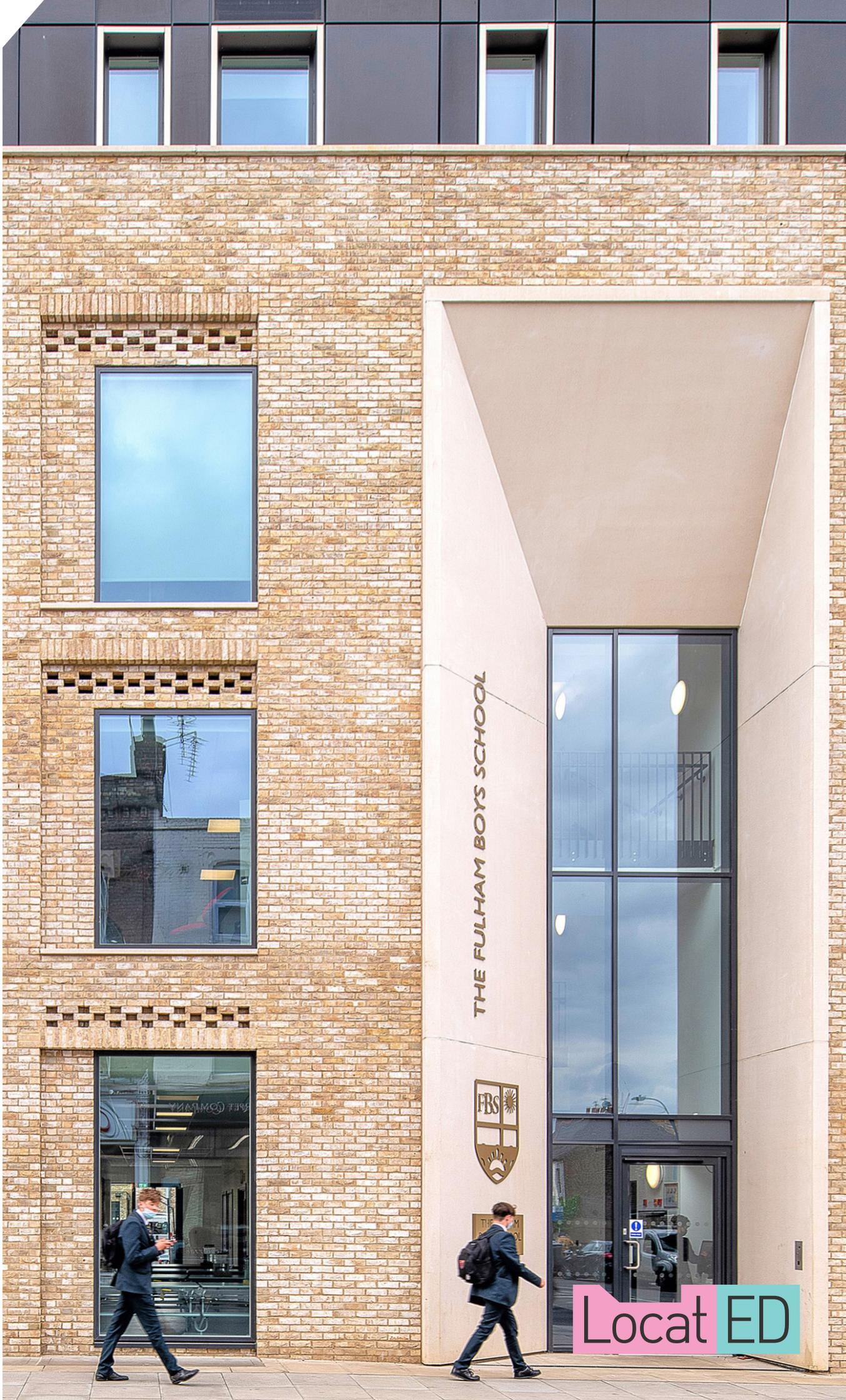


# CORPORATE PLAN

2023-2025



# CORPORATE PLAN

2023-2025



LocatED  
continues  
to deliver a  
wide variety  
of property  
services,  
supported by a  
committed and  
skilled team.



Michael Strong

“Since our launch in 2017 to March 2023 we have delivered 108,297 school places, at the same time delivering a wide variety of savings for the department, on buying and selling sites, and managing the ones in our care.

This success is thanks to the professionalism and hard work of LocatED’s specialist teams, the support staff, the Executive, as well as the Non-Executive Directors for their commitment and for the sound advice that they provide.

As an arm’s-length body to the DfE, LocatED was set up to be agile, to work at pace, and to deliver value for money to the public. This has never been more important as the property sector faces challenges around significant construction cost inflation, the war in Ukraine and the impacts on global and UK supply chains.

As our expanded remit continues to deliver value for the UK taxpayer, I am excited to see the impact LocatED has across further education and the wider government estate, but also the innovative ways in which we can add further value to schools and colleges.”

While our primary focus remains delivering an efficient education estate, we are also exploring how our experience can be used to benefit other government departments.

## FOREWORD FROM THE CHIEF EXECUTIVE



Lara Newman

“Building on our strong reputation for delivery and value, LocatED will continue to provide an excellent service to the Department for Education, the government, and the communities it serves.

Our core remit – acquisitions, disposals, asset management, property advice and mixed-use development – is now complemented by our increasing involvement in estate efficiency initiatives and further education estate advice.

While our primary focus remains delivering an efficient education estate, we are also exploring how our experience can be used to benefit other government departments as the wider public estate faces some of the same challenges and needs to achieve the best value for the taxpayer.

Also important to us is how we achieve these targets, as we support the government’s climate change and sustainability strategies, become a sector exemplar for our wide-ranging work on diversity and inclusion, and contribute positively to the communities in which we work.

