navy, a love for which he entertained all his life. He then served as a midshipman in the battle-cruiser 'Renown' and the aircraft carrier 'Illustrious' until he fell seriously ill of pleurisy and had to be invalided out of the navy. In spite of the relatively short time in the navy he devoted much of his life in the University to supporting the 'Senior Service' to the benefit of many undergraduates as we shall see later.

In 1944 Jeffery came up to Sidney, sponsored by the Royal Navy, to read Estate Management, obtaining Firsts and a scholarship, and then spent virtually all his subsequent career in the university, his college and his chosen profession. He soon became a lecturer in the, then, Department of Estate Management, located in Kenmare House opposite Pembroke College, and it was in that capacity that I and the 1950 generation first made his acquaintance. He was appointed a University Lecturer in 1954 and, subsequently, was Secretary of the Board of Estate Management and also the Trustees of the Estate Management Development Fund with Dr. Donald Denman. With Denman he fought tenaciously through the labyrinths of University Senate politics to finally, on 24th March 1962, bury the Estate Management Course and obtain University approval to the setting up of the Land Economy Tripos. Denman, shortly to become the first Professor of Land Economy, in his fascinating autobiography 'Half and Half Affair', describes Jeffery in these tortuous years leading up to the Tripos thus: "He was a tower of strength in those years of overture before the struggle on the Senate. He was young, handsome and cast in a mould between Father O'Flynn and Ian Smith of Rhodesia. Jeffery from the genii among the Irish ancestors had inherited an engaging, penetrating wit, ready courage and charm which, now and again, would combine somewhat incongruously with a taut serious-mindedness." Coming from Professor Denman that was praise indeed.

Jeffery had an outstanding career both within the University and in the surveying and town planning professions. Those of us who were lucky enough to be taught Planning by him at Cambridge will always remember his tall, elegant figure at the lectern and his knowledge and experience of the subject. This soon came to the notice of the University and City of Cambridge where he was, not only Chairman of the Faculty Board of Land Economy but often Expert Witness in some of the major development schemes in the City centre.

Professionally, he was an Honorary Member of the Royal Town Planning Institute and a founder member of the Planning and Development Division and President 1977-78 and awarded the RICS Gold Medal in 1963 "For studies in the economics of planning and building". Between 1969 and 1979 he served on a number of RICS committees concerning the role of the surveyor in planning and land economy. One of Jeffery's major achievements in the planning field was to be an active member of the Town and Planning Summer School Council and President from 1977-1982. He



also had a successful involvement in obtaining the magnificent donation from Harold Samuel, Chairman of Land Securities, as a benefaction to the then Department of Estate Management. His curriculum Vitae would occupy a full page of this magazine alone such were his many accomplishments for the profession in his chosen fields.

The abiding memory I have of my three years (1950-53) attending Jeffery's lectures was the occasion when he organised a combined visit of two of the great names of the day in Town Planning, Sir Patrick Abercrombie and Sir George Pepler. These two elderly (to us!) gentlemen with international reputations proceeded to chat together like two neighbours on either side of the fence on their great post-war schemes rebuilding some of the blitzed cities of the UK, like Plymouth, completely oblivious of us their undergraduate audience! In 1962 Jeffery was seconded from the University to the Government of Malta, which had recently become 'independent', to advise them on much needed Town Planning. He always said this was a very happy time for him and his beloved wife Sheila whom he had, apparently, met when she sold him a poppy on Remembrance Day 1946 and subsequently married in Sidney Sussex chapel when he graduated in 1947. Twenty five years later he was invited back to Malta to sort out a number of planning problems left behind by Dom Mintoff, the fiery Prime Minister, who had recently been forced out of office. Both these periods in Malta, Sheila says, were amongst happiest periods of their sixty three years of marriage.

In a sense, his other 'marriage' was to his college to whom he devoted his life from the time he became a Fellow in 1957. He was a College Lecturer, a Director of Studies, Estates Bursar for ten years, a Tutor for fifteen years and subsequently Vice-Master. Donald Green in his funeral tribute said "as a tutor he cared well for his pupils and encouraged them. They particularly remember his friendship and the wonderful Sunday lunches that Sheila gave them at their house in Long Road." As Estates Bursar he, apparently, brought off a property coup by selling a college estate of ground rents in Cleethorpes dating back to a 1616 bequest, originally of farm land and which raised a considerable capital sum which was then invested in Equities and enabled his College to embark on a major building programme, a lasting legacy of his surveying skills.

Another of Jeffery's successes in the University came when, as the Vice-Chancellor's Deputy chairing the Military Education Committee he managed to obtain the Admiralty's consent to form a URNU (University Royal Navy Unit), matching the OTC and Air Squadron, which was something of a surprise for a place like Cambridge many miles from the sea!

