



Middlesbrough Civic Centre
Middlesbrough Council

Spatial Briefing Report

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Introduction

Ryder Architecture were commissioned by Middlesbrough Council to assess if the current Middlesbrough Civic Centre is capable of housing the amount of staff defined within their Future Accommodation Plan. A condition survey of the civic centre has also been completed by Faithful + Gould to give the council a better understanding of the work that would have to be undertaken if the existing building was retained. Both of these studies will inform the council of the viability of refurbishing their existing civic centre.

This report explores the council's working culture, potential ways to improve it and the opportunities and constraints of the existing civic centre.

1.0

Aims and Objectives

Middlesbrough Council have identified a series of objectives for the civic centre:

- Reduce whole life cost of the main office building
- Increase percentage of agile workers in the main office building
- Reduce annual expenditure on staff relocations
- Reduce running costs of the main office building
- Economic benefit

The main aim of this project is to develop a spacial brief and test this against their existing building.

1.1

Agile working

Over the last few years the council have started to implement an Agile Working Policy. This has enabled the council to move away from the more traditional office based practice and allowed staff to find a more effective way of working.

The current options for staff are:

- Home based working
- Permanent office based working
- Mobile working in the community / between offices / at home
- Agile working between home and the office

Approximately 1,000 staff members are agile workers out of the total of 2,500, with approximately 23% of the agile staff working from home on any given day. This has led to a decrease in the amount of desks being used on a day to day basis.

To respond to this, part of the agile working culture is the acceptance that these staff do not have a fixed desk, which has led to a ratio target of six to seven hot desks for every ten members of staff.

General department zones are to be considered to ensure efficiency and collaboration is retained.

1.2

Ways of working

This cultural change will see Middlesbrough Council adopting new, flexible ways of working. Changes will include a move to open plan working environments, desk sharing, the introduction of locker facilities and a range of collaboration and breakout spaces.

The adoption of flexible working will allow staff to:

- Have more choice over how and where they work
- Have greater flexibility in the way in which people work
- Provide greater opportunities for collaborative work
- Improve performance and service delivery
- Reduce costs and improve cost control

1.3

Collaboration and breakout spaces

Providing a range of spaces designed to support different work activities can encourage the effective exchange of information and knowledge, which can improve learning, and creativity, and fosters teamwork.

These breakout and collaboration spaces can be tailored to the needs of the general department zones, providing appropriate spaces for the work activities of each department.

1.4

A healthy office

The creation of a healthy office environment contributes to the balance of physical, psychological, social, environmental and economic wellbeing in the workplace.

Physical wellbeing

It is important that the building meets the basic human needs of shelter and comfort, both of which have a direct impact on the satisfaction and productivity of staff, this also includes temperature, lighting, humidity, noise, air quality and glare.

Social wellbeing

The building should encourage social interaction and collaboration through the provision of spaces that can stimulate the exchange of ideas as well as secluded areas for individual thinking.

Psychological wellbeing

The building should provide staff with choice and control over how, where and when they work.

Environmental wellbeing

The building should provide a high performance environment that improves staff output against fewer costs.

The building should be sustainable, balancing the cost and the impact the organisation and its operations has on the environment.

1.5

A flexible workplace

The building should be adaptable to accommodate possible future changes in Middlesbrough Council's requirements with minimal cost and resource implications.

2.0

Brief

Analysis of the existing civic centre to determine whether the building can accommodate the staff defined in the Future Accommodation Plan.

The condition of the existing building should be taken into consideration when deciding if a refurbishment of the civic centre is viable.

All aspects of the new workspace should reflect the agile working policy.

Consider space planning associated with 1200mm and 1400mm hot desks.

Lockers are to be provided for each member of staff, these should either be located in banks away from the workspaces or by using low level units next to the desks.

Specific social areas are to be provided to encourage staff to take breaks.

No public facilities will be located in the civic centre, therefore a small reception is adequate.

3.0 Smarter Working

Through discussions with Middlesbrough Council the following have been identified as key in the implementation of agile working.

3.1

Open plan offices

The new office space will be open plan to maximise floorplate efficiency and minimise the use of closed cellular rooms. This arrangement will offer flexibility and ease of future adaptability.

Different environments can be created within the open plan office through careful space planning, such as informal break out spaces for collaboration between team members, or booth seating for private or concentrated working.

3.2

Range of work styles and spaces

The precedent images show a range of spaces which could be provided to create a flexible office environment which could accommodate a range of activities and work styles.

3.3

Team areas

Middlesbrough Council wish to introduce zones into the open plan office, maintaining good working relationships between team members. The department areas will allow for overflow into other adjacent departments depending on the occupation levels. This gives people the choice of where they wish to work allowing any vacant desk to be open to any staff member.

Zones will also be organised to encourage collaboration between different teams and departments where it will be most beneficial. A study has been undertaken of this later in this document.

The zones should not be delineated by aesthetics (for example, floor and wall finishes) to prevent a territorial culture developing.

3.4

Storage

Each staff member will be given a locker approximately 500x500mm to house their personal items and laptop. Lockers will be located throughout the office floor plates for ease of use and staff will be assigned a locker near to their departments zone.

The majority of the general storage will be located in the Civic Centre basement, with the documents which are used daily being located in limited shelving positioned throughout the office floor plates.

3.5

Hours of working

Agile working provides more flexibility for staff allowing them to choose when they work and where, subject to their specific job roles.

The Civic Centre is generally open between 7am and 7pm Monday to Friday.

3.6

Resource areas and teapoints

Designated resource areas should be introduced in each open office containing printers, bins and shared materials. Creating a central point within the open offices which is easily identifiable will allow staff to use any open office area efficiently.

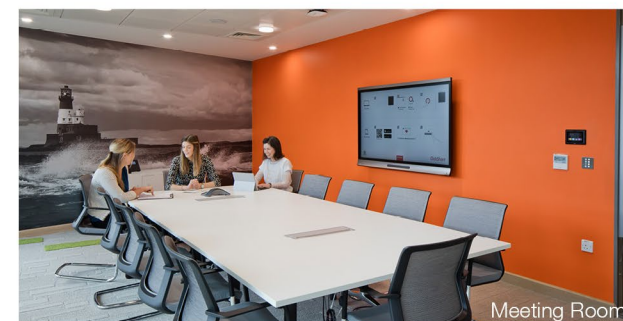
A teapoint or vending area will be made accessible to every open office and where possible, these will also be located in a similar place on each floor.