By providing thought leadership through roundtable discussions and collaborating on academic research, as we did with the Bartlett UCL discussion paper on adapting school design, we are ensuring that our specific expertise is benefitting as many stakeholders as possible.

Thank you to the LocatED team, our Board, and our colleagues in the DfE, for all they have contributed so far on this journey. From our current record I look forward to seeing what more we can achieve in the future.”



LocatED's business case was reapproved in November 2022 by the DfE and His Majesty's Treasury. LocatED's brief is broadening to also provide support to the DfE's further education teams, schools, and other government departments and agencies across England.

**Key facts**

- Set up by the DfE, the host department, in March 2017, to bring commercial expertise to the DfE education estate
- An arms-length body, wholly owned and funded by the Secretary of State for Education
- A multi-disciplinary team with specialist skills, qualifications, and extensive property sector experience
- Non-profit making
- Total cohort of over 50 employees based in all regions of England.

**HIGHLIGHTS FROM INCEPTION TO MARCH 2023**



**961**  
ADVICE COMMISSIONS



**214**  
SITE ACQUISITIONS



**6**  
MIXED-USE DEVELOPMENTS,  
1 COMPLETED



**23**  
SITE DISPOSALS



**108,287**  
SCHOOL PLACES



**263**  
ASSETS MANAGED



**£20.09M**  
SAVINGS MADE ON MANAGED  
ASSETS

**WE WORK AT PACE AND NEGOTIATE COMPLEX COMMERCIAL DEALS WITH MULTIPLE PARTNERS  
ACROSS THE PRIVATE AND PUBLIC SECTORS**



# The company is organised into core functions:

- Acquisitions and disposals
- Asset management
- Development
- Technical and planning
- Project management office and business support
- Support functions: legal, finance, procurement, people and communications.

## WHAT WE DO

LocatED is led by an experienced Executive Management Team and Board of Directors, who make the most of the knowledge, skills and experience of the workforce and have effective relationships with the market and key partners.

### LOCATED EXISTS TO:

#### Secure sites for new schools at the best market price

Drawing on extensive property sector knowledge, contacts and networks, the Property Team leads on the identification, appraisal and acquisition of temporary and permanent sites for new schools, commissioned by the DfE. The Property Team also advises on the disposal of sites identified as surplus to requirement, ensuring best value for the UK taxpayer.

#### Manage sites held for schools

The Asset Management Team manages a portfolio of sites owned by the DfE. These sites have been acquired for new schools and are typically awaiting planning permission to be granted and development to begin on the school buildings.

#### Deliver school-led mixed-use developments

The Development Team manages the delivery of complex mixed-use developments in support of the efficient and cost-effective delivery of new schools. School-led mixed-use development schemes can make it viable to deliver new schools in dense urban areas, where the cost of land could otherwise be prohibitively high. Capital is generated from the sale of residential dwellings, which subsidises the cost of delivering the new school.

#### Provide advice to the Department for Education and other bodies involved in education on property and site issues

LocatED's in-house property experts provide advice to the DfE, education bodies, local authorities and other central government departments to support the provision of education in an efficient school estate, for example:

- Working with multi academy trusts, single academies, faith and local authority schools that are interested in using development to help fund redevelopment and life-cycle maintenance
- Advising further education colleges on their estate strategies, acquisitions, refurbishments and disposals, and working with the Further Education Commissioner to develop an Estates Effective Practice Guide
- Engaging with school trusts to review facilities management
- Providing strategic property advice to local authorities, other government departments, and public bodies.

### OVER THE NEXT TWO YEARS, LOCATED WILL:

- Continue to acquire and manage sites on behalf of the DfE for education purposes, including special schools, alternative provision as well as mainstream schools
- Deliver complex developments and estate efficiency for schools and colleges, including education-led mixed-use schemes
- Provide strategic property advice, to the government and education bodies, to help build a more efficient education estate
- Apply lessons learned from the Surplus Land for Housing Pilot to benefit more schools, communities and local authorities
- Collaborate with other government departments and entities to deliver place-based approaches to strategic asset management and planning, such as the national programme of place pilots by One Public Estate
- Harness our core values to improve professionalism and opportunities across the property sector
- Prioritise sustainability when evaluating opportunities, and align our environmental approach to wider government aims and strategies
- Promote more pathways into property careers and champion greater diversity within the industry.

### WHAT IMPACT WILL WE HAVE?

- Create more schools and more school places
- Optimise government investment in the education estate and the capital receipts from the sale of surplus educational land to enable schools to self-improve
- Save taxpayers' money
- Improve and future-proof the education estate and improve the condition of learning facilities
- Enable new homes and community facilities through the release of surplus education land
- Empower schools and further education colleges to manage their estates effectively
- Improve access to the opportunities in the property industry for people from diverse backgrounds
- Get the best possible outcome and value for the communities we serve
- Help deliver Net Zero for the UK in a smart and affordable way, in support of the DfE Sustainability & Climate Change Strategy.



We will continue to acquire temporary and permanent sites for schools.

**WHAT WE WILL DO:**  
**1. SECURE NEW SCHOOL SITES**



Above: Houlton School

**Case Study: Houlton School**

LocatED secured the Grade II listed former radio station site in Ashlawn, Rugby on behalf of the Department for Education in 2020. Our in-house technical and planning experts provided crucial advice on heritage considerations for the comprehensive restoration of the historic building. This supported the sensitive transformation of the site into a modern and inspiring learning environment, delivered by Urban & Civic. The school has contributed to the placemaking for Houlton; attracting families to the area, and with the well-regarded Transforming Lives Educational Trust operating the school, Ashlawn is seeing the delivery of much-needed, high-quality education.