From the point of view of CULS, I am sure we all have memories of Jeffery's abiding interest in the Land Society's affairs culminating in his very successful year as President in 1990. The last time we saw him was at the Spring Weekend at Holkham Hall in 2008 and he will be greatly missed at all our functions in the future. I cannot describe him better than in the final words of Donald Green's tribute: "his professional life was characterised by his friendly nature and direct manner, and by the prodigious amount of good work that he did for his College, the University, his profession and the world at large".

Now eighty [Prof. Gillett](#) Past President, was at Clare from 1950 - 1953 when he read Estate Management as it then was under Noel Dean, head of the department and Dr. Donald Denman with Jeffery as lecturer in Town Planning. After Clare he joined his family firm of Ferris & Puckridge (6th Generation going back to Samuel Ferris a Land Agent in Wiltshire in 1795) and after two small mergers remained there until he retired in 1995 having been senior partner for the last 18 years. From 1970 onwards Alan was a regular Lecturer for CPD organisations and became associated with the College of Estate Management from 1963, and made an Honorary Fellow in 1985. Alan set up the Estates Committee for the City University, London, in 1981 and was awarded an Honorary Degree in 1993, and after lecturing, and as an External Examiner, at Kingston Polytechnic in the 1980's has been a Visiting Professor to the University of Kingston which the Poly became in 1992 "and am still lecturing there in spite of my age!"

# Cambridge Land Economy Advisory Board

**A**s an American who has had the pleasure of being involved with the Department of Land Economy for more than ten years I have been surprised by the relatively limited involvement of the property industry in the Department and its programmes. In recent years, CULS has been doing an excellent job of connecting or reconnecting its members with the Department. However, the Department could benefit from a much stronger profile in much of the British property industry and certainly in the European and global property industries. For a department with a unique breadth of perspective, several excellent programmes, the best research in the UK and extremely talented students, this is a lost opportunity. It is a missed opportunity to:

- 1. better market the Department's programmes to the best potential students**
- 2. enrich the programmes with input from a broad cross-section of industry leaders**
- 3. strengthen the job placement of graduating students**
- 4. supplement the Department's limited financial resources.**

In light of the United Kingdom's budget cuts to university funding, the financial resources issue has gained even greater prominence.

To address these issues, the Real Estate Advisory Board has, for the last 12 months, been working to restructure its role to change it from a relatively passive group of industry leaders to a much more actively engaged group who will be encouraged to contribute their time, their experience and their resources to enriching the Department and its students now and for many years into the future.

The plan is to create a newly named Cambridge Land Economy Advisory Board that will consist of industry leaders prepared to invest time and money to elevate Cambridge Land Economy to its rightful place as a unique and leading programme in Europe. The organisation is being explicitly constructed to recognise the role and contribution of CULS which will have five seats on the Cambridge Land Economy Advisory Board.

A great deal of work remains to be done, but I believe that we are laying a strong foundation for a vibrant group that can support, along with CULS, the Department of Land Economy for many years to come. If you would like to get involved please contact me on I know that what we do will be appreciated by the students, the Department and the University, and in doing so, we might even have some fun!

Jon H. Zehner



**Jon Zehner** is a Senior Director with AREA Property Partners and is responsible for deal origination, investor relations and strategic development. Prior to joining AREA, Jon worked for almost 28 years at JP Morgan, which included four years as head of sub-Saharan Africa and 24 years in real estate investment banking of which he was global head for eight years. In addition to his involvement with the Land Economy Advisory Board Jon is a Trustee of the Urban Land Institute, a founder and past member of the Executive Board of the European Public Real Estate Association (EPRA), and a past member of the Policy Committee of the British Property Federation. Jon has an AB degree from Dartmouth and an MBA from Harvard.

## Charitable News

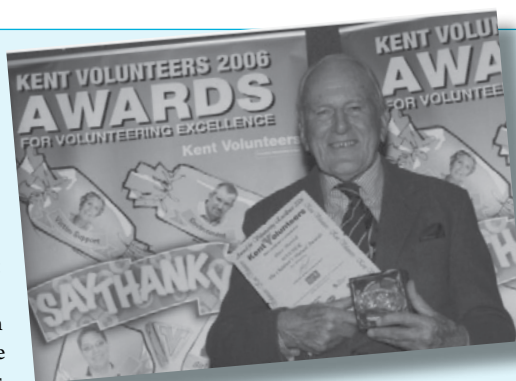
Peter Morrish was for several years, until 2009, doing voluntary work with an organisation called "121" based in Kent. At the request of Social Services the members of the charity served as mentors to children who were excluded from school or, due to various shortcomings in their homes, supporting the family.