Shared Team Space



Break Out Area



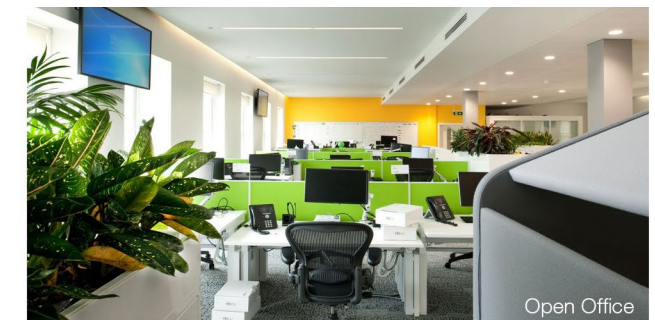
Meeting Room



Lockers



Touch Down / Booth Seating



Open Office



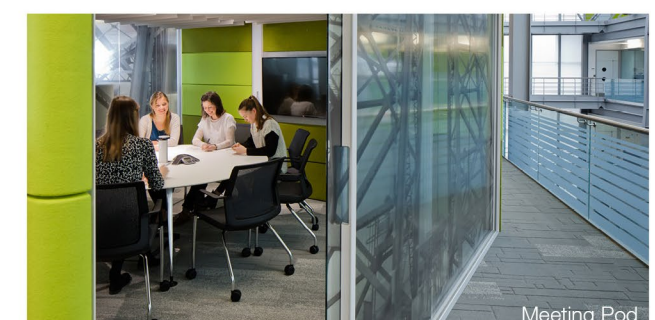
Resource Area



Teapoint & Break Area



Reception



Meeting Pod

Precedents

4.0

Departmental Schedule

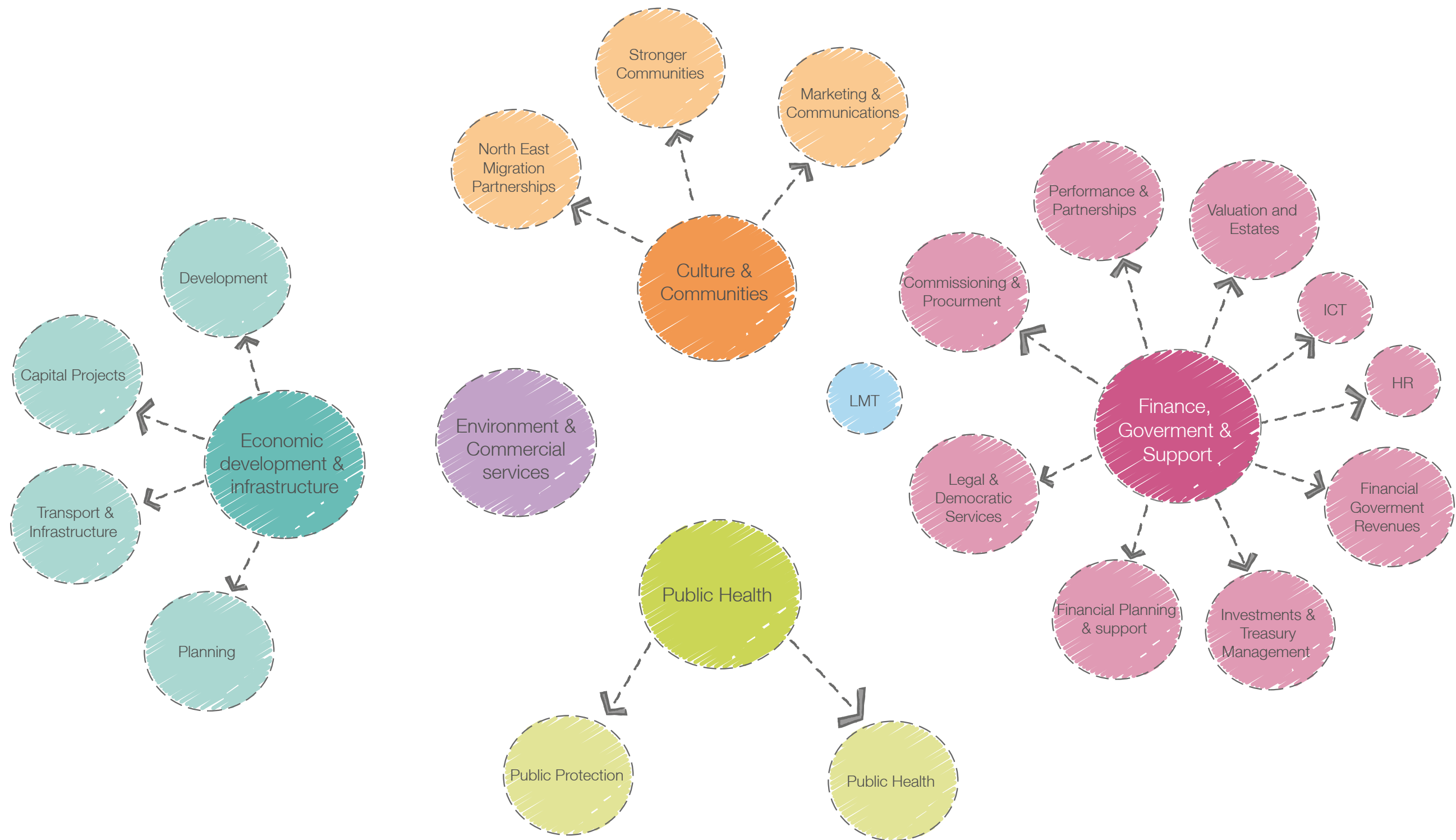
In order to assess the net internal area for each department a schedule has been developed in line with the Council's Future Accommodation Plan (this is still being developed and is subject to change).

Team Name	Service	Department	Staff	Location	NIA (sqm) for 60% of staff	NIA (sqft) for 60% of staff	NIA (sqm) for 70% of staff	NIA (sqft) for 70% of staff
Access	Prevention, Access and Provider Services	Adult Social Care and Health Integration		New Civic Centre				
Hospital Social Work	Prevention, Access and Provider Services	Adult Social Care and Health Integration		New Civic Centre				
Staying Put Agency	Prevention, Access and Provider Services	Adult Social Care and Health Integration		New Civic Centre				
Better Care Fund	South Tees Integration Programme	Adult Social Care and Health Integration		New Civic Centre				
Better Health Programme	South Tees Integration Programme	Adult Social Care and Health Integration		New Civic Centre				
Sustainability & Transformation Plan	South Tees Integration Programme	Adult Social Care and Health Integration		New Civic Centre				
Adult Safeguarding	Specialist and Lifelong Services	Adult Social Care and Health Integration		New Civic Centre				
Learning Disability	Specialist and Lifelong Services	Adult Social Care and Health Integration		New Civic Centre				
Older People	Specialist and Lifelong Services	Adult Social Care and Health Integration		New Civic Centre				
Vulnerable Adults	Specialist and Lifelong Services	Adult Social Care and Health Integration		New Civic Centre				
			68		408	4,392	476	5,124
Digital	Marketing and Communications	Culture & Communities		New Civic Centre				
Events	Marketing and Communications	Culture & Communities		New Civic Centre				
Marketing	Marketing and Communications	Culture & Communities		New Civic Centre				
Internal Communications	Marketing and Communications	Culture & Communities		New Civic Centre				
North East Migration Partnership	North East Migration Partnership	Culture & Communities		New Civic Centre				
Community Safety	Stronger Communities	Culture & Communities		New Civic Centre				
Integrated Enforcement	Stronger Communities	Culture & Communities		New Civic Centre				
Selective Landlord Licensing	Stronger Communities	Culture & Communities		New Civic Centre				
Licensing	Stronger Communities	Culture & Communities		New Civic Centre				
Welfare Rights	Stronger Communities	Culture & Communities		New Civic Centre				
Community Safety	Stronger Communities	Culture & Communities		New Civic Centre				
Training Centre	TBC	Culture & Communities		New Civic Centre				
			52		312	3,358	364	3,918
Capital Projects	Capital Projects	Economic Development & Infrastructure		New Civic Centre				
Development	Development	Economic Development & Infrastructure		New Civic Centre				
Housing Strategy	Development	Economic Development & Infrastructure		New Civic Centre				
Building Control	Planning	Economic Development & Infrastructure		New Civic Centre				
Planning Policy	Planning	Economic Development & Infrastructure		New Civic Centre				
Development Control	Planning	Economic Development & Infrastructure		New Civic Centre				
Asset Maintenance	Transport & Infrastructure	Economic Development & Infrastructure		New Civic Centre				
Asset Management	Transport & Infrastructure	Economic Development & Infrastructure		New Civic Centre				
Traffic & Parking	Transport & Infrastructure	Economic Development & Infrastructure		New Civic Centre				
Infrastructure Delivery	Transport & Infrastructure	Economic Development & Infrastructure		New Civic Centre				
Transport Planning	Transport & Infrastructure	Economic Development & Infrastructure		New Civic Centre				
			95		570	6,135	665	7,158
Asset & Energy Management	Property & Commercial Services	Environment & Commercial Services		New Civic Centre				
Health & Safety	Property & Commercial Services	Environment & Commercial Services		New Civic Centre				
Design Services	Property & Commercial Services	Environment & Commercial Services		New Civic Centre				
			25		150	1,615	175	1,884