The project has won numerous accolades including at the Planning Awards, Construction News Awards, Pineapples Awards, RICS Awards and SPACES Awards.

## WHAT WE WILL DO: 2. MANAGE SITES HELD FOR SCHOOLS



Above: Vortex House - trained 1500 nurses

### ABOUT ASSET MANAGEMENT

#### Case study: Covid-19 response

The Covid-19 pandemic brought with it new challenges and opportunities for government co-operation. The NHS responded to unprecedented demands on the country's healthcare system amid the unforeseen circumstances wrought by a global pandemic. It was of crucial importance that the NHS prepared not just for service pressures, but also for new services, such as those for treating patients with long COVID, administering the COVID vaccination and, eventually, booster jabs. LocatED quickly established a dialogue that would help to bring together all parties to work collaboratively to deliver these crucial sites. Working together, with our cross-government partners, LocatED made available six vacant sites to support the government's response to Covid-19. These sites include vaccination centres, testing sites, and vaccination training centres for NHS nurses.

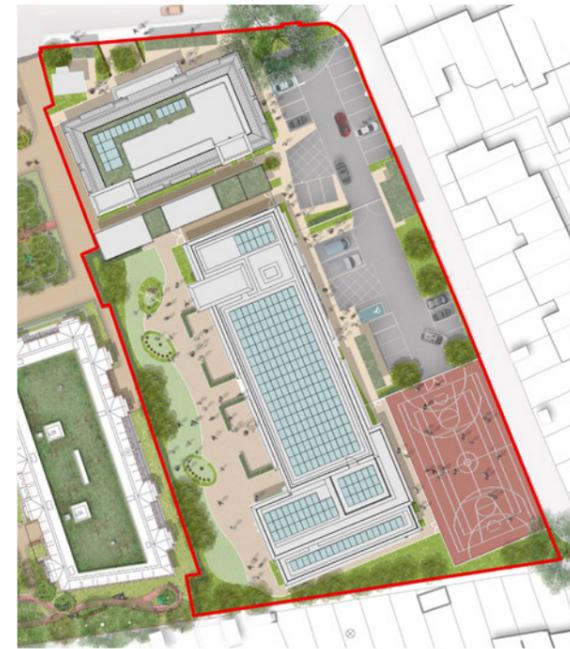
#### Case study: office space for small businesses in Borough, London

When the DfE acquired a vacant building on Borough High Street, London, it carried with it a £220,000 per annum holding cost. LocatED secured a flexible lease with a short-term service provider. This structure enabled the occupier to grant sub-licences to small and medium-sized enterprises (SMEs) and start-ups at discounted rents. The fully occupied offices provide space for eight businesses while rolling breaks in leases supported flexibility for the landlord. The lease is now being renewed, bringing new possibilities to a previously unused site and contributing to the area's vibrant commercial activity.



## WHAT WE WILL DO:

### 3. ENTER INTO MIXED-USE DEVELOPMENTS IN SUPPORT OF THE DELIVERY OF NEW SCHOOLS



Above: London River Academy, Barnes, London  
Left: Fulham Boys School, London

#### Case study: London River Academy

Planning consent was granted in 2023 for a mixed-use development in Barnes, south west London, to include a 90-place special school alongside a new outpatient clinic for South West London & St George's Mental Health NHS Trust, funded by the Department for Health and Social Care.

The agreement with the NHS provides for the Barnes Hospital site to be developed jointly, led by the LocatED team, with the costs of remediation and infrastructure to be shared by the NHS and the DfE. Alongside the new school and clinic buildings, LocatED successfully identified and negotiated terms for the use of a vacant temporary former school site to provide the NHS with accommodation during construction, enabling the new facility to be built with no interruption in care services.

## WHAT WE WILL DO:

### 4. DISPOSE OF SITES AT THE BEST MARKET VALUE



Above: Midland House, Derby  
Left: Commercial Road, London

#### Case study: Commercial Road

In August 2022 LocatED completed the sale of the former London Metropolitan University buildings (41-71 Commercial Road and Met Works Building) for retrofitting as a 150,000 sq ft education and innovation hub. Its future use protects the educational legacy of the building: the proposed scheme retains the existing building with potential for three additional floors at roof level for education, and an increase in density on the car park to the rear, most likely for student accommodation.

While the site was held, LocatED's Asset Management Team off-set the holding costs with meanwhile use initiatives including filming, parking and commercial leases, which generated £1.09 million of revenue.

#### Case study: Midland House

In 2022 LocatED was commissioned to dispose of this key city centre site that had been a temporary site of the Derby Cathedral School.

LocatED sought public sector interest via the surplus property database (e-PIMS) prior to a planned open marketing campaign. Despite this usual approach yielding minimal interest, LocatED was able to broker new interest from London & Continental Railway (LCR) a property and regeneration company wholly owned by the Department for Transport (DfT), working alongside Derby City Council in a joint approach.

The collaboration between the three parties allowed the property to form a key part of the regeneration plans for the area linking plots of underutilised land ready for regeneration. Furthermore, it underpinned the national Great British Railways programme and brings inward investment and job creation to Derby.

As evidenced by the increasing number of requests for advice, a growing number of schools want specialist property advice from qualified market facing experts.

## WHAT WE WILL DO: 5. PROVIDE EXPERT, COMMERCIALY FOCUSED PROPERTY ADVICE

### Advice commission from the DfE and other government departments

2017-2023

961 advice commissions received

LocatED's in-house property experts provide advice to the Department for Education, education bodies, local authorities and other central government departments to support the provision of education in an efficient school estate. Examples of advisory work include:

- Working with multi academy trusts, single academies, faith and local authority schools that are interested in the development of their estate to help fund redevelopment and life cycle maintenance
- Engaging with school trusts to review facilities management strategies and delivery
- Strategic property advice to local authorities, FE colleges, other government departments and public bodies.

