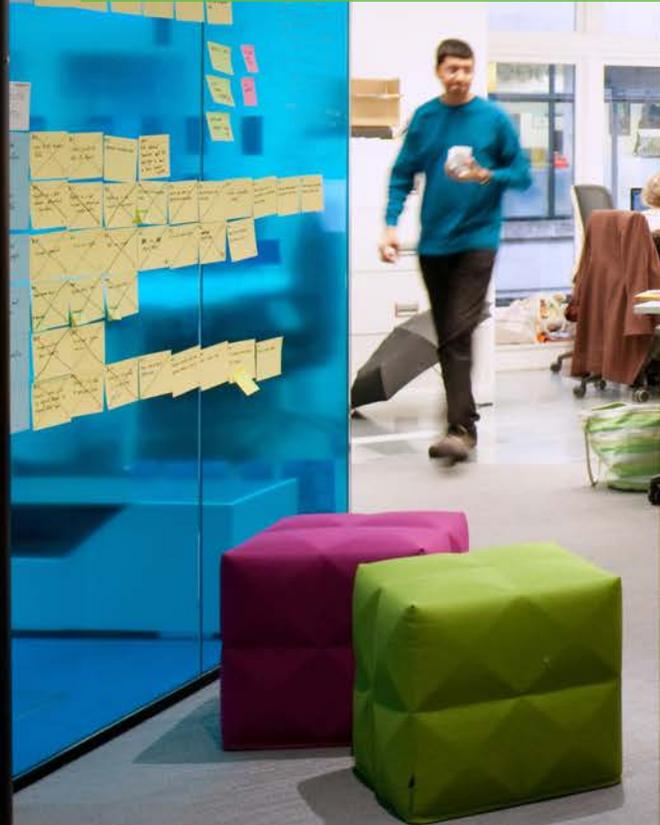


Morgan Lovell

**WORKPLACE CONSULTANCY**  
CONNECTING WORKPLACES TO WIDER INITIATIVES



**Sankara**  
Sankara is a leading consultancy and research firm specialising in workplace design, human factors, ergonomics and safety. The firm has a strong track record in providing strategic advice to a wide range of clients, including government, industry and academia. Sankara's expertise is in helping organisations to create safe, healthy and productive workplaces. The firm's services include workplace assessment, risk assessment, ergonomic design, safety training and safety audits. Sankara is a member of the Institution of Occupational Safety and Health (IOSH) and the Ergonomics Society of Australia (ESA). For more information, please visit our website at [www.sankara.com.au](http://www.sankara.com.au).



# CONTENTS

About us	02
Our approach	04
Why workplace consultancy	06
Common workplace issues	08
Our workplace process	14
Case studies	16
Our clients	19

# ABOUT US

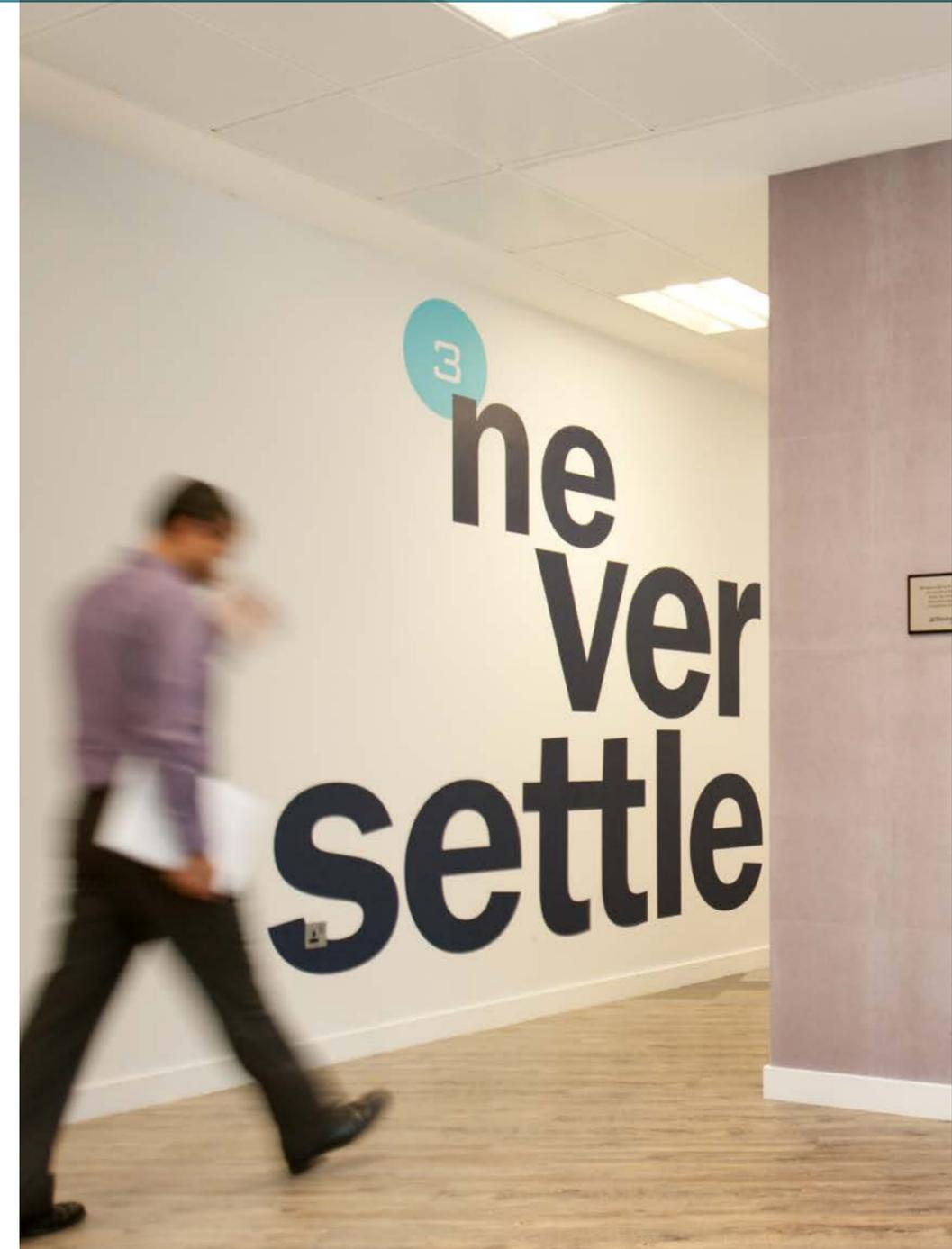
## Morgan Lovell has been inspiring workplace transformation for more than 35 years