Now 86, Peter has ceased doing this work but not before he was presented with an award from Kent County Council to volunteers in various categories.

David Garforth-Bles (CULS Past Pres) succeeded in completing the oldest school run, the Crick, undertaking it for the first time at the age of 57 to support the charity Future Hope.

"Thankfully 20th March 2011 had clear blue skies so the course was firm underfoot. Less than ideal preparation had been a late night flight back from skiing, for an early start to Rugby to meet my running mates James and Patrick from the 1971 Rugby XV, and run the Crick for Future Hope.

I was very impressed by the large number of Crick runners and the organisation. There were numbers of girls, several disappeared ahead



started Future Hope to help those who had no family or home, no food or school. One inspiration was to teach sports like rugby and cricket.

Originally set up in

1988 to provide a home, education, medical care and opportunity to street children, Future Hope now runs seven homes where more than 160 children live and enjoy the benefits of a secure and loving environment. Future Hope School educates over 200 pupils, taking in not only the children from its homes but also those from the surrounding slum communities.

In 2010 students from one of the schools won the India Under-16 rugby 7-a-side.

More details are at [www.futurehope.net](http://www.futurehope.net).

Future Hope was a Telegraph Christmas Charity and a donation can be made on [www.justgiving.com/david-garforth-bles](http://www.justgiving.com/david-garforth-bles).





# New members

Forename	Surname	Company name	College	Year
Ben	Adams	Ben Adams Architects Ltd	Kings' College	1993
Myrian	Ahmed	EBRD	Newnham College	2010
Konstantin	Andrejev	European Bank for Reconstruction and Development	St Edmund's College	2010
Jen Yee	Chan	SJ Berwin LLP	Queens' College	2001
Morris	Chan		Wolfson College	2010
Marielle	Chuangdumrongsomsuk		Newnham College	2010
James	Crookes	Pinsent Masons LLP	King's College	1992
Lloyd	Davies	Gerald Eve	St Edmunds College	1993
Lorna	Dodson	Hewitt New Bridge Street	Fitzwilliam College	2000
Hugh	Drummond	Allen & Overy LLP		
Charles	Eypper	US Bankruptcy Court, Easter District of New York	Darwin College	2010
Edmund	Fetherston-Dilke	Farrer & Co. Ltd	Corpus Christi College	1991
Rose	Fisher	Farebrother	Peterhouse College	2010
Kim	Foxell	Farrer & Co Ltd	Emmanuel College	2005
James	Furber	Farrer & Co Ltd	Gonville & Caius	1975
Barney	Gibbs	Environmental Products & Services Ltd	Trinity Hall	1992
Christopher	Grigg	British Land	Trinity Hall	1981
Edward	Hamilton	Squarestone Property Investment Management Ltd	Darwin College	2009
Caroline	Hanson	Marsh Ltd	Newnham College	2007
Kellie	Hatton	Berwin Leighton Paisner	Queens' College	2000
Stelianos	Hatzakis	Hatzakis Group of Companies	Judge Business School	2009
Michael	Higginson	Trowers & Hamlins LLP	Fitzwilliam College	1980
Stephen	Hill	C2O Future Planners	Queens' College	1970
Charles	Hoare Nairne	C Hoare & Co	Jesus College	1992
Nicholas	Hurst	European Finance House	Girton College	1984
Marc	Klein	Schroders Property Investment Management	Hughes Hall	2010
Minling	Li	Savills Property Services Limited	Darwin College	2008
Massimo	Massih	Deutsche Bank Group London	Jesus College	2010
Mark	Maurice	Hamble Property Services Limited	Robinson College	2003
James	Maxwell	Farrer & Co Ltd	Emmanuel College	1998
John	McGarry	Tristan Capital Partners	Corpus Christi College	2010
David	Morley	Actis LLP	Selwyn College	1981
Diego	Pemintel	UNICEF	Wolfson College	2010
Thomas	Pope	REPE Capital Partners	St Edmund's College	2006
Pavel	Potekhin	United Nations	Queens' College	2010
Simon	Pring	Farrer & Co Ltd	Robinson College	1985
Charmaine	Reason	Barclays Capital	Fitzwilliam College	2010
Bill	Reed	Reedspace Ltd	St Catharine's College	1978
Stephen	Richardson			
Adam	Roake	Urbanise	Peterhouse College	1979
Andrew	Rumfit	Innovacion Limited	Girton College	1990
Azlin Mohd	Salleh	UBS Global Asset Management	Newnham College	2007
Hugh	Sancroft-Baker	DTZ	Wolfson College	2010
Michael	Schmaedeke		Queens' College	2010
Peter	Shacalis		St Edmund's College	2010
Catherine	Simpson	Berwin Leighton Paisner	Trinity College	2005
Heidi	Sladen		Queens' College	2010
Ravi	Solanki	Deutsche Immobilien Asset Management	Jesus College	2006
Peter	Sudell	BNP Paribas Real Estate	St John's College	1985
Vincent	Thompson	Easton Partners	Jesus College	1974
Alexander	Trevor	Corbett Keeling	St Edmund's College	2009
Jonathan	Ufton	DTZ	St Edmunds College	2007
Sharon	Williams		Downing College	2001
Andrew	Wilmot-Smith	Boodle Hatfield	Corpus Christi College	1994
Ziyan	Xing	John Thompson & Partners	Hughes Hall	2010