Procurement	Commissioning & Procurement	Finance, Governance & Support		New Civic Centre				
Contracts Team	Commissioning & Procurement	Finance, Governance & Support		New Civic Centre				
Commissioning Team (Prevention)	Commissioning & Procurement	Finance, Governance & Support		New Civic Centre				
Commissioning Team (Social Care)	Commissioning & Procurement	Finance, Governance & Support		New Civic Centre				
Financial Assessments	Commissioning & Procurement	Finance, Governance & Support		New Civic Centre				
Payments and Charging	Commissioning & Procurement	Finance, Governance & Support		New Civic Centre				
Debt Recovery	Commissioning & Procurement	Finance, Governance & Support		New Civic Centre				
Tees Valley Audit and Assurance Services (TVAAS)	Financial Governance & Revenues	Finance, Governance & Support		New Civic Centre				
Client Benefits / Community Support	Financial Governance & Revenues	Finance, Governance & Support		New Civic Centre				
Risk and Insurance	Financial Governance & Revenues	Finance, Governance & Support		New Civic Centre				
Income and Debt	Financial Governance & Revenues	Finance, Governance & Support		New Civic Centre				
Financial Accountants	Financial Governance & Revenues	Finance, Governance & Support		New Civic Centre				
Business Partner Services	Financial Planning & Support	Finance, Governance & Support		New Civic Centre				
Valuation and Estates	Financial Planning & Support	Finance, Governance & Support		New Civic Centre				
Agresso Support	Financial Planning & Support	Finance, Governance & Support		New Civic Centre				
HR Service Support	HR	Finance, Governance & Support		New Civic Centre				
HR Business Partner	HR	Finance, Governance & Support		New Civic Centre				
Organisational Development	HR	Finance, Governance & Support		New Civic Centre				
Applications	ICT	Finance, Governance & Support		New Civic Centre				
Service Desk	ICT	Finance, Governance & Support		New Civic Centre				
Infrastructure	ICT	Finance, Governance & Support		New Civic Centre				
Business Partner	ICT	Finance, Governance & Support		New Civic Centre				
ICT Projects	ICT	Finance, Governance & Support		New Civic Centre				
Funds	Investments & Treasury Management	Finance, Governance & Support		New Civic Centre				
Treasury	Investments & Treasury Management	Finance, Governance & Support		New Civic Centre				
Investment Administration	Investments & Treasury Management	Finance, Governance & Support		New Civic Centre				
Democractic Services	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
Compliance	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
Complaints	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
Electoral Services	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
Integrated Support Unit	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
People	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
Places	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
Print Room	Legal & Democratic Services	Finance, Governance & Support		New Civic Centre				
Programme Management Office	Performance & Partnerships	Finance, Governance & Support		New Civic Centre				
Corporate Strategy	Performance & Partnerships	Finance, Governance & Support		New Civic Centre				
Corporate Performance	Performance & Partnerships	Finance, Governance & Support		New Civic Centre				
			289		1,734	18,665	2,023	21,775
LMT	n/a	LMT		New Civic Centre				
Departmental Business Co-ordinators	TBC	LMT		New Civic Centre				
			20		120	1,292	140	1,507
Public Health	Public Health	Public Health & Public Protection		New Civic Centre				
Environmental Protection	Public Protection	Public Health & Public Protection		New Civic Centre				
Trading Standards	Public Protection	Public Health & Public Protection		New Civic Centre				
Environmental Health	Public Protection	Public Health & Public Protection		New Civic Centre				
			64		384	4,133	448	4,822
TOTAL			613		3,678	39,590	4,291	46,188

5.0 Departmental Adjacency Diagram

The following adjacency diagram has been developed to illustrate the services which would benefit from a physical adjacency to help promote collaboration.



6.0 Space Standards and Metrics

Spatial metrics have been developed which respond to the council's brief and can be applied to the civic centre when space planning.

6.1

Workstations

Middlesbrough Council have identified two ratios to explore, six and seven hot desks for every ten members of staff. Six hot desks to ten staff equates to providing 368 hot desks for 613 staff and seven hot desks to ten staff equates to 429 staff.

Workplace density is a measure used to define occupancy standards, it is simply the net internal area divided by the number of workspaces. The British Council for Offices (BCO) recommends a workplace density of 8 - 10sqm, with this in mind 10sqm per hot desk is recommended for the civic centre.

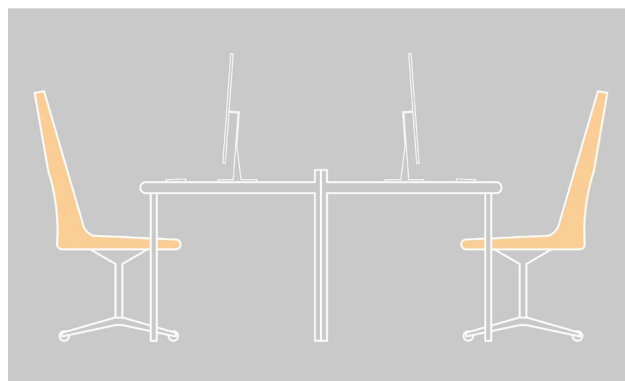
10sqm per hot desk is an average across the building; local densities on the office floor plates will vary to provide a tailored response to the existing building's spaces.

6.2

Storage

500 x 500mm lockers will be provided for all staff members. Two options have been identified to incorporate lockers in to the open plan offices. The first is based on creating a centralised solution within each office, housing all of the lockers needed for that office in one place to maximise efficiency.