As part of the Morgan Sindall Group and the only publicly held design and build company of its kind in the UK, we offer our clients an unparalleled level of quality, stability and ease. We can honestly say that all our clients are happy clients. This is not just our opinion, as we have over 96% total post-project satisfaction rating from our clients.



Employees: **5,700** | Turnover (2014): **£2.2B** | London Stock Exchange: **(MGNS)**

## Morgan Lovell



## The value of workplace consultancy

Workplace consultancy is the process of understanding the needs and goals of your business and translating them into your physical workspace. We deliver expertise on the changing world of work facilitating your workplace journey through bespoke tools, leadership engagement and team support.

At Morgan Lovell, we believe in putting your people priorities at the heart of the design process.

The process of in-depth data gathering is at the core of our methodology. Through this we validate design solutions focusing on your specific needs and supporting change beyond day one.

# OUR APPROACH

## This is more than a change to your physical environment - workplace transformation is an opportunity

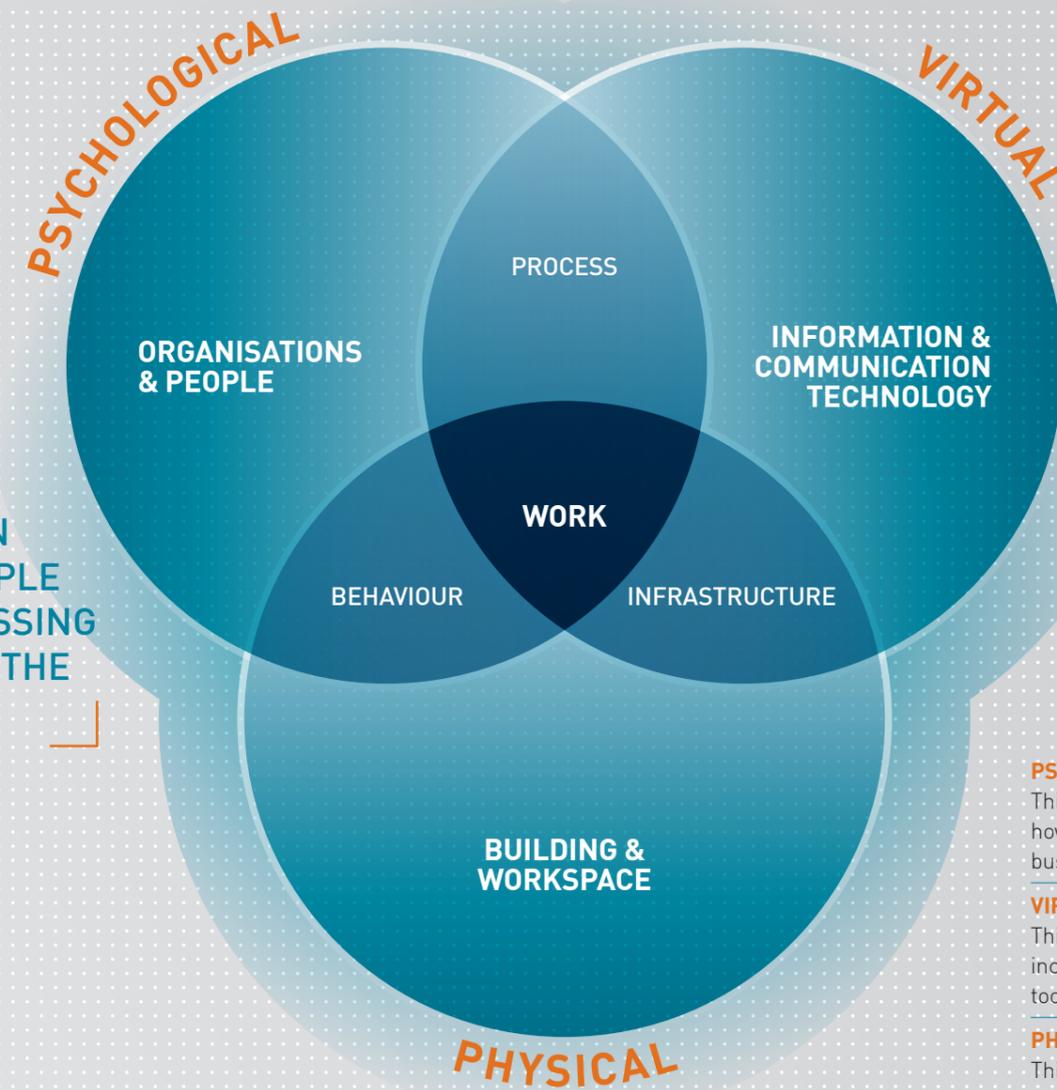
ALONG WITH PHYSICAL CHANGE, CULTURE AND TECHNOLOGY ARE IMPORTANT SUCCESS FACTORS