LocatED's estate efficiency work is helping the sector address numerous challenges, delivering financial savings, improved outcomes on property transactions, and identifying opportunities for releasing capital value. Work has included property re-location, market commentary, advice on property obligations, transaction structures and vacant possession issues.

Building on the previous Surplus Land for Housing Pilot – ran jointly by LocatED and the DfE – LocatED is working with the DfE, schools and other responsible bodies to unlock capital value to support projects within the School Rebuilding Programme. This assists landowners to make more efficient use of their property assets, helps schools to reduce costs and generates capital for further investment.

Through collaboration and engagement with other departments, LocatED is helping to deliver wider government objectives. Specific projects include the joint development of new education and healthcare facilities on existing public sector land, strategic property advice and expertise to address issues within the wider government property estate.



# OUR WORK WILL: SUPPORT THE FURTHER EDUCATION SECTOR

The funding and condition challenges facing many further education colleges are similar to those facing schools. LocatED's expertise and approach is proving valuable in helping the sector address numerous challenges by delivering financial savings, improving outcomes on property transactions, identifying opportunities for efficiencies and releasing capital value.

### Case Study: Morley College

Beginning in November 2018, LocatED and the DfE worked closely with cross-government teams, further education providers and the local community to find viable options for the former Kensington and Chelsea College on Wornington Road.

The college was at the heart of the community impacted by the Grenfell Tower tragedy but the college's future was uncertain. The local community, spearheaded by campaign groups 'Grenfell United', 'Friends of Grenfell' and 'Save Wornington Road Campus' came together to ensure the area would not lose its vital further education (FE) provision; in particular, a campus supporting the needs of local people, including disadvantaged learners.

The London & South-East Territorial Team at the DfE and LocatED worked closely with the local community and the college to develop a refurbishment package for the campus, including a new hall and community workspaces, which brings improvements to the college's education delivery while supporting the community.

Morley College is a true example of successful cross-government collaboration with an extensive range of external stakeholders and this was recognised with a Judge's Choice Award at the Government Property Awards 2022.

### Estates Effective Practice Guide 2022

LocatED has worked jointly with the Further Education Commissioner to develop the new Estates Effective Practice Guide. The guidance is being updated to reflect the private to public status change of the Further Education estate.

Learn more about Morley College, visit:

<https://www.located.co.uk/refurbished-campus-on-show-at-morley-college-north-kensington/>



## OUR WORK WILL: DECARBONISE THE SCHOOL ESTATE



As a government owned property company, we have an important role to play in decarbonising the education estate and achieving the government's 2050 pathway to net zero.

We are committed to delivering the Department for Education's Sustainability and Climate Change Strategy vision to make the UK education sector a world leader in sustainability and climate change by 2030. Indeed, LocatED's support for the department's climate change efforts includes our own Paul Broadbent becoming a Sustainability Champion within the DfE.

Schools are responsible for around 2% of the UK's total energy consumption and 15% of the UK's public sector carbon emissions.

Decarbonising the education estate will play a fundamental role in the fight against climate change. We understand that every decision that we make and implement has an environmental impact, and therefore we commit to:

- Leading by example, by sharing best practice, promoting sustainable leadership and supporting climate education

- Innovating and using pilot studies, for example our recent solar energy pilot which explores the potential for surplus land to act as a source of renewable energy
- Building research partnerships across public, private and academic organisations to support the development of innovative decarbonisation solutions.

Our Sustainability Working Group identifies and puts in place initiatives that drive efficiencies and lessen our environmental impacts.

We also seek to maximise the productivity and value of the assets we manage on behalf of the government, to benefit the communities the sites are located in. Our Asset Management Team works closely with our facilities management supplier to find greener solutions on-site, such as recycling surplus materials, minimising energy and water usage, and using smart technology to manage site access and security remotely, reducing travelling for operatives.

## OUR WORK WILL: INCREASE DIVERSITY AND OPPORTUNITY FOR ALL IN THE SECTOR



As a team, we have created a shared vision for a diverse and inclusive LocatED, where:

- Our workforce reflects society as a whole, at all levels of the organisation
- Every person can be their authentic self in an environment that welcomes all backgrounds, among colleagues who actively value inclusion
- People feel comfortable talking openly – and asking questions – about the issues that affect us all
- Everyone feels empowered to use their unique talents and skills to contribute to and make an impact on our company, our work, and the world around us.

We set up our Diversity and Inclusion (D&I) Committee in June 2021 to drive this shared vision and to empower our team to promote a fairer and more inclusive society – one which celebrates our differences and recognises the benefits that stem from having people with diverse perspectives and experiences working together. The Committee includes people from all levels and specialisms of LocatED and we rotate membership annually.

The committee developed a D&I Action Plan and has monitored and implemented various actions. These have ranged from reviewing the Colleague Handbook to ensure inclusive language, to encouraging and facilitating exchanges of information and experience about D&I work with internal teams, DfE and other relevant bodies.

As one of our key D&I objectives, improving pathways into property is an important goal for LocatED. At one end of the spectrum, we champion our programmes that offer direct routes into the profession for young people: our Apprenticeship Surveyor and Graduate Surveyor Programmes. By showcasing these pathways, we aim to demonstrate that property is a viable and attainable career path.

At the other end of the spectrum, we're also able to tell such stories directly to school children by attending career days at secondary schools including those with higher proportions of disadvantaged pupils, as well as hosting insight days for them at our offices.

Once they are made aware of the pathways and intrigued by a potential career, we then give a taste of what our jobs are like through work experience opportunities and micro-placements during the summer holidays.