Stacks of five lockers could be used which would equate to 0.05sqm per staff member.



Workstations



Storage

The second option, which is less efficient, is to spread low level lockers throughout the offices allowing the lockers to be positioned closer to the departments.

Stacks of two could be used and these would equate to 0.125sqm per staff member.

6.3

Meeting rooms

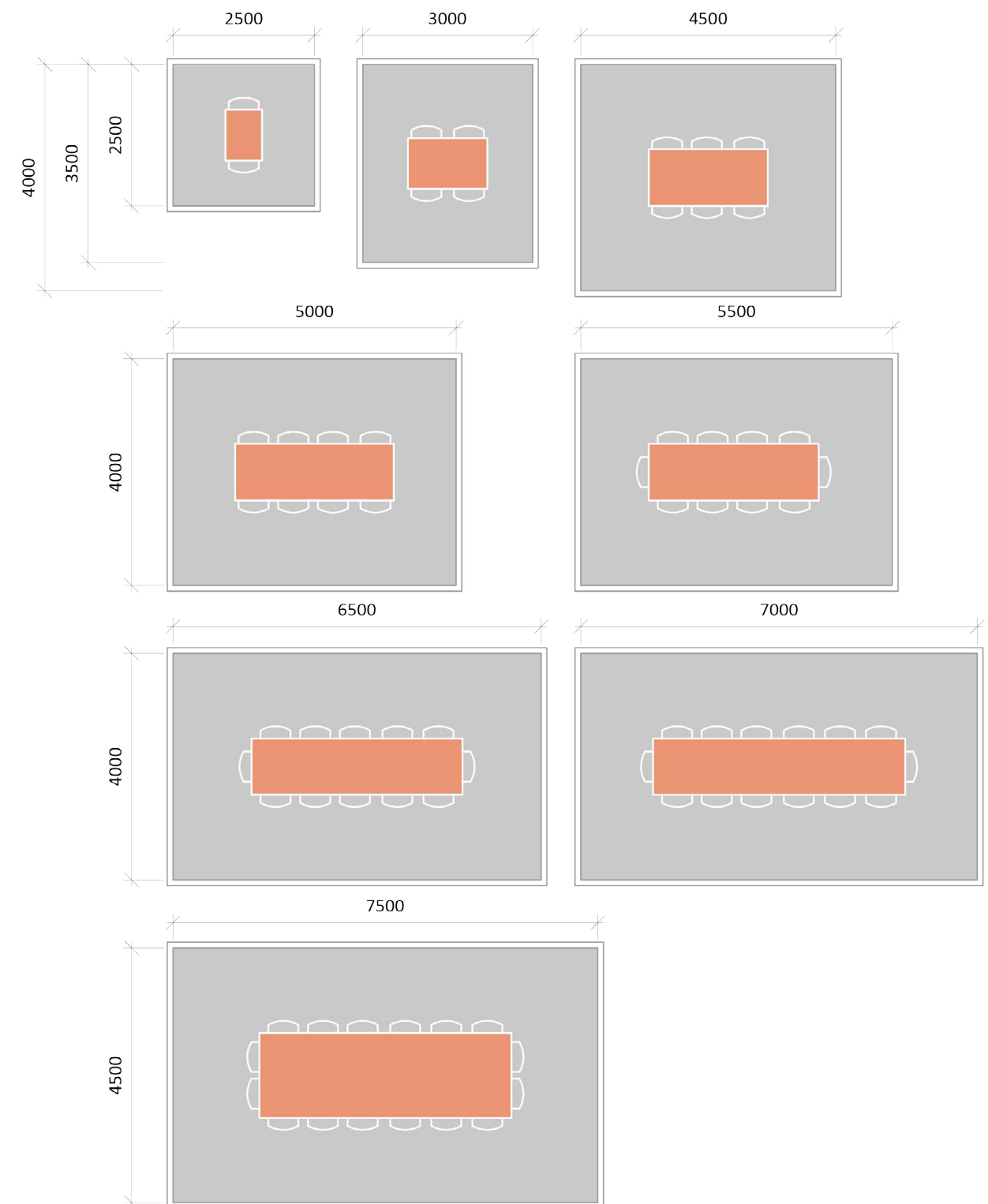
The size requirements for meeting rooms will vary significantly depending on the task and number of people required, therefore it is important to provide a range of different sizes to comfortably facilitate a variety of different uses as illustrated in the adjacent diagram.

Informal meeting spaces will also be introduced throughout the open offices to provide staff with a variety of spaces so they are able to choose which space is most suitable for the task at hand. These spaces could also be used for quiet and concentrated work.

6.4

WC provision

The current WC provision within the civic centre has been assessed against the UK standard BS 6465-1:2006+A1:2009. It was found that the current provision is satisfactory for 429 staff (70% of the overall staff). However, there is only one accessible WC in the building, it is recommended that one should be provided per floor.

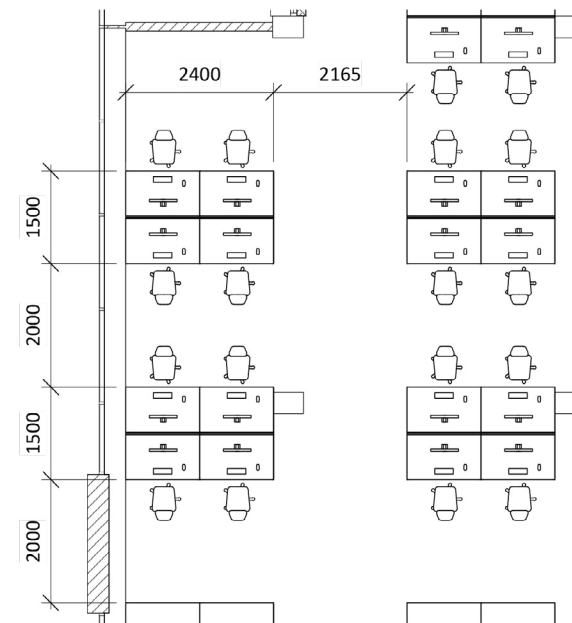


Meeting room diagram

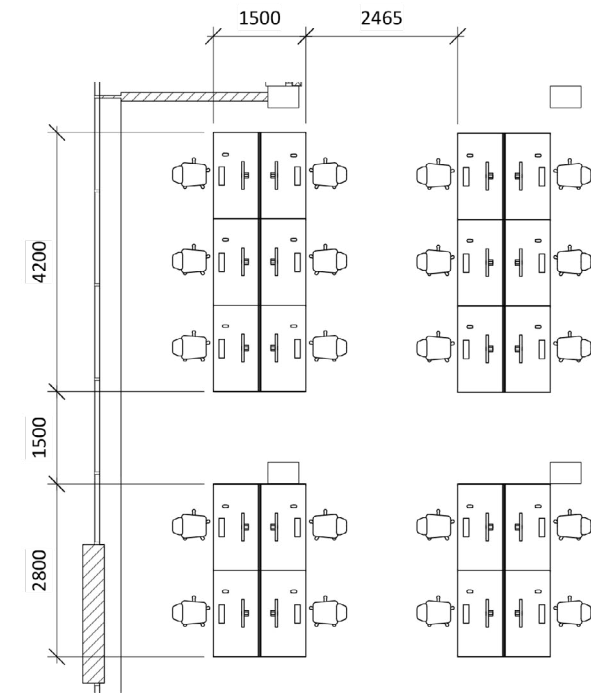
7.0 Desk Study

A study has been undertaken on the use of two desk sizes to determine the spatial efficiencies.