At Morgan Lovell we first seek to understand the business drivers to your workplace change initiative. While many providers focus solely on the physical solution, we know workplace transformation occurs within multiple spheres.

Workplace strategies, agile working and activity based working are just some of the different ways to describe a workplace approach. They seek to balance, align and leverage the physical, organisational and technological roadmaps of your organisation.

It is where these three spheres intersect that the heart of work occurs, and your workplace transformation begins.

WORKPLACE TRANSFORMATION OCCURS IN MULTIPLE SPHERES, ADDRESSING MORE THAN JUST THE PHYSICAL DESIGN



**PSYCHOLOGICAL**  
This is your culture, reflected by both how people behave and your current business policies.

**VIRTUAL**  
This is about your technology. This includes laptops, phones, collaboration tools and mobile technology.

**PHYSICAL**  
This is your building, interior space, your furniture and how it is maintained.

# WHY WORKPLACE CONSULTANCY

## People and property are the biggest cost centres for a business

### People factors

Creating a workplace that supports your people and their productivity can have a direct impact on your profitability

### Property factors

Your physical workspace is a commitment for the next decade or more. Therefore efficient use of space that supports fluctuations in business is key.

### WORKSPACES ARE NOW MOVING AWAY FROM A "ONE-SIZE-FITS-ALL" MODEL TO MEET THE NEEDS OF INDIVIDUAL USERS



#### Attraction and retention

Consider varied patterns of working to increase workforce satisfaction

Reflect your organisation's culture in your workplace

Enable your organisation to become an "employer of choice"



#### Better team collaboration

Encourage the exchange of information through innovative, creative and functional spaces

Understand the most efficient physical environment for each activity

Increase productivity by reducing set-up times in collaboration areas



#### Model behaviours and practices

Encourage management buy-in, to lead by example

Increased access to management to develop successful leadership for the future

Encourage more productive work by focusing on output rather than on "presenteeism"

### WORKSPACES ARE EVALUATED ON HOW THEY SUPPORT THE BUSINESS BEYOND DAY ONE, NOT JUST IMMEDIATE LOOK AND FEEL



#### Business changes faster than space

Create a property model that supports changes in structure, headcount and staff needs

Design a physical space that supports different work styles

Implement a workspace that is an enabler rather than a cost centre



#### Physical environment

Design a cost effective look and feel that fits your brand and culture

Provide a workspace with zones for collaboration, concentration and contemplation