LocatED is a signatory of the Care Leaver Covenant and provides support for care leavers aged 16-25 to help them start careers in property by offering insight days and work experience. While finding an opportunity can be challenging enough for most young people, the hurdles faced by those who have left the care system are even greater. The most recent figures available show that 40 percent of care leavers aged 19-21 were not in employment, education or training, compared to just 14 percent of all 19-21 year-olds.



# Accreditations

## CASE STUDY: D&I PROPERTY LEADERS SHADOW BOARD



We are a 'Disability Confident Employer', committed to ensuring that people with disabilities and long-term health conditions can fulfil their potential at LocatED



We have received the '5% Club Gold Award' for our significant contribution to the continued development of all our team through our 'earn and learn' schemes

**INVESTORS IN PEOPLE**  
We invest in people Standard

We have been awarded the We Invest In People Standard Accreditation, which recognises LocatED's commitment to principles and practices geared toward supporting everyone in the workplace and ensuring that all team members are aware of how to use these practices to make work better.

**REAL  
ESTATE  
BALANCE**

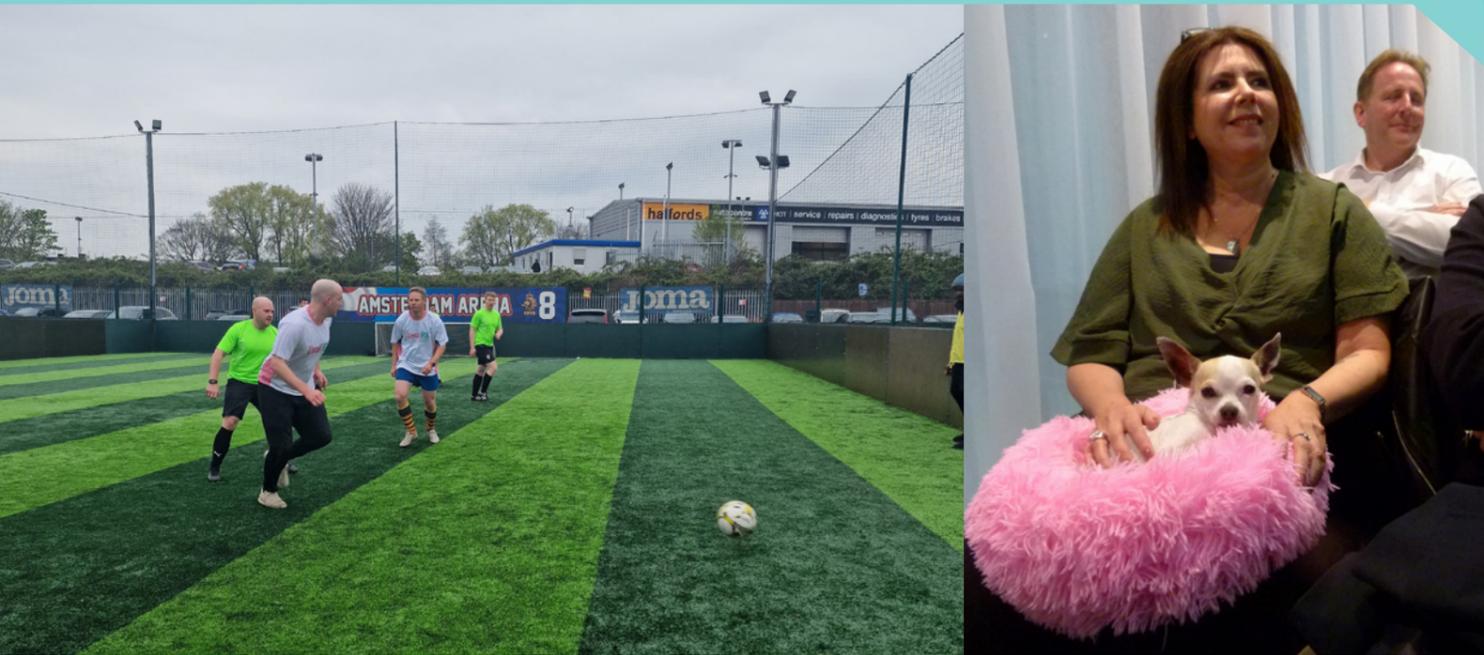
We are a proud member of Real Estate Balance, which was formed in 2015 to address gender imbalance at the senior levels of the real estate business and has since expanded its scope to include broader diversity and inclusion objectives

LocatED Chief Executive Lara Newman is Senior Sponsor to the Government Property Leaders Shadow Board. The initiative allows the views of those below Senior Civil Service level, and under-represented groups within the profession, to be fairly reflected and represented during high-level decision-making. It represents a unique way to embed diversity of views, experience, and perspectives into the Property Leader's Board's governance structure.

With Lara's support, the Shadow Board has introduced a D&I Forum to aid and embed better diversity across the profession. The new D&I Forum works collaboratively across government and public bodies to support D&I initiatives coming from the Government Property Profession or forum members.

There is increasing awareness of the Shadow Board thanks to the engagement and enthusiasm of members and LocatED. Supporting their efforts, LocatED will continue to host early career networking sessions, and will promote sponsorship as a means of supporting people in their careers.

# OUR PEOPLE AND HOW WE OPERATE



LocatED team at the Department for Education Sports Day, July 2022



To deliver the Secretary of State's priorities and objectives for LocatED, we operate at pace and negotiate complex deals with multiple partners across the private, public and third party sectors to get the best possible value for money for the taxpayer.

LocatED manages its own finances, commitments and risks within the allocations set by the DfE. If the DfE adds additional priorities during the year that create funding pressures, LocatED will work with the DfE to identify appropriate resourcing opportunities. This will include jointly agreeing any need for prioritisation, both against the current ask, but also in relation to any new priorities.

