

TWO MOVING STORIES

The long-established Commonwealth Development Corporation has evolved over recent years to keep pace with its changing government brief. When the group split to form two new organisations, Cochrane McGregor & Associates was asked to manage relocation for both.

CDC had been based in Pimlico in a building we knew well: over the years of occupation we assisted with a number of reorganisations and moves there. When it came time for the CDC Capital for Development division to relocate to a more central position, they commissioned us to advise on building selection and then handle space planning, interior



Moving provided CDC Capital for Development with the opportunity to establish a fresh corporate image featuring crisp, clean design.

design and project management in advance of the move itself.

The chosen building, in the St James's area of London, provided a 'developer's finish', leaving plenty of scope for tailoring to the occupants' needs and preferences. The programme, on the other hand, was stringent. Godfrey Davies, Chief Financial Officer at CDC Capital for Development, comments: "We appointed Cochrane McGregor in September and told them we wanted to find a building, fit it out and move in before the end of February. That was a challenge, but by working together – even straight through our own end-of-year accounting process - the deadline was met comfortably."

Actis, a private equity investor created from CDC, also left Pimlico and has now settled into More London, the new Thames-side development. Again, Cochrane McGregor managed the move – but the timing in this case was even tighter. Facilities Manager Jamie Hickey recalls: "Unfortunately, the fitting out programme over-ran into the move programme, which meant that the moves team got a delayed start. But thanks to



CMA designers used a limited range of textures and finishes creating a light environment, with colour accents on 'retreat' areas for quiet work.

CMA's flexibility and strong onsite management, we were still in on time."

Both moves were achieved over weekends, with the team working to ensure that each new workplace would be fully functional and ready to welcome staff first thing Monday morning.

CMA launches new move management division - see page 4

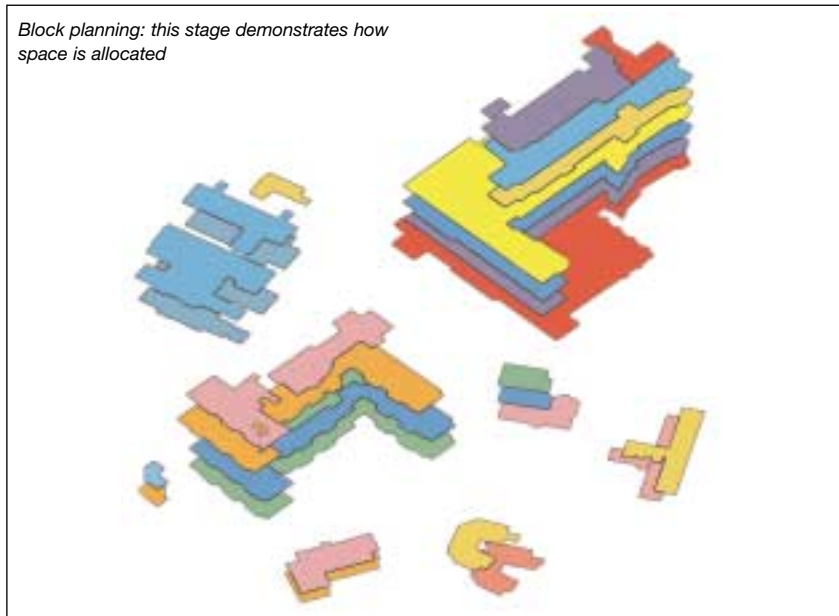
STRATEGIC SPACE PLANNING

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.

- 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.



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

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.

Continued on page 4

MANAGING DIRECTOR'S COLUMN

Cochrane McGregor was founded in 1984, 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.

2004 marks our 10th year as an independent consultancy

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 7m 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.

ACCESS AUDITS ON THE AGENDA

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 this 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.

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

The Act focuses on individual needs, so it is not possible for a building to be 'DDA compliant'

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

requirements of the DDA. Because the Act focuses on the needs of individuals, 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.

Continued on page 4

Action at UBS AG

CMA has completed access audits for seven central London buildings for this leading financial institution. The client's 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.

Continued from page 3

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.

CMA is a Corporate Member of the Centre for Accessible Environments. Max Lishmund 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

PROJECT NEWS

British Arab Commercial Bank turned to Cochrane McGregor for help in making better use of existing accommodation in the City of London. Based on research and analysis, we developed new plans for the use of space, reflecting current operational requirements and enhancing utilisation. We have also prepared detailed designs ready for the next stage of the project, implementation.

Music Choice is Europe's leading digital audio broadcaster. CMA advised 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.

The **Energy Saving Trust** is a non-profit organisation dedicated to the promotion and achieving of sustainable and efficient energy use. We provided support to the campaign for operational efficiency by conducting a space audit at the Trust's central London offices. The outcome delivered guidance on securing the most efficient use of available floor-space for the foreseeable future.

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.

Continued from page 2

Model for the present – and the future

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.

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.

Move Management Division Launched



Corporate Moves

2004 sees the formal launch of **Corporate Moves**, a new division of CMA bringing together all of our expertise in relocation. For clients, this means ready access to dedicated skills and extensive experience, whether the challenge is managing routine churn or moving the entire organisation across the country.

Utilising proven processes and procedures, applied in the context of your business goals and property strategy, Corporate Moves will ensure that all relocation objectives are fully met. You can rely on our team to manage change while you get on with managing your business.

Working under the Cochrane McGregor banner, Corporate Moves has already handled relocations for Total UK, Threadneedle, Safeway, Swiss Re, Zurich, CDC and various NHS Trusts.

For more information, email Andrew Harding at aharding@corporate-moves.com

Cochrane McGregor & Associates

136 Tooley Street London SE1 2TU Tel: 020 7378-1828 Fax: 020 7378-1834 e-mail: workspace@cochrane-mcgregor.com
space planning • interior design • project management • move management • health & safety services

Visit us at www.cochrane-mcgregor.com