Build a highly desirable place where people love to work



#### Efficiency driven

Gain higher utilisation of space through correct allocation

Design in multi-functionality to increase the use of space

Reduce churn to lower operating costs

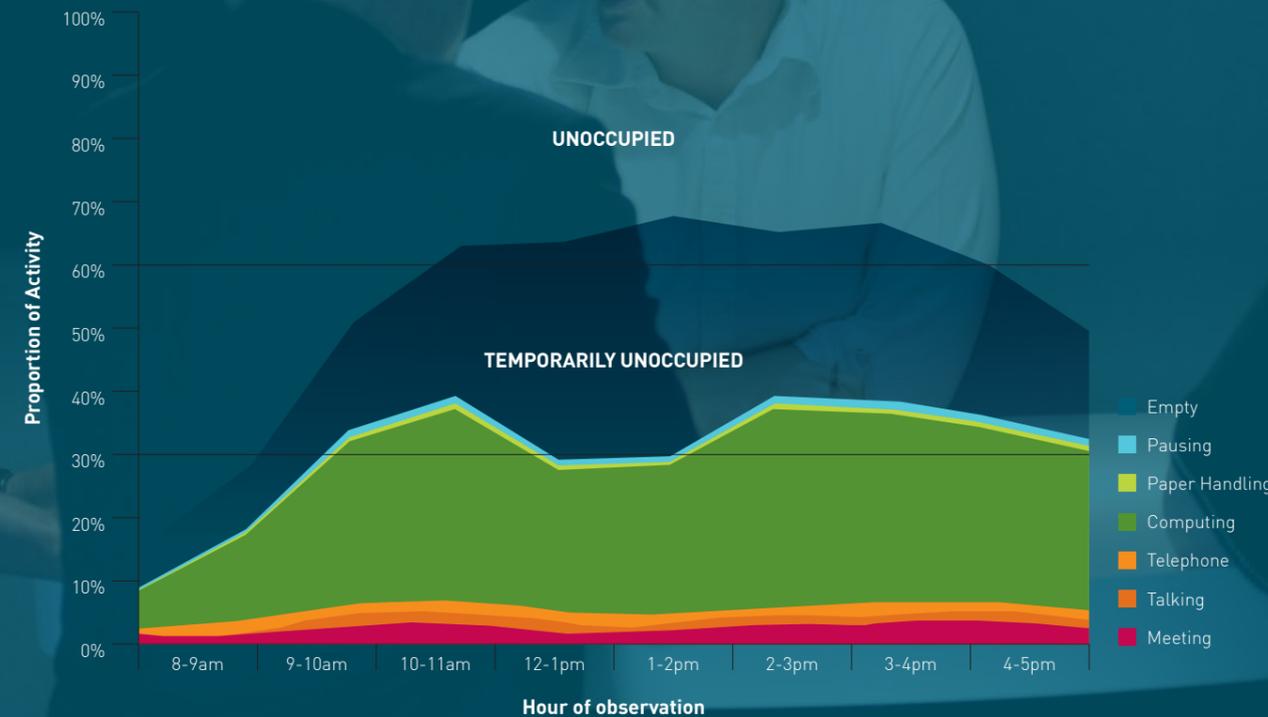
# COMMON WORKPLACE ISSUES

## 1. Low utilisation of desks

Especially in environments where the desk is considered the only place to do work

The graph below illustrates typical usage of desks. Even at peak time, only 40% of desks have someone physically present at them. We see a lot of "temporary unoccupancy" – for example, a jacket on the back of the chair or a monitor on – rendering the desk unavailable for use.

OUR DATA SHOWS TYPICAL OFFICE DESKS ARE UTILISED ONLY 52% OF THE TIME



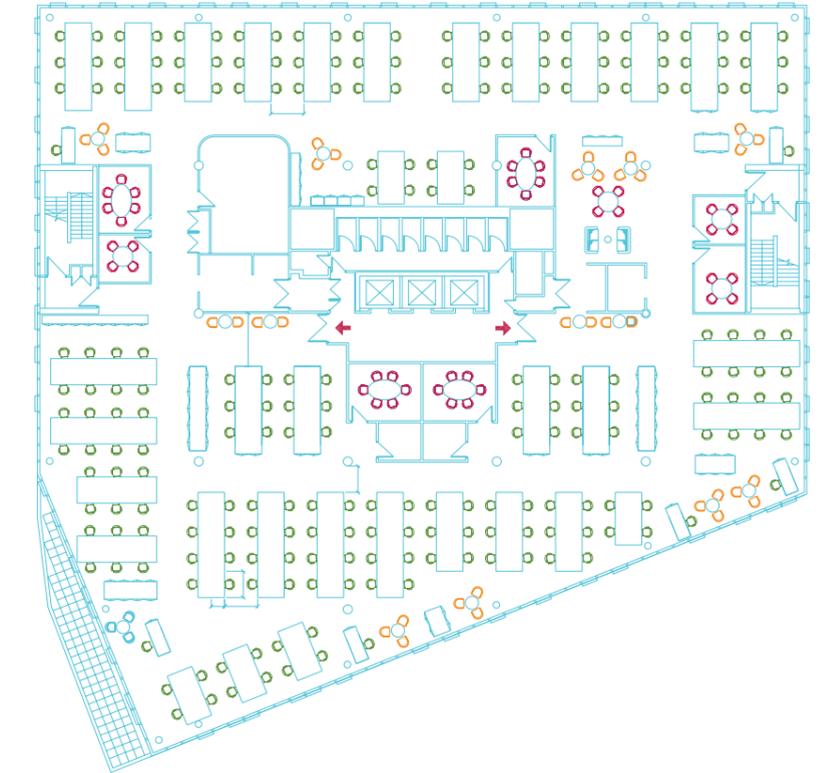
## 2. The majority of space is desks and meeting rooms

This 'basic' view of space planning does not meet the needs of today's workforce

Most workplaces are based on the traditional open-plan model, where the only alternative to desks is enclosed meeting rooms. Most meeting rooms are utilised only 40% of the time.

The facilities that support these styles vary from company to company. Adopting the right model has to be based on your staff's working styles.