LocatED colleagues are proud to play their part in the delivery of new, high-quality schools and educational establishments, along with the improvement of existing facilities, to create thousands of school places for pupils, students, teachers, families, and communities.

## MEET SOME OF OUR TEAM ►



**LIZ ELLS**

**HR Administrator**

“LocatED has the best culture by far that I have experienced in any of my previous positions. The people are definitely what make it. Everyone has a collaborative nature and is always willing to share their expertise with a genuine desire to help. Personal development is heavily promoted at LocatED which is invaluable and allows me to further evolve in my role.

During my time at LocatED, I’ve built my confidence and learned to trust my abilities. I have also developed my knowledge of the business in general and furthered my understanding of HR processes. I’ve always felt very comfortable reaching out for help and the whole team has been more than happy to answer any questions I might have.”



**THOMAS MULDOWNEY**

**Apprentice Surveyor**

“As a newcomer to LocatED, I have found that the entire workforce is welcoming and supportive to my education. Each person is highly skilled in their field and willing to impart knowledge at every step, assisting the further development of my understanding. The work is investigative and challenging which has helped reignite my brain and inspired a new level of hunger for personal development.

As a father of two, flexible working hours, the company culture and hybrid working mean I can be more present in my children’s lives. I can also access a wealth of knowledge among colleagues, in their various fields, as LocatED’s culture encourages an “each one, teach one” system promoting diversity and inclusion. LocatED also provides a world of further educational support options by allowing access to webinars and seminars. All this, along with the goal of providing school and educational facilities while saving the taxpayer money, seems like a job worth doing to me.”



**RUTH CUNNINGHAM**

**Senior Planning and Development Manager**

“LocatED has a very skilled and diverse team, who are experts in their field. The teams’ “can do” approach and desire to deliver makes it a very rewarding environment to work. Having been with the company for nearly three years, LocatED understands and encourages the importance of work life balance which is a rarity in this industry. I thoroughly enjoy working at LocatED and the exciting opportunities it presents.”



**LORENZO MINICHIELLO**

**Senior Surveyor**

“Working at LocatED has shown me how collaboration and teamwork between departments really works. I enjoy working with a team and company that has such a wealth of knowledge across many different fields. I also appreciate being asked to give advice and options and then getting positive feedback. Finally, the company has a great family feel and a genuine concern for its employees.”

**Find out more about our team here:**

<https://www.located.co.uk/about-us/team/>



# Our core values, our culture, and our commitment to inclusion drive our success.

## OUR CORE VALUES: COLLABORATION

LocatED is driven by three core values: collaboration, self-improvement and accountability. These values provide a framework for all our decision making and actions on a day-to-day basis and at all levels of the business. Upholding these values is crucial to the high performance and successful delivery of the projects that we are involved in.

We combine our expertise for the best results. Collaboration involves building supportive, trusting, professional relationships with colleagues and stakeholders. We foster an approach so that colleagues:

- Proactively contribute to the work of their team
- Build relationships with key stakeholders
- Understand other viewpoints and preferences
- Share learning and best practice with colleagues in LocatED and DfE
- Try to see issues from other perspectives
- Listen to the views of others and show sensitivity towards them
- Give mutual respect for all colleagues, regardless of seniority, experience or department.

### **Case study: St John Fisher Catholic Comprehensive School, Chatham Kent.**

This project demonstrates the power of collaborative working applied to complex property projects. St John Fisher Catholic Comprehensive School had significant condition issues and required rebuilding. LocatED worked closely with the DfE, the school, and the Roman Catholic Archdiocese of Southwark (RCAOS) to devise a project that saw the school rebuilt on a neighbouring site, releasing the existing site for residential development.



There were significant challenges to overcome in the planning and delivery of the project, including complex land ownership within the site, and challenging timing to ensure continuity of education for the school pupils, completion of the sale needed to coincide with completion of the construction project on the new school site.

Close collaboration was required between LocatED, the DfE, RCAOS and the school governors, as well as working closely with external stakeholders such as the local planning authority and the development market. The deal is now completed, the new school is open and funds have been transferred to the DfE for reinvestment in new education projects. It has been a challenging process, but the results have demonstrated what can be achieved through the power of collaboration.

LocatED  
has always  
placed  
people  
development  
at the centre  
of our  
strategy.

## OUR CORE VALUES: SELF-IMPROVEMENT

We prioritise personal growth and development. It is about being open to learning, about continuing to improve our knowledge and skills.

Colleagues at LocatED are encouraged to:

- Take time to achieve their own learning and development objectives
- Find ways to learn and improve their performance
- Learn from their previous mistakes
- Request and act on feedback from colleagues and line manager
- Share learnings with others to enhance knowledge and understanding.

LocatED has always placed importance on people development – current colleagues, those who may be interested in a career within property, and those who have no knowledge about the sector opportunities.

To improve take up of non-mandatory training, the People and Development Team researched, sourced and implemented MBL Seminars, a training platform which offers round-the-clock access to 1,500 webinars covering relevant areas: law, surveying, commercial, procurement – as well as management and other skills.

LocatED also has a dedicated Events Bulletin online which is updated regularly with free events/seminars across areas including technical/property, diversity and inclusion, and wellbeing. This makes it easy for someone to select and register for what suits their individual needs.

We regularly take the time to focus on the needs of others.

## SELF-IMPROVEMENT: VOLUNTEERING



### Pimlico Academy careers open day

In December 2022, Business Manager Nadia Persaud and Associate Paul Broadbent joined Pimlico Academy for their careers open day to share insights from the property sector with year 11 pupils. Nadia and Paul highlighted some of the lesser-known pathways to working in the property sector and underscored that property is a career for everyone, regardless of background.

