Constructing Excellence Asset Group

Meet Business Needs, Challenges and Approach – A Client's Perspective

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Meet Business Needs

- It's easy to say "meet our business needs" but how do we do that?
  - Stakeholder engagement from the outset.
  - Form governance group with most suitable members and establish stakeholder management plan.

- Is what we need today what we tomorrow? The answer to this is most likely no so we need to look at the ability of our facilities to be flexible so that they can adapt to a changing environment in which they operate.

Adaptability

- This can be split into two main criteria:
  - Technical flexibility
  - Capability to respond to changing social and economic situations[*].

- This cannot be incorporated without engaging key stakeholders from the outset in developing and delivering the project.

[*] Hiral Patel

> "*Flexibility and adaptability at the heart*"
> Professor Ginny Gibson Deputy Dean, Henley Business School Professor of Corporate Real Estate
> Professor Gibson is recognised a leading academic in the field of corporate real estate, focusing on the way in which organisations align their property with their changing business environment

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![University of Reading]

Technical Flexibility

- All too often we design a facility with a particular School and function in mind and a few years later it changes to be part of another School which has different teaching methods and learning needs.

- Taking our Library building for example. This has evolved from books, to include microfiches, computers and now the internet, which has had a big impact on the amount of infrastructure required.

Capability to respond to changing social and economic situations

- Using the example of our current library, it has changed from a place to read books, to a place to meet, drink

How are we addressing these

- I will look at two feasibilities we are currently working on.
  - Henley Business School (HBS) and Library
- For both projects we engaged with key stakeholders, using communication plans to ensure we identified the right people both within the school/department and the wider University community.
- It was the stakeholders who informed and shaped the projects.
- Project committees (governance) established, as with all our larger projects, with client representatives.

Henley Business School
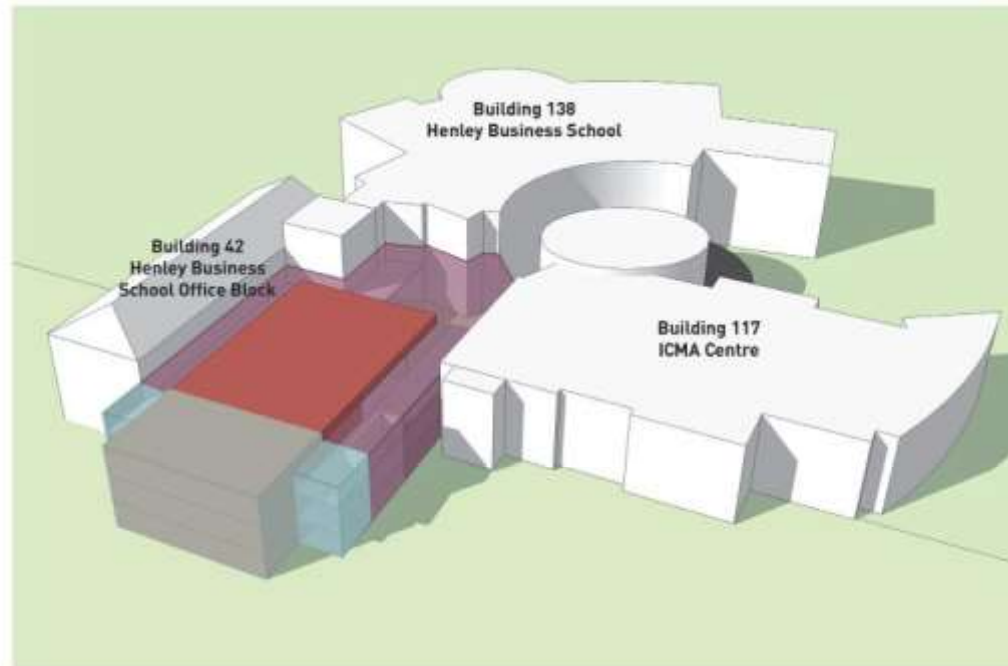
Henley Business School

- Detailed discussion took place with stakeholders, focusing on:
  - HBS Growth requirements.
  - The effect of 'class size' on the development requirement.
  - How would Technology Enhanced Learning affect the teaching model / space requirement?
  - The interface with the ICMA[(*)] Centre.
  - How any future development would meet the joint needs of the HBS and the University?
  - The importance of 'Brand' for the HBS and the effect that this has on the development need.

  (*)International Capital Market Association

Henley Business School -Some Key Points

- **Technology Enhanced Learning**
    - The **key is flexibility** in anything that is planned – the building must be able to respond to a changing need. This flexibility should be applied to the provision of power sockets, WiFi and also for rooms which should be designed with changing / division in mind. This is key – a 'statement extension' **which is not flexible is not required.** (Stakeholders' view)

    - More space for group working, flat areas with flexible furniture that can easily be reconfigured.

Henley Business School -Some Key Points

- **Planning Horizon**
  - A planning horizon of approximately 10 years should be adopted.

  - The extension should be planned so that it can be built on a 'staged / modular' basis to provide a flexible approach for the future.

  - Extension should not simply be planned to cater for the growth currently predicted, but should, as a consequence of modular design, facilitate major future expansion should the need so arise.

Henley Business School -Some Key Points

- **Brand**
  - HBS is positioned in a highly competitive market for its Undergraduates, Postgraduates and Executive Programmes.