LESS THAN 5% OF SPACE IS TYPICALLY ALLOCATED TO INFORMAL AND UNSCHEDULED COLLABORATION



# COMMON WORKPLACE ISSUES

## 3. Building more meeting rooms will NOT solve the problem

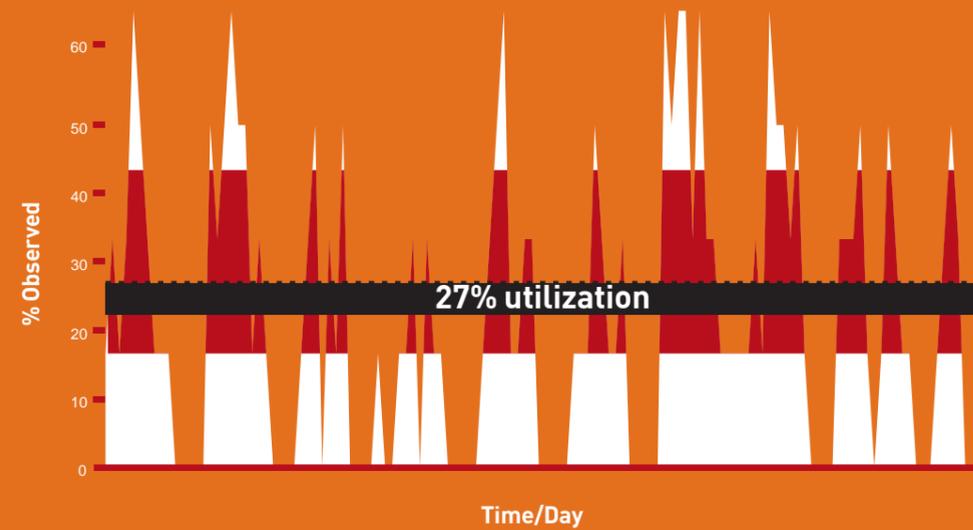
The reality is meeting rooms are occupied less than 40% of the time

ON AVERAGE, 10% OF BOOKED MEETING ROOMS CONSIST OF ONE PERSON CONDUCTING A PHONE CALL OR TRYING TO CONCENTRATE IN A LARGE MEETING SPACE

Clients often perceive that they need more meeting rooms. Normally rooms are too big, with only a third of seats being used at any one time. A six person room will often only have two people in it.

Many meetings are now shifting to social settings, taking place in coffee-shop style spaces.

Collaboration is multi-faceted, yet we often only provide formal, enclosed spaces.



## 4. Concentration space is required

Open plan workspaces are great for collaboration, but not for quiet work

We need privacy sometimes, to concentrate, get work done or to make a confidential phone call. Often staff are not able to concentrate in open plan environments, and this can result in a huge productivity loss.

66% OF RESPONDENTS SAY THAT OPEN PLAN IS INAPPROPRIATE FOR MAKING CERTAIN PHONE CALLS

47% OF RESPONDENTS SAY THEY CAN'T FIND A PLACE TO CONCENTRATE

Morgan Lovell workplace evaluation survey 2015



# COMMON WORKPLACE ISSUES

## 5. Technology that supports your workstyles

Technology is an enabler, but only when aligned to the individual

Internal mobility (i.e. people within the office but not at their desk) will continue to rise. However, technology often does not support this mobile work style. For example, individuals may have been allocated desktops where laptops might be more appropriate

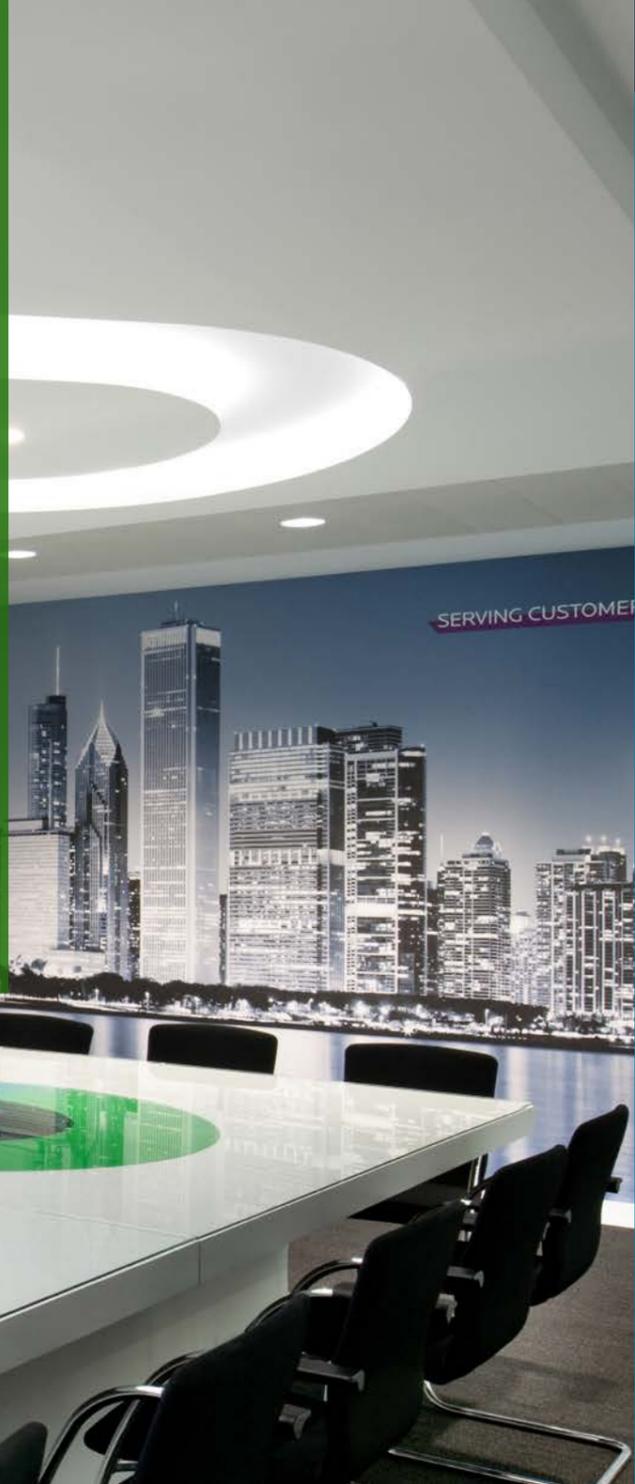
Does your technology allow individuals to work away from their desk?

