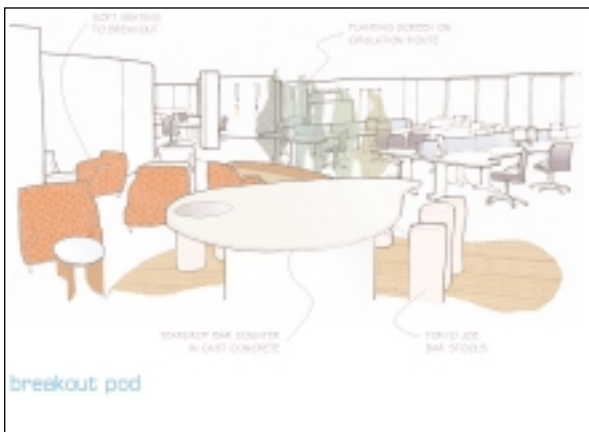
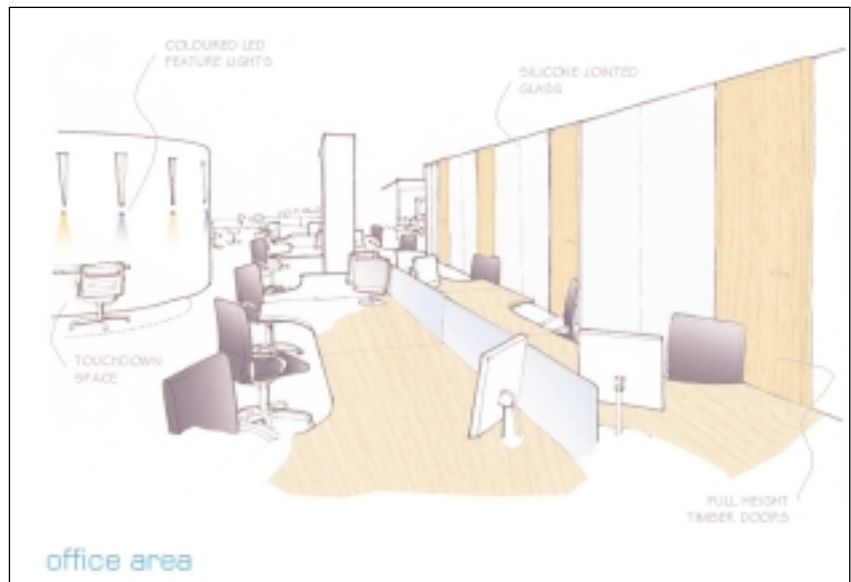


# CHANGE AT FENCHURCH STREET

**Zurich Financial Services has launched a major programme of refurbishment at its City of London headquarters.**

Under Cochrane McGregor's guidance, the six-storey 7000sqm building will be transformed to provide users with an up-to-the-minute work environment designed to meet their dynamic needs.

This is a further step in the evolution of Zurich's property portfolio, taking place in the context of a national strategy that focuses on making the best use of resources and providing the flexibility to respond to changing market conditions (see Workspace 12 for details).



Refurbishment of Fenchurch Street, to be completed in phases over approximately nine months, will provide flexible open plan layouts, improved support facilities, new data cabling and enhanced lighting and environmental controls – all within fresh design schemes.

The project includes creation of a trading floor environment at ground and first levels for the underwriting teams. Extensive building works will see a new staircase installed to link these floors.

CMA is filling a range of roles for Zurich, including contract manager, space planner, interior designer, planning supervisor and move manager.

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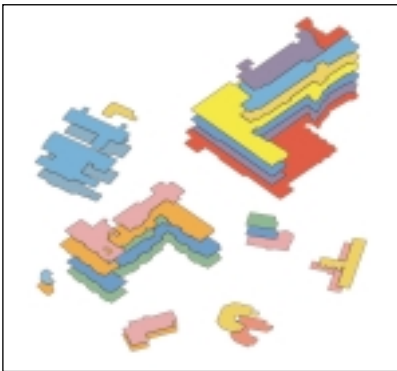
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# STRATEGIC SPACE PLANNING

Space is the second biggest overhead and the greatest capital asset for any organisation. Getting the most from a building, measured in terms of effective utilisation, is a fundamental business management principle. Increasingly, it has become a driving force in the public sector, too.

Meeting both organisational and human needs in the work environment, through effective space planning, is an ongoing challenge for facilities managers. It brings with it the opportunity to have a direct impact on staff morale, productivity and organisational success.