# Past events

**27th April 2010**

5.30pm – 9.00pm

## The Supreme Court

Parliament Square

Talk and tour of the building followed by drinks

**8th-9th May 2010**

## Members Spring Meeting

Wine tasting at Ridgeview Winery, Racing at Lingfield Park, dinner and a visit to Wakehurst Place gardens and National Seed Bank

**18th May 2010**

## SSG London Sewer Tour

**17th June 2010**

## British Land Breakfast Meeting

Talk by Chris Grigg,

Chief Executive of British Land

**1st July, 2010**

## AGM and Annual Dinner

Main Hall

St Catharine's College

Cambridge

**30th September 2010**

## "Investing with the Big Boys"

5.00pm – 9.00pm

The Merchant Taylor's Hall, London WC2

**14th October 2010**

## Britain's Energy Policy with Charles Hendry MP

07.45 – 09.30

The Savile Club, London W1

**28th October 2010**

## Property Careers Event

St Catharine's College, Cambridge

**4th November 2010**

## "The Impact of the UK Government's Austerity Cuts on the UK Real Estate Market"

by Manish Chande of Mountgrange Investment Management

07.45 – 09.30

Nabarro LLP, Theobald's Road, London

**18th November 2010**

## Commercial Market Review chaired by

Dr Robin Goodchild

07.45 – 09/30

BDO, Baker Street, London W1

**13th January 2011**

## Crossrail Update

by Terry Morgan CBE

07.45 – 09.30

The Building Centre, Store Street, London WC1

**Tuesday 24th May 2011**

## Residential Property Event

The Savile Club, 69 Brook Street, London W1

**Thursday 27th January 2011**

## Ladies Members Lunch

The Wine Cellar, The Bleeding Heart, Bleeding Yard, London EC1N 8SJ

**Thursday 17th February 2011**

## Student Housing - What Recession?

King Sturge LLP, 30 Warwick Street, London W1

**Tuesday 22nd March 2011**

## The Future of Workspace - Are You Ready?

Cushman & Wakefield LLP, 43/45 Portman Square, London W1A 3BG

**Wednesday 30th March 2011**

## Real Estate Finance Drinks Party

East India Club, 16 St James's Square, London SW1Y 4LH

**Monday 11th April 2011**

## 21 Years and 2 Downturns - What has the Class of '89 learnt?

Goldman Sachs, 120 Fleet Street, London EC4A 2QQ

**Wednesday 13th April 2011**

## Silver Street Group Annual Dinner

Savile Club, 69 Brook Street, London W1

**Thursday 19th May 2011**

## One New Change Visit

## One New Change

# Officers and Committee 2010-2011

President 2010/11

Jenny Buck

Senior Vice President (11/12)

James Pavey, Knights Solicitors

Vice President

Aubrey Adams, Air Partner

Vice President

Peter Bennett, City of London

Hon Treasurer

James Gilbert, AREA Property Partners

Hon Secretary

Giles Dobson, Bidwells

Hon Press Secretary

Paul Clark, Capita Symonds

Hon Careers' Officer

Colin Dunkerley, Colliers CRE

Committee:

Olga Dixon-Brown (to 2011), Royal Bank of Scotland

Noel Manns (to 2011), Europa Capital

Tom Leeming (to 2013), PRUPIM

Faye Shorey (to 2013), CBRE

Prof. Phil Allmendinger (to 2013), Department of Land Economy

Roddy Houston (to 2013), Telereal Trillium

Gerald Parkes (to 2011 - Immediate PP), Pacific Real Estate Partners

Honorary Vice Presidents:

Sir Stephen Brown

Stuart Corbyn FRICS

Ian Henderson CBE

David Higgins

Sir Paul Judge

Jeremy Newsum FRICS

Sir John Stuttard

Sir Nigel Thompson KCMG CBE

Jeremy Newsum



Cambridge University Land Society thank the following  
for their support in 2010-2011

**ALSTOM**



**Linklaters**