Does your current IT infrastructure enable staff to use the right device to do their work?

Are you making the most of technology to improve collaboration?

Are you buying gimmicky technology that will not be used?

Could simple tools such as writeable surfaces work better?



## 6. Expectations of the workforce are changing

Staff expect total engagement in the office

I want choice of when, where and how I work

I want to feel proud of where I work

I want a unique, casual and collaborative office

The organisation wants me!

I want recognition and work/life balance

Cultural expectations are changing. Employers are expected to cater for a range of individual needs. Workplaces can support this by providing a degree of choice and autonomy.

Both employees and employers are also becoming increasingly aware of the importance of wellbeing in the workplace. Designing with empathy means providing a variety of spaces that support different tasks.

The key to understanding your employee's needs is recognising their perceptions. Whether you wish to operate an 'office based culture' or an 'agile environment', 'buy-in' is important before committing to a physical design.

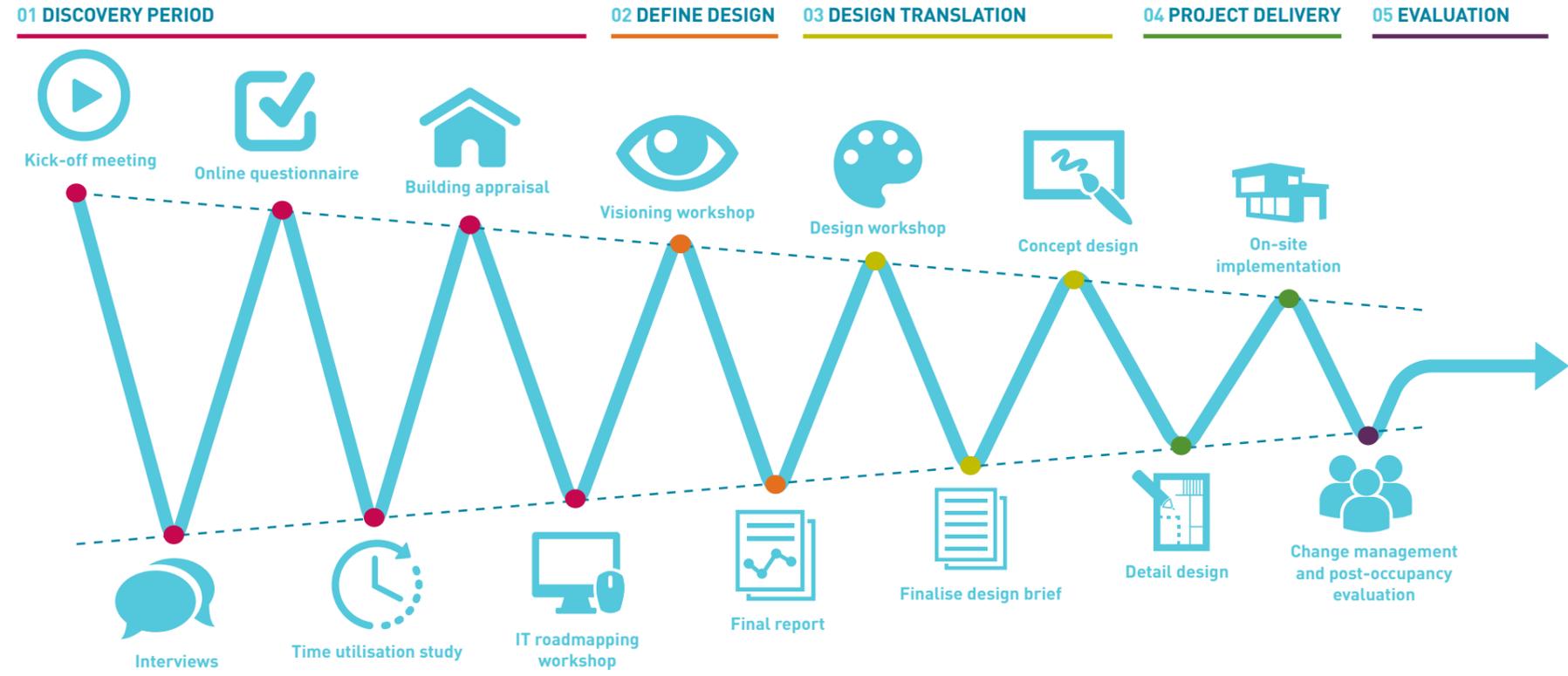
# OUR WORKPLACE PROCESS

## Journey and tool kit

The following funnel illustrates the process to understand your way of working. This can be tailored to your business and can evolve over the course of the project.

This exercise is typically conducted over a four to 12 week period, depending on your requirements and availability.

Key to effective data collection is sound planning and business leadership engagement. To mitigate the potential fear of change, we can advise and guide you through a proven change management programme.



**Kick-off meeting**  
 Agreeing project scope and outputs  
 Reviewing project program  
 Familiarise team with roles and responsibilities