We believe that we have a responsibility to our clients, suppliers, neighbours and to the wider communities we serve.

Through our Charity of the Year programme, we look to support charities with a relevance to our employees, and in areas that support our work in education. In 2022-23, we smashed our target of raising £1,000 for YoungMinds - the UK's leading charity fighting for children and young people's mental health - raising £3,276 during the year.

Our charitable support extends beyond the financial, with each employee being given two paid days a year for volunteering work in their own communities for causes which matter to them. Colleagues have used this time for a variety of pursuits, including conservation, sports coaching, craft efforts, food banks, school governorship, school visits and Ukrainian crisis relief.

in support of  
**YOUNGMINDS**

# We go above and beyond expectations and always act with honesty and integrity.

## OUR CORE VALUES: ACCOUNTABILITY

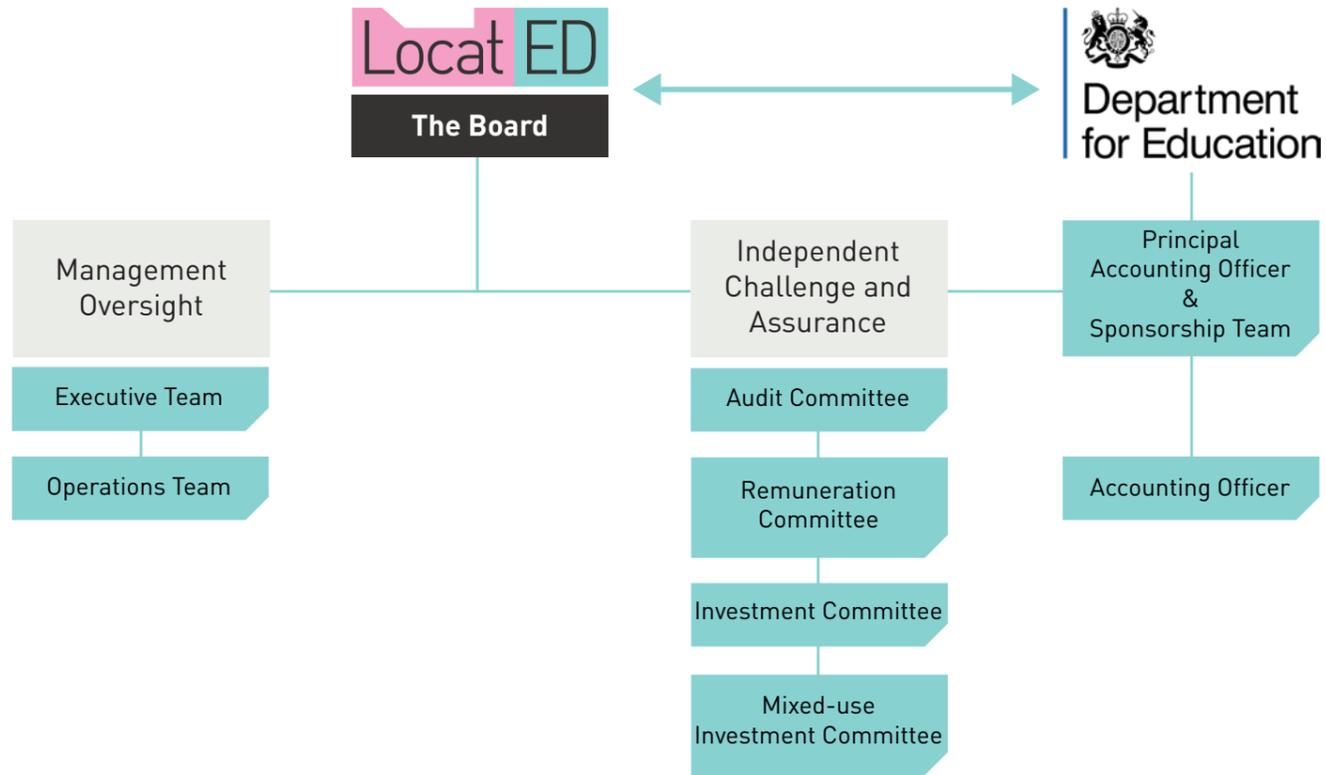
We are responsible individuals, who make ideas happen. At an individual level it is about focusing our contributions on the activities which will help LocatED meet its corporate objectives and deliver the greatest value. This includes making sure that colleagues:

- Have the courage to challenge ideas or processes that do not enable us to achieve our objectives
- Go above and beyond the expectations of their role
- Act with honesty & integrity always
- Understand what is required of them and how this contributes to team and company objectives
- Consider how their job links with and impacts on colleagues.

Accountability is also upheld at an organisational level through robust governance and oversight structures. These ensure that LocatED's management and decision-makers are held accountable for their actions.

# LOCATED'S OVERSIGHT AND GOVERNANCE

## LOCATED'S OVERSIGHT AND GOVERNANCE STRUCTURE:



## THE BOARD IS SUPPORTED BY FOUR COMMITTEES:

### AUDIT COMMITTEE

**Function:** To advise the Board and provide assurance on processes for risk management, controls, anti-fraud policies, whistleblowing arrangements, special investigations and governance including the Governance Statement and the Annual Report and Accounts of LocatED. Also, reviewing planned activity and results from both internal and external audits and management reports.

**Members:** Caroline Tolhurst (Chair) and Phil Ellis.

**Attendees by invitation:** Chief Executive, Finance Director, Legal Counsel, representatives from the National Audit Office (NAO), representatives from Government Internal Audit Agency (GIAA) and the Shareholder's Observer.