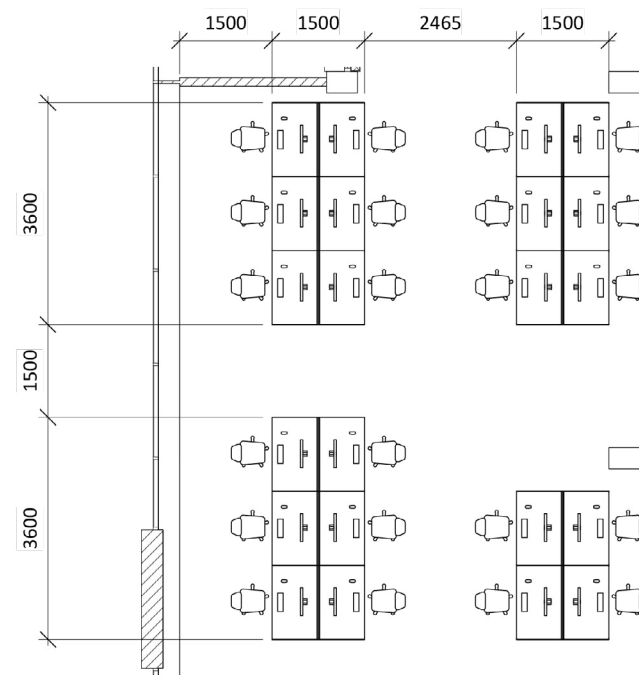
A typical floor plate from the existing civic centre has been populated with both the 1200mm and the 1400mm desks and it was found that approximately 10-13% fewer desks could be accommodated when using a 1400mm desk.



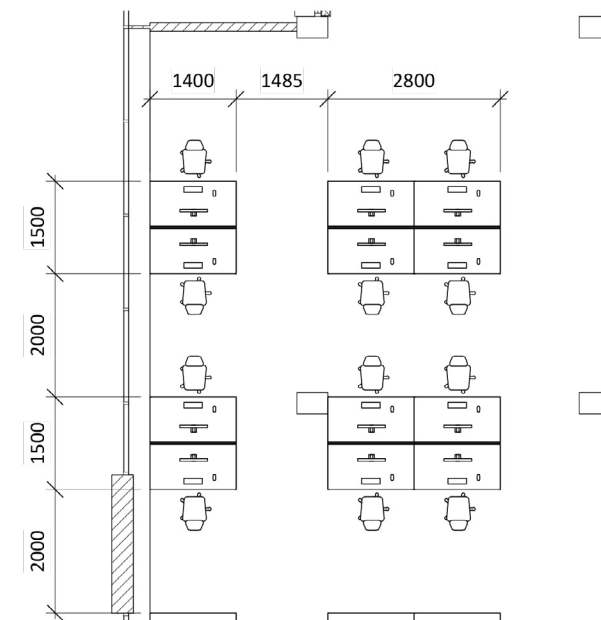
1200mm Desk Layout 01



1400mm Desk Layout 01



1200mm Desk Layout 02



1400mm Desk Layout 02

8.0

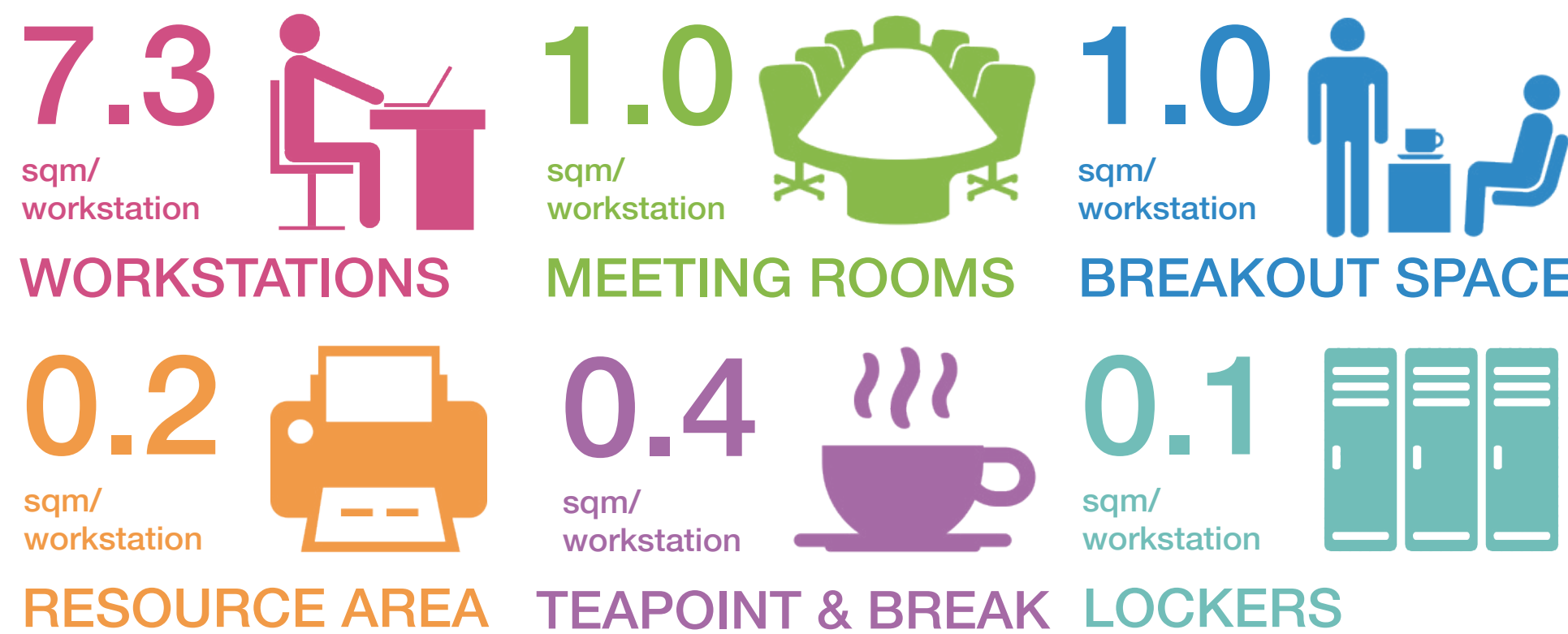
Overall Space Requirements

The schedule adjacent looks at the overall space requirements for the amount of staff identified in the Future Accommodation Schedule following the BCO guidelines.

The net internal area represents all usable office space which has been identified as 10sqm per workstation. Through discussion with Middlesbrough Council this has been broken down in to the spatial components which best suit their needs. These areas are average across the building; local densities on the floor plates will vary to provide a tailored response to the existing building's spaces and individual needs of the different departments. However, an additional 75sqm has been added to the meeting room requirement in the schedule below to account for the space required for the LMT department.