**Interviews**  
 Understanding how middle management and their teams currently work  
 Understand the challenges in the current space  
 Understand where opportunities lie  
 Assess readiness to change

**Online questionnaire**  
 Perception-based staff survey  
 Identify patterns of work and effectiveness of current space

**Time utilisation study**  
 Capture a snapshot of how often the space is used  
 Identify how often meeting rooms are used and what for

**Building appraisal**  
 Understand the current space in detail and evaluate the ability to support a physical solution

**IT roadmapping workshop**  
 Understand the IT roadmap  
 Identify opportunities and barriers in the IT strategy  
 Identify specific team needs  
 Discuss opportunities for creating an integrated approach

**Visioning workshop**  
 Workshop with senior decision makers and stakeholders  
 Playback and validation of key data and emerging themes  
 Test case studies and appetite for change

**Final report**  
 Typically includes workplace scenarios, menu of settings, zoning and planning, space budgets  
 Strategy outlining overall potential agility of future workplace and how the estate will accommodate future demand  
 High level site block plan

**Design workshop**  
 Ensure information collated is translated through to design  
 Menu of work settings to support the identified work styles, neighbourhood concepts, space planning philosophy and approach to conceptual design

**Finalise design brief**  
 Draw from workshop data and report to produce specification of required spaces

**Concept design**  
 Initial look and feel  
 Test fits based on design recommendations

**Detail design**  
 Detailed design of technical aspects such as mechanical and electrical, finishes and plumbing  
 Detailed floor plans and drawings

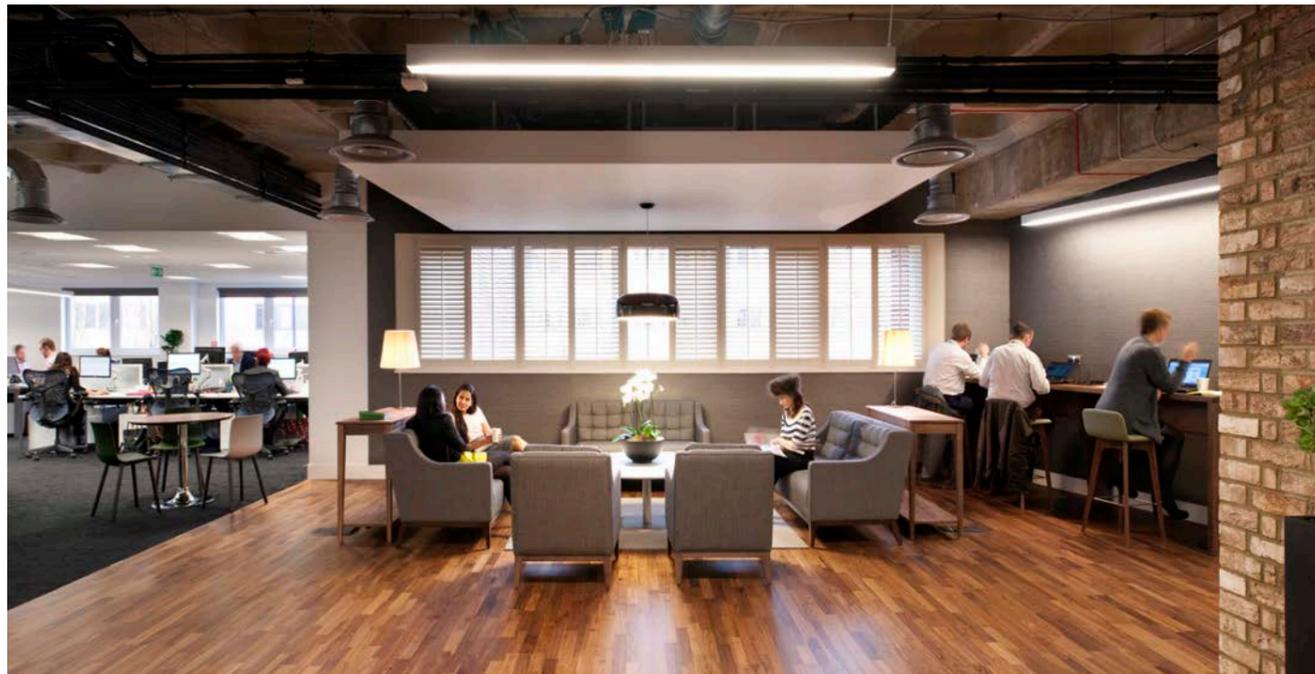
**On-site implementation**  
 On-site build with dedicated team