## What is strategic space planning?

In essence, strategic space planning is about establishing the framework for making the most of accommodation resources and ensuring they reflect and support operational requirements. Approached thoroughly, strategic space planning provides the facilities manager with:

- Relevant data for managing floor space
- Accurate information on changing needs
- A basis for making 'what if' assessments
- A basis for benchmarking with other organisations
- A means of predicting change, rather than reacting to crises
- Opportunities for making informed procurement decisions
- A mechanism for ongoing monitoring and managing of accommodation.

Analysis of space and its use is an essential business process that should run continuously, in virtually every organisation, as an integral element of the planning and management regime. The process outcomes - a comprehensive understanding of corporate requirements and projections of how these are likely to change over time - provide the foundation for strategic decisions about the use of property resources.

## Understanding demand

In order to determine the amount and type of space required for optimum performance, whether for a few staff or the entire organisation, an accurate picture of demand must be built up.

Global factors that will influence thinking about space requirements are likely to include:

- Nature of the organisation, services provided and customer base
- Short- and long-term service delivery goals
- Financial resources
- HR policies, budgets etc
- Property availability, choices etc
- Legislation and directives.

At a more detailed level of demand, information must be collected on a whole series of operational and user requirements, ranging from workflow through furniture and filing to technology.

Analysis of all this information will clarify and confirm the parameters that should be used in planning the work environment. These include:

- Staff numbers and projected changes
- Required layout styles, for example, the mix of cellular vs open plan
- Functional requirements and space standards
- Any opportunities to introduce new ways of working.

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# MANAGING DIRECTOR'S COLUMN

Cochrane McGregor was founded in 1989, yet here we are in 2004 celebrating our 10th Anniversary. How does that work?



**Andrew Harding**

In corporate life, as in our personal lives, there are many different milestones. We don't think it is indulgent to splash out a bit by marking a crucial step on the road to our current position.

In 1994, the London office of the Edinburgh-based Cochrane McGregor Group agreed a management buy-out and began life as an independent consultancy - truly a milestone for us.

Over the past ten years, we have gone from strength to strength, with a stable and talented workforce - many of whom have been with us the whole time - and a capable and dedicated board of directors.

In these ten years, we have worked with hundreds of different organisations and handled projects in nearly every part of the country. We have planned over ?? sq ft of space, managed staff moves numbering in the tens of thousands and designed everything from dealing rooms to hotel bedroom furniture.

As an independent company creating solutions for corporate change in the workplace, our success is demonstrated by our longevity and by the quality of our client list - and I am pleased to say that more than a few names there have been with us from the start, too.

# THE DDA AND ACCESS AUDITS

**The final part of the Disability Discrimination Act comes into effect in October 2004. But premises access issues should be on every corporate agenda now. Max Lishmund explains.**

Legislation designed to outlaw discrimination against disabled people is already in place. The Disability Discrimination Act 1996 provided general definitions of disabilities in Part 1, and put the force of law behind rights to employment for disabled people in Part 2. Part 3, which comes into force in October next year, will see the legislation extended to providers of goods and services.

For building owners and occupiers, a positive starting point in assessing what actions may be necessary to meet DDA requirements is generally agreed to be a thorough access audit.

Audits are typically commissioned in response to the obligation that service providers and employers have under the Act to identify and ameliorate any conditions that may result in discrimination against disabled people. This can mean making reasonable adjustments to policies, procedures or premises in order to overcome any barriers. The Act is not specific about the meaning of 'reasonable' but presumes a best-practice approach to meeting the spirit of the law.

## Finding solutions

It is important to understand that the DDA relates to access to services and employment, not specifically to buildings. It does not regulate particular design and management practices. Rather, it puts the burden on service providers and employers to find solutions that work in a given context to bring an end to any discrimination.

The current Code of Practice that accompanies the Act recommends that service providers assess the accessibility of their premises, develop an access plan and take the opportunity to make improvements in the lead-up to 2004.

An access audit will provide a comprehensive survey report of potential

access problems covering, for example, routes of approach to a building, the internal spaces and facilities provided - including landlord or common areas - and also means of escape for disabled people. Access auditors often get involved in a whole range of aspects, from appraisals of a building's layout to the details of a handrail or light switch.

The DDA imposes a duty to make alterations to physical features that constitute obstacles to disabled people anywhere in a building, when it is reasonable to do so. The audit results identify where those obstacles are (or are likely to be) and suggests appropriate remedial action.

Audit findings can then be used to develop plans to solve identified problems, which in turn may be implemented through management strategies, maintenance programmes or specific refurbishment projects. This ensures that any necessary modifications can be considered, scheduled and budgeted.

Audit reports must be above all practical. The objective is to balance the need for modifications with structural and financial constraints, taking into account the actual benefit to the users of the building.

## Planning for accessibility

Though there is currently no duty to make alterations in anticipation of Part 3, it is recommended that a general level of good accessibility be achieved wherever possible in order to avoid the need for later costly, inconvenient or unsightly modifications.