The gross internal area represents the entire internal building size, including the usable office space, WC accommodation, circulation and reception.

Agile working percentage	Number of staff based on 613 staff overall	NIA based on a workplace density of 10sqm/workstation	NIA based on a workplace density of 10sqm/workstation	GIA based on a building efficiency of 80%	GIA based on a building efficiency of 80%
60%	368	3,678 sqm	39,590 sqft	4,598 sqm	49,487 sqft
70%	429	4,291 sqm	46,188 sqft	5,364 sqm	57,735 sqft



Agile Working Percentage	Overall NIA based on a density of 10sqm/workstation	Workstations (7.3sqm/workstation)	Meeting Rooms (1sqm/workstation)	Breakout Space (1sqm/workstation)	Resource Area (0.2sqm/workstation)	Teapoints and Break Area (0.4sqm/workstation)	Lockers (0.1sqm/workstation)
60% Agile Working (368 staff)	3,678 sqm	2,687 sqm	442 sqm	367 sqm	74 sqm	147 sqm	36 sqm
70% Agile Working (429 staff)	4,291 sqm	3,132 sqm	504 sqm	429 sqm	86 sqm	172 sqm	43 sqm

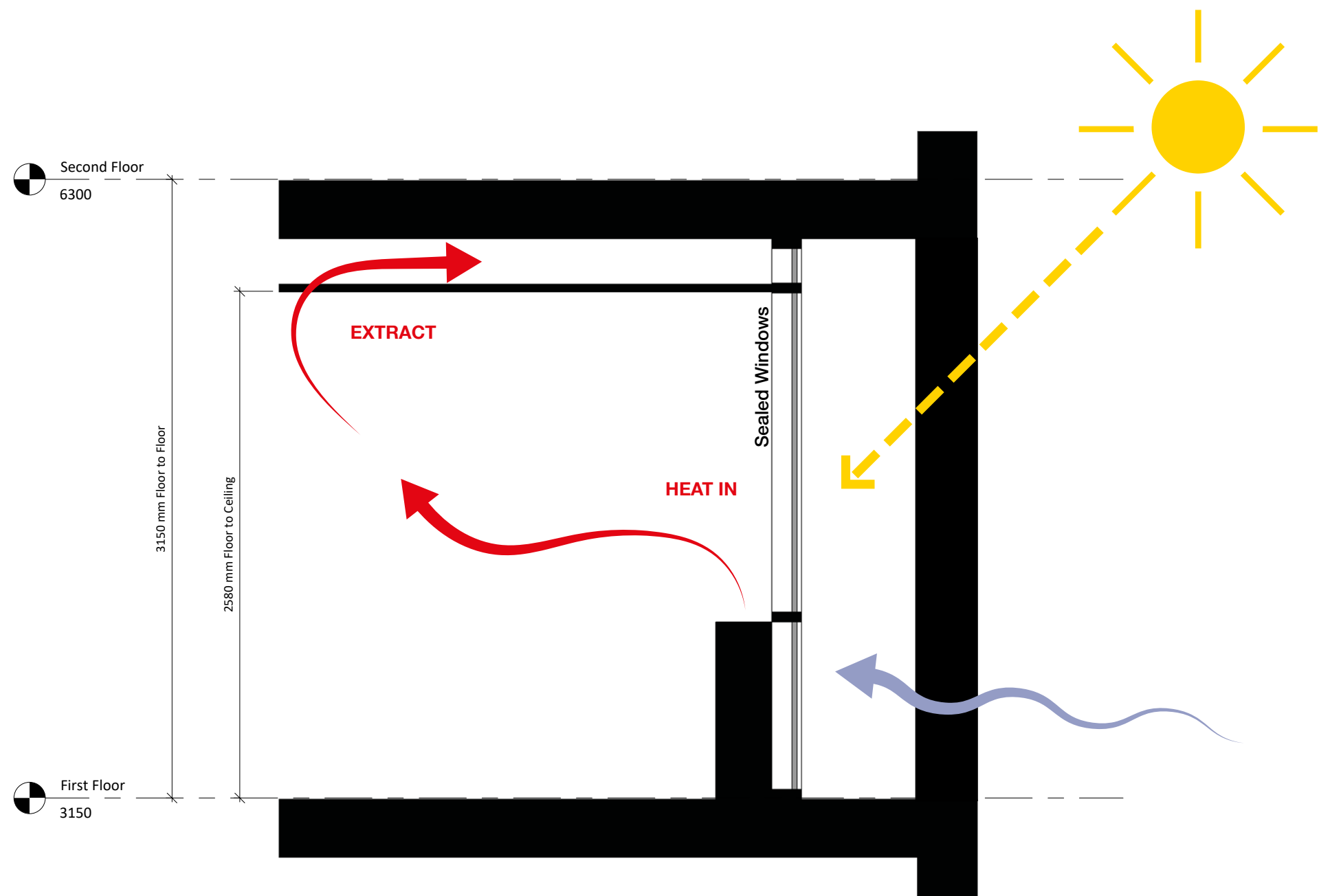
9.0 Existing Building Analysis

The civic centre is located adjacent to Middlesbrough Town Hall and Middlesbrough House both of which it shares link bridges with.

The building is reinforced concrete framed with blockwork internal walls generally and a small amount of lightweight internal partitions.

The floor to floor height is approximately 3,150mm with a floor to ceiling height of 2,580mm approximately. There is no raised access floor, meaning the power and data is distributed via perimeter trunking.

Heating and cooling is distributed through a plinth beneath the perimeter windows and extracted at high level. The heating valves for the wet heating system are accessed from the ceiling void from the floor below.



Typical section

Constraints

Due to the condition of the building, major refurbishment works are necessary to the general fabric and building services in the next 35 year period, all of which are detailed in the Faithful & Gould Condition Survey dated 25 May 2017. The conclusion of this survey also points out that fitting new services in to an existing building can be complex.

The ventilation and air conditioning are not working properly which is further exacerbated by the addition of cellular rooms within the office floor plate preventing cross ventilation. This makes the temperature very uncomfortable for staff.

Asbestos has been identified within the building meaning any internal alterations would require asbestos removal.

The number of columns and short span beams throughout the floorplates limits the spatial arrangements and the amount of desks that can be accommodated, making the floor plates inefficient.

The second floor bridge link will increase the amount of people passing through any open office floor plate created, which could be distracting for staff.

The accessible WC provision does not meet current Building Regulations requirements.

There are no refuge points for accessible use during a fire as required to comply with current Building Regulations.

Opportunities

Limited height raised access floors can be introduced to remove the need for surface trunking and extension leads.

Suspended ceilings can be removed to improve the floor to ceiling height of the general internal environment.

The internal partitions in the main office floor plates could be removed to create more open plan office environments.