**Change management and post-occupancy evaluation**  
 Engage all staff in change management process  
 Cascade messages and encourage feedback  
 Measure impact space has had on KPIs  
 Staff perception survey to measure any improvements and identify areas for further development

# CASE STUDIES

## Nuffield health

**Scope:** Workplace consultancy to design and build  
**Industry:** Health  
**Sq ft:** 40,000  
**Location:** Epsom



**Services provided**  
 Full turnkey (workplace analysis, design, sustainability, project management, construction management, planning permission, furniture).

**Goals and challenges**  
 Nuffield Health wanted to focus on four key aspects during this transformation: wellbeing, modernity, learning and excellence. The aim was for work to be centred around choice.

**Creating a reflective workplace**  
 "Telling our story through our workplace" was the key to their office design and fit out, creating an environment staff would be happy to bring visitors.

**Wellbeing**  
 As a purveyor of health checks, Nuffield Health was keen to promote the wellbeing of their staff. This included a subsidised café with healthy food and encouraging staff to eat away from their desk.

# Prudential

**Scope:** Workplace re-consolidation and revitalisation  
**Industry:** Financial services  
**Sq ft:** 85,000  
**Location:** Reading



**Services provided**  
 Full turnkey (workplace analysis, design, sustainability, project management, construction management, planning permission, furniture).

**Goals and challenges**  
 To help the client reduce real estate footprint by releasing a building and making their new workspace more efficient.

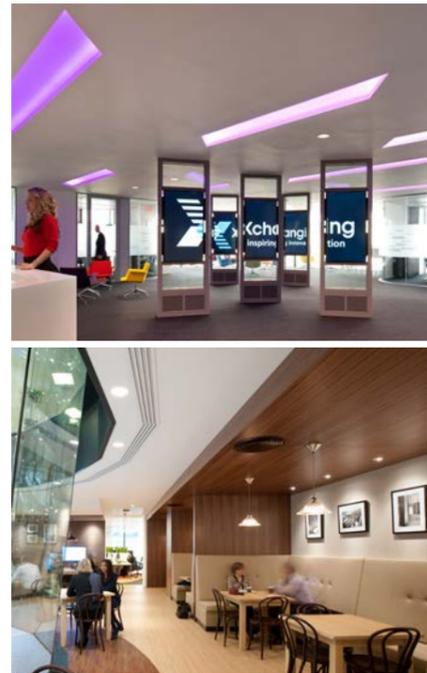
**Change management**  
 With average tenure of 16 years, we believed some staff would be reluctant to change. However we found out that generation 'mature' embraced change in order to achieve the 'greater good'.

**Created a business case**  
 By re-aligning how work is done, we managed to create a strong case for change. Part of savings were re-invested into the physical environment to provide workplace environments that have made staff more productive whilst breaking down silos.

# CASE STUDIES

## Xchanging

**Scope:** Workplace consultancy to design and build **Sq ft:** 50,000  
**Industry:** Technology **Location:** The Walbrook Building, London



**Services provided**  
 Full turnkey (workplace analysis, design, sustainability, project management, construction management, planning permission, furniture).

**Goals and challenges**  
 To provide an activity based working environment to meet the needs of various workstyles in an experience led environment.

**External perceptions**  
 Essential to the project was understanding and building on the experiences of clients and visitors from other Xchanging locations.

**Information technology**  
 IT roadmapping workshops were conducted to understand how technology can assist staff in the way they want to work.

# OUR CLIENTS

## Who we work for

THESE ARE JUST SOME OF THE ORGANISATIONS WE HAVE PARTNERED WITH TO PROVIDE WORKPLACE CONSULTANCY AND TRANSFORMATION





never  
settle

sky NEWS



# Morgan Lovell

Call us on **0800 028 0945**  
[contactus@morganlovell.com](mailto:contactus@morganlovell.com)

16 Noel Street  
London  
W1F 8DA

T 020 7734 4466

Maxis 1  
Western Road Bracknell  
Berkshire RG12 1RT

T 01344 353 800

A **MORGAN SINDALL GROUP** COMPANY

[morganlovell.com](http://morganlovell.com)