### REMUNERATION COMMITTEE

**Function:** Operation of the Pay Framework outlined in LocatED's Framework Document, ensuring the remuneration arrangements support strategic aims and enable the recruitment, motivation and retention of employees.

**Members:** Michael Strong (Chair) and Caroline Tolhurst.

**Attendees by invitation:** LocatED's Chief Executive, Chief People Officer and the Shareholder's Observer.

### INVESTMENT COMMITTEE

**Function:** To approve all property acquisitions and disposals (and other ancillary transactions as required).

**Members:** Julian Rudd-Jones (Chair), Phil Ellis and LocatED's Chief Executive.

**Attendees by invitation:** LocatED's Finance Director, Legal Counsel, Property Director and Director - Technical, Planning and Construction.

### MIXED-USE INVESTMENT COMMITTEE

**Function:** To approve mixed-use transactions and support the Board in discharging its responsibilities for ensuring any proposed mixed-use activities meet the terms of the commissioning instructions.

**Members:** Julian Rudd-Jones (Chair), Phil Ellis, LocatED's Chief Executive, and the Divisional Director, Free Schools Capital.

**Attendees by invitation:** LocatED's Finance Director, Legal Counsel, Property Director and Director - Technical, Planning and Construction.

## Our KPIs

LocatED's annual letter from the Secretary of State sets out the Key Performance Indicators (KPIs) that the DfE will use to evaluate LocatED's performance. These KPIs will be expanded each year as LocatED's work develops.

## OUR BOARD

LocatED has a strong Board with a wealth of experience and expert insight from across the commercial property sector. The Board is made up of four Non-Executive Directors appointed by the Secretary of State, including the Chair, plus two Executive Directors. The Shareholder's Observer, nominated by the Secretary of State, attends the Board and gives a summary of any new developments within the DfE. The Board's role is to provide leadership, strategic direction, specialist expertise and independent scrutiny to ensure that effective governance arrangements are in place for assurance on risk management and internal control.

**Internal audit:** The GIAA is appointed to provide LocatED with internal audit services.

**External audit:** The Comptroller and Auditor General of the NAO is appointed to provide external audit services to LocatED.

**Further details:** For more details of LocatED's governance and risk management, please see the current LocatED Annual Report and Accounts.

# LOCATED'S OVERSIGHT AND GOVERNANCE ►

## THE BOARD:



**MICHAEL STRONG**

**Board Chair**

Michael Strong served as Executive Chairman for Europe, Middle East and Africa (EMEA) at CBRE Group, Inc. from 2001 until January 2016, and Chief Executive Officer and President of Europe, Middle East and Africa (EMEA) from 2005 until 2012. At CBRE, Michael oversaw the transformation of the world's largest commercial real estate business by service proposition, revenues, market share and geographic reach - leading the expansion of the business across the EMEA region to more than 140 offices in 40+ EMEA countries, and leading more than 20,000 people.

Michael's term concludes at the end of December 2023 when a new Chair will be appointed.



**LARA NEWMAN MBE**

**Chief Executive**

Lara has over 25 years' experience in property and development. Having worked with many of the UK's biggest landowners, agents and developers, Lara has held a number of strategic leadership and board positions.

Lara has brought together a team of experts able to bring both experience and pace to education and government estate efficiency programmes.

Lara is Senior Sponsor for the Government Property Profession Shadow Property Leader Board and cares passionately about increasing diversity in the profession as a whole. As the first in her family to go to university, social mobility is very important to her, and she works to ensure anyone - regardless of background or protected characteristics - is able to progress with a fulfilling and interesting property career.



**CAROLINE TOLHURST**

**Non-executive Board Member**

Caroline has enjoyed an executive career as a Chartered Surveyor, Compliance Officer and Chartered Secretary. She has operated at board level for over 20 years including 10 years as Company Secretary to Grosvenor and 6 years as Board member then Chair at Women's Pioneer Housing Limited. Currently, she is also Board member, Development & Property Panel member and Chair of Governance & Remuneration Committee at A2Dominion Housing Group, as well as non-executive director at Wynnstay Properties PLC.



**JULIAN RUDD-JONES**

**Non-executive Board Member**

Managing Director of Kajima Partnerships and Director of Kajima Properties, the two principal UK operating businesses of Kajima Corporation, with extensive experience in commercial property development and the funding, delivery and management of social infrastructure.



**PHIL ELLIS**

**Non-executive Board Member**

Previously Head of Institutional Property Funds and Client Portfolio Director at Aviva Investors. Phil is a Chartered Surveyor and began his career at Legal & General. He has more than 37 years of institutional property investment management, investor relations and business development experience, through all business cycles. Phil also works in social housing.



**ALYSON GERNER**

**Non-executive Board Member**

Alyson is a Public Financial Accountant and a Fellow of the Chartered Institute of Procurement and Supply. Most of her career has been in commercial roles in the public sector and include, Director of NHS Commercial Development, Head of Procurement for the Department for Education, Deputy Director for Risk Analysis for the Education Funding Agency and latterly Director of Financial Accounting, Operations and Procurement for the Funding Agency Shared Services team, part of the Education and Skills Funding Agency.

To learn more about our board, visit:

<https://www.located.co.uk/about-us/board/>





## With thanks and credit to:

Architecture Initiative  
@architectureinitiative

Luke Hayes  
@lukehayes\_UK

Soren Kristensen  
@solk\_photography

For their CGIs and photography

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## CONTACT US

We achieve what we do for the people of today and the future, and the communities we work in. And we do it through strong and effective partnerships. If you would like to talk to us about our work, or would like to work with us, please get in touch.

For general enquiries please contact us at:

[info@LocatED.co.uk](mailto:info@LocatED.co.uk)

Call us on **020 7654 6218**

LocatED Property Limited is registered in England and Wales.  
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