- Constraints
- Building Footprint
- Circulation
- Office Space
- Existing Facilities
- Storage



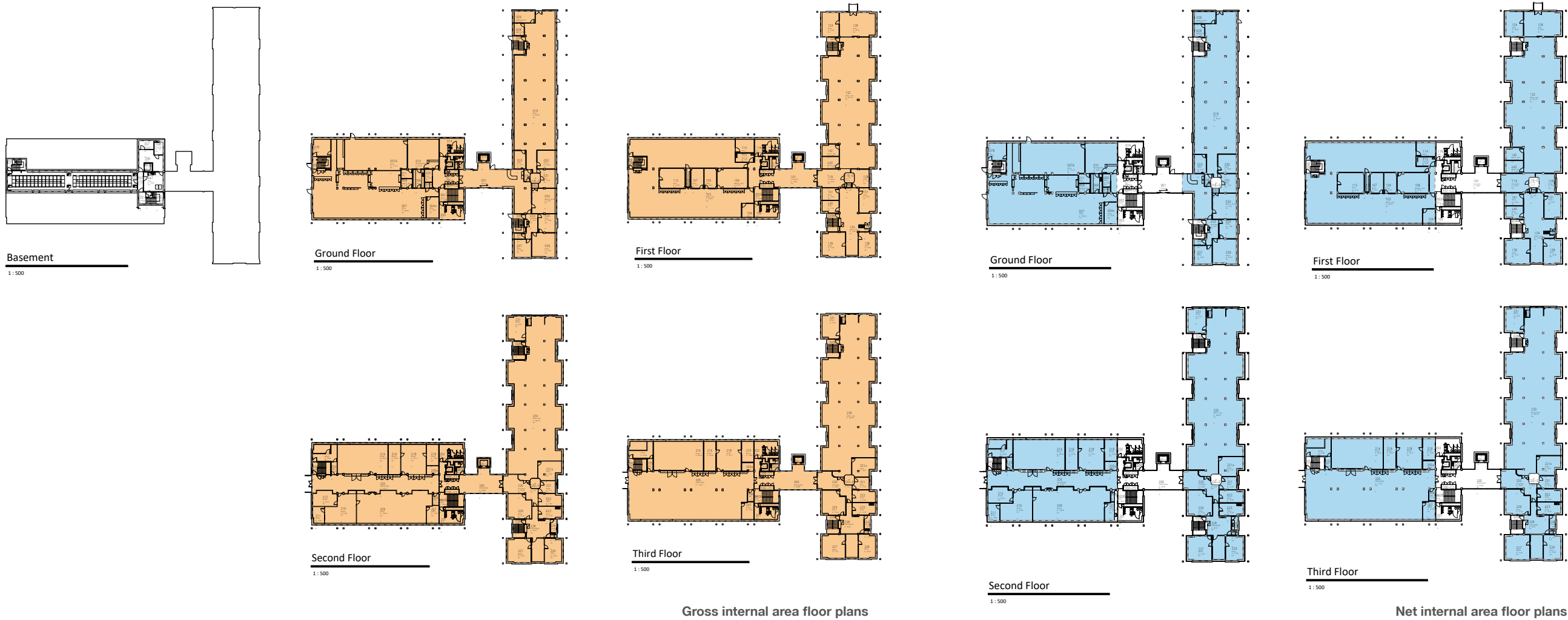
Typical floor plan

10.0

Accommodation Schedule

We have undertaken an analysis of the net / gross efficiency of the current civic centre. BCO guidelines recommend an efficiency of 80-85%. The current civic centre achieves approximately 80% efficiency when removing the partitions within the open office floor plates.

The basement (236sqm) and rooftop plant (380sqm) have not been included within this analysis. The basement is used for storage only.



Gross Internal Area	
Level	Area

Ground Floor	1396 m ²
First Floor	1507 m ²
Second Floor	1507 m ²
Third Floor	1507 m ²
Grand total	5916 m ²

Net Internal Area	
Level	Area

Ground Floor	1104 m ²
First Floor	1205 m ²
Second Floor	1203 m ²
Third Floor	1202 m ²
Grand total	4715 m ²

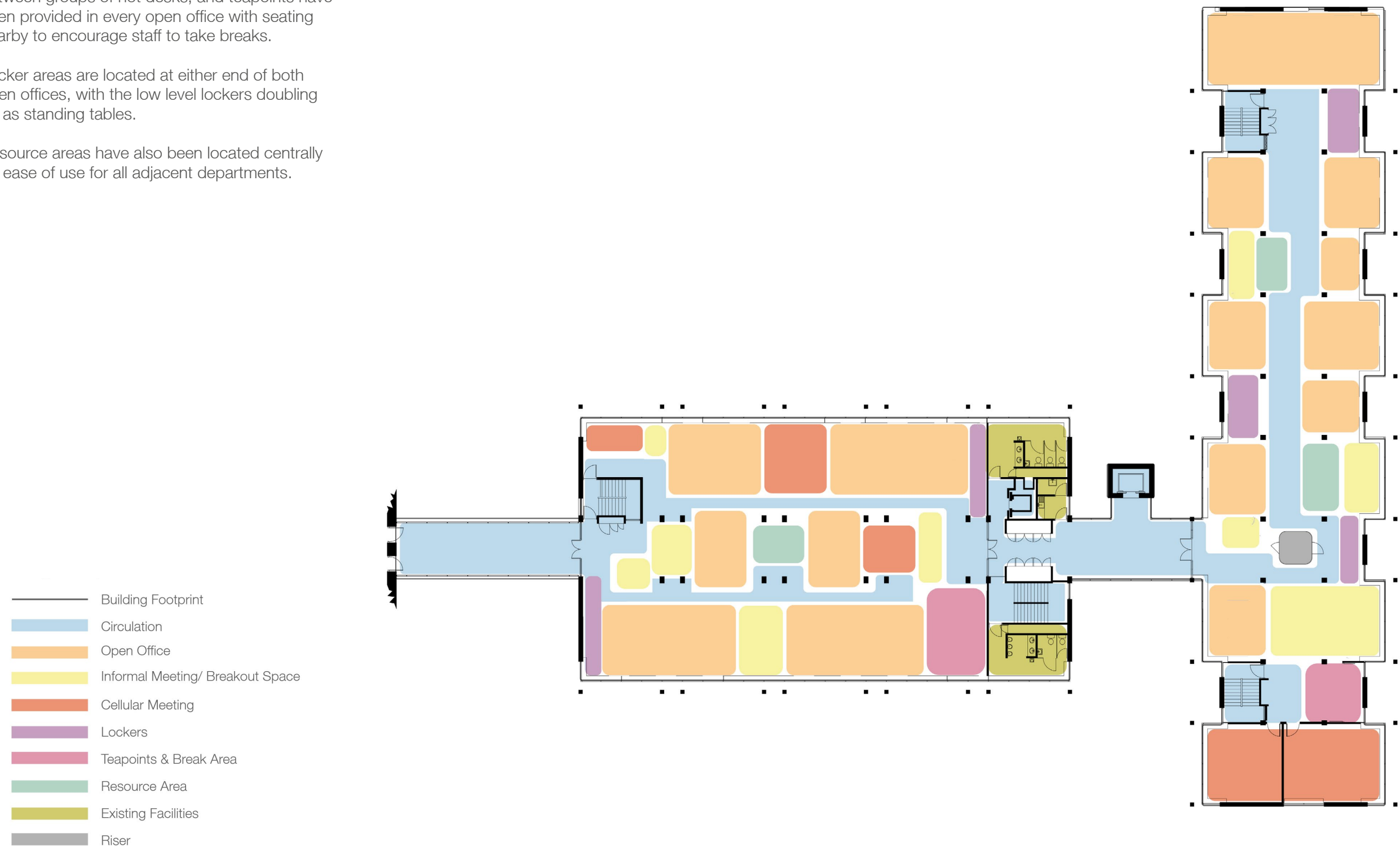
11.0

Typical Floor Plate Space Strategy

A typical floor plate diagram has been prepared to demonstrate the adjacencies discussed within this report. A range of breakout and meeting spaces are spread throughout the floor plan between groups of hot desks, and teapoints have been provided in every open office with seating nearby to encourage staff to take breaks.