It is also worth noting that compliance with Part M of the Building Regulations (Access and Facilities for Disabled People) does not necessarily result in accessibility sufficient to meet the requirements of the DDA. Because the Act focuses on the needs of individuals,

*Continued on page 4*

## Action at UBS AG

CMA has completed access audits for seven central London buildings for this leading financial institution. The premises encompass a range of uses, from specialised trading floors, through general offices, to client facilities. The bank has a long-standing commitment to good business practices, and specifically, corporate social responsibility and the provision of 'user-friendly' environments.

Each CMA audit report provides a comprehensive record of potential problems, together with suggested solutions and a priority rating, enabling UBS AG to plan appropriate responses. Our client is now equipped with reference documents for future alteration and refurbishment projects, thus supporting their aim to achieve a more accessible environment.

But the value of an access audit runs deeper than just reference documentation. The knowledge gained from information in

our audits helps building managers to understand the reasons why alterations are suggested. Recommendations in audit reports are often backed up by British Standards. Some detailed design guidance described in audit reports can be referred to again and again, increasing the knowledge and design awareness in readers. At UBS AG, this opportunity has been taken up wholeheartedly as a chance to filter good detailed design guidance to all specifiers and consultants involved in the running of their premises.

*CMA is a Corporate Member of the Centre for Accessible Environments. Max Lishmund has undertaken a series of training courses in access auditing and consultancy and is in the process of becoming a fully qualified member of the National Register of Access Consultants. For more information, email Max at [mlishmund@cochrane-mcgregor.com](mailto:mlishmund@cochrane-mcgregor.com)*

it is not possible for a building to be 'DDA compliant'. Rather, organisations are required to take reasonable actions in order to avoid situations that amount to discrimination against any person, whether that person is an employee, potential employee, customer, client or visitor.

The ideal approach is to provide equal access to all areas of a building. Where this is not practical, alternative solutions may be found through, for example, relocation of the workplace or facilities, or re-allocation of tasks. The Government's intention in setting a

future start point for Part 3 was to build in an opportunity for changes to be made - so, now is the right time to start assessing needs and planning actions.

## PROJECT NEWS

### London Borough of Islington

Planning Department, faced with growing staff numbers but limited floor-space, called on Cochrane McGregor for advice on improving space utilisation. We developed several alternatives that met the required objective and also suggested ways to improve the efficiency of storage.

### For the Research Council

**Procurement Organisation**, we carried out a thorough investigation of current use and future requirements for the five research councils located on the Swindon campus. We then developed the basis for a space strategy designed to maximise efficiencies and opportunities there.

CMA has been appointed by two divisions of **CDC Capital Partners** as they prepare to move out of the existing HQ in Pimlico – a building in which we have worked extensively with CDC over the years. For CDC Manco, we will be managing the move from Pimlico to a new HQ near our offices in Southwark. For CDC Investco, we will be providing a full range of relocation services, from building selection, through space planning and interior design, to move management.

The **Energy Saving Trust** is a non-profit organisation dedicated to the promotion and achieving of sustainable and efficient energy use. We will

provide support to the campaign for operational efficiency by conducting a space audit at the Trust's central London offices. The outcome will deliver guidance on securing the most efficient use of available floorspace for the foreseeable future.

**Music Choice** is Europe's leading digital audio broadcaster. CMA is advising the company on ways to improve the use of space in its London offices, with the goal of achieving a work environment that responds effectively to changing needs.

### Planning a Move?

CMA has authored Relocation, report 26 in the 'essentialfm' series from the publishers of Facilities Management magazine. This thorough guide to planning and decision-making includes key tips and a lengthy checklist to help you through the steps in the process. Contact us for more details.

## Model for the present – and the future

The outcome of all this analysis is a space model summarising the full range of requirements. This model establishes the basis for achieving the most efficient workplace, measured in terms of space utilisation, occupation costs and – importantly – the flexibility to respond to the future.

The model, which is typically compiled in a simple but effective spreadsheet format reflecting accurate and up-to-date record drawings, can be used in a number of ways.

First, it offers the opportunity to benchmark existing space utilisation and costs against other groups and departments internally or against government or industry figures externally.

Second, it serves as the foundation for developing an action plan, clarifying where adjustments may be needed in office layouts or – at the other end of the scale – contributing to the brief for a refurbishment or relocation.

Third, it is the vital first step in implementing change in the workplace, underpinning the planning and design decisions that go into creating a comfortable, efficient and cost-effective work environment.

Finally, it lies at the heart of ongoing space management – which is essential to the success of any corporate space strategy.

Cochrane McGregor & Associates

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