  - Brand drives the requirement for quality, not only in teaching but also in the perception of the HBS facilities.

  - Building to provide a statement. An extension must not simply be a way of adding additional teaching space but needs to add quality and be fully integrated / improve the look and feel of the existing HBS.

Library

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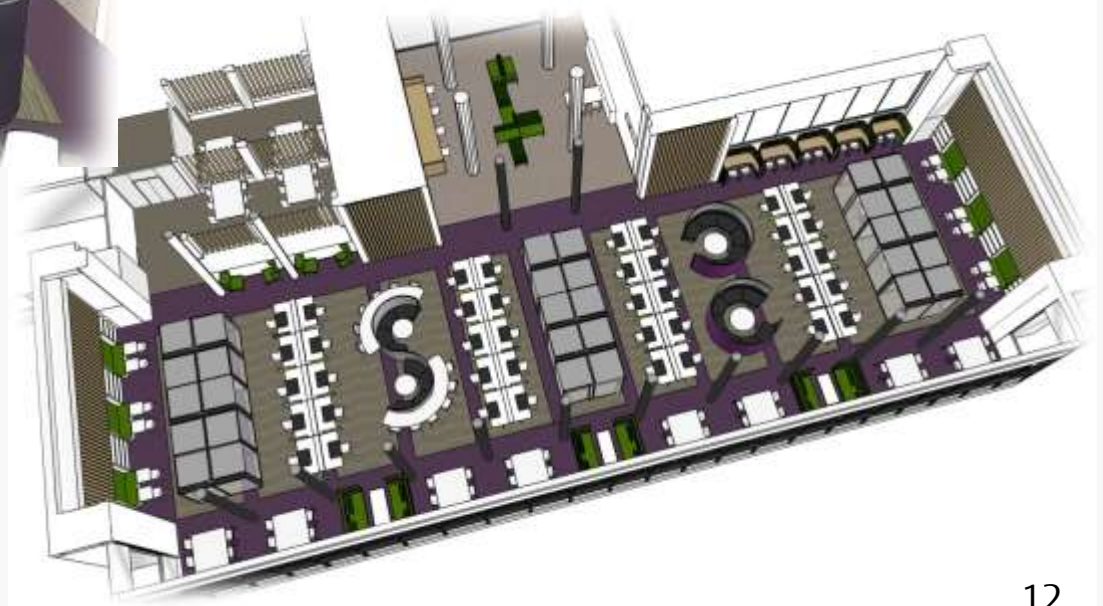
Library

- The library is undergoing internal improvements ahead of a major redevelopment. We needed to address pressing student demands.

- For the major redevelopment project we undertook extensive stakeholder engagement and carried out research of other institutions. Five key themes were established:

  1. Create A building that makes a 'statement' of hub and vibrancy
  2. Generate **adaptable** group learning space and resource with 'energy'
  3. Provision of a multifunctional environment blended with the library
  4. Maintain technology responsive knowledge resources
  5. Have space that is '**flexible**' to meet **ever changing demands**

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Library – Results of Workshop

	Strongly In Favour of Theme	In Favour of Theme	Against Theme	Undecided	Overall Support
THEME 1 Create A Building that makes a 'Statement' of Hub and Vibrancy	64%	36%	0%	0%	**100%**
THEME 2 Generate Adaptable Group Learning Space and Resource with 'Energy'	38%	52%	5%	5%	**90%**
THEME 3 Provision of a Multifunctional Environment Blended with the Library	36%	41%	14%	9%	**77%**
THEME 4 Invest in Innovative Technology Responsive Knowledge Resources	38%	33%	5%	24%	**71%**
THEME 5 Have Space that is 'Flexible' to meet Ever Changing Demands	68%	32%	0%	0%	**100%**

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Library

- I will quote from a colleague, Hiral Patel, studying for her PhD in this very subject of adaptability:

- *Sustainability involves not just energy efficiency but adaptability as well. Even adaptability cannot be just seen as technical flexibility of buildings and its systems. Adaptability of a building also includes its capabilities to respond to changing social and economic scenarios. Taking the example of Library building, the building is in constant flux as the technologies around learning has evolved from books to microfiches to computers and to the internet explosion. Moreover, the perception of use of a library has changed from a place to read books, to a place to meet, to a place to visit or a place of tourism.*

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5 Tips on how to meet our challenges

- Identify and engage with the right stakeholders. (Those who will use as well as those who will maintain).

- Form the correct governance group and assemble the correct project team.

- Education – Explain to our academic stakeholders on the project process and what is expected from them and how they can contribute.[*]

- Have an Estates Strategy – know where you are heading.

- Handover a project correctly and ensure the correct documentation is delivered in a timely manner.

(*) User guide developed to explain the process
http://www.fmd.reading.ac.uk/docs/projects/Guidance_Note_for_Sponsors_and_Users.pdf

http://www.fmd.reading.ac.uk/docs/maintenance/STDSpecs/Project_Handover_Procedures_-_Rev17.docx

Closing

- BIM - As client we have proactively embarked on this with our Energy Centre/District Heating system.

- Soft Landing – We will be supplementing our own extensive project stakeholder engagement to incorporate aspects of Soft Landing.

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