Locker areas are located at either end of both open offices, with the low level lockers doubling up as standing tables.

Resource areas have also been located centrally for ease of use for all adjacent departments.



Typical floorplate layout

12.0

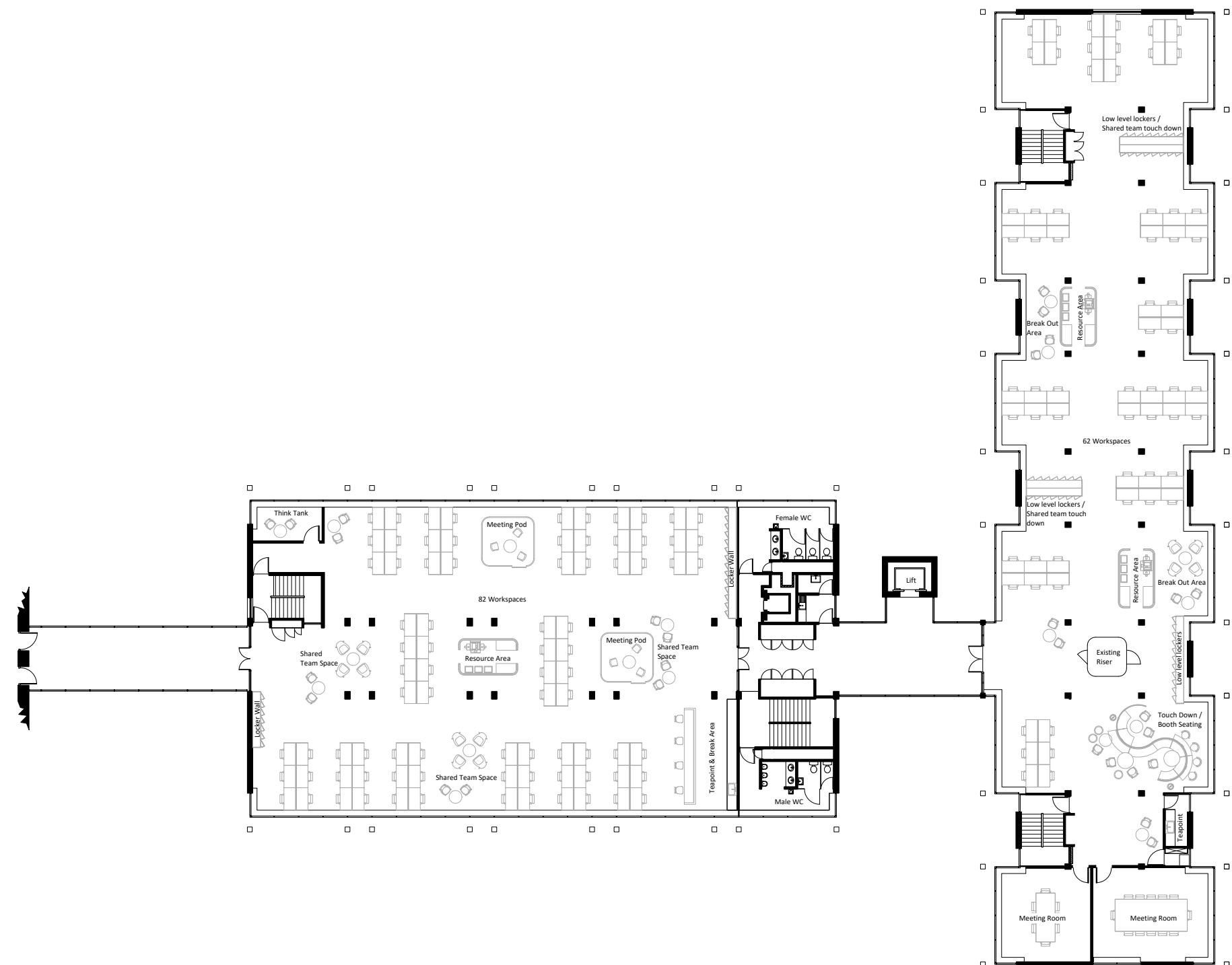
Typical Floor Plate Furniture Layout

A typical spatial layout has been prepared to analyse the efficiency in the proposed space strategy. Approximately 144 hot desks and 204 lockers are provided in this floor plate option demonstrating that the existing civic centre is large enough to house 429 hot desks (seven hot desks to ten staff ratio) comfortably over three floors.

This demonstrates that the current Civic Centre is oversized with regards to housing the staff numbers identified within the Future Accommodation Plan and taking into account the efficiencies of space utilisation given the agile working policy.

For ease of reference we believe 429 desks (based on 7 hot desks to 10 members of staff) could be accommodated over three floors of the existing four floors within the Civic Centre, however the WC provision would need to be increased on the three floors to compensate.

The existing WC and means of escape provision has been analysed to assess the maximum occupancy for the building against the current regulations and British Standards. It was found that approximately 458 staff members could occupy the existing Civic Centre if an accessible WC was provided on every floor.



Typical Furniture Layout

13.0

Performance Criteria

13.1

Accessibility

Any refurbishment works should meet current Building Regulations Part M standards, be designed to BS 8300 (Design of buildings and their approaches to meet the needs of disabled people - Code of practice) and BCO best practice guides.

Reception and large meeting rooms (for seven or more people) should have a fixed hearing induction loop. Portable hearing loops should be available for other spaces where necessary.

Proposed main access corridors and circulation should be a minimum of 1500mm wide and at least one teapoint on each floor should be accessible featuring dropped counters.

Accessible WC facilities should also be provided on every floor.

13.2

Acoustics

To ensure privacy and minimise noise disturbance between different rooms and areas of the building a level of acoustic separation between spaces is desirable.

Guidance from British Standards 8233:2014 'Sound insulation and noise reduction for buildings' and the BCO Best Practice guidelines should be followed. Proposed acoustic treatment must comply with Building Regulations Part E.

13.3

Fire Strategy

The fire strategy must be updated to reflect any refurbishment works and comply with Building Regulations Part B, the Regulatory Reform (Fire Safety) Order 2005, SI.2005/1541 or BS 9999 and any other legislation regarding fire safety and means of escape. Occupancy rates must be checked and reviewed with a fire officer. Participants should explore options for future flexibility through additional capacity allowed in the fire strategy.