Space Analysis Methodology Toolkit

Test version only that accompanies SFT New Frontiers for Smarter Working Report

Date: March 2021

Overview

At a strategic level, organisations need to understand how much space they are going to need post CV-19 and Scottish Futures trust are currently testing a range of methodologies to understand how to address this for both large and small organisations.

The pre-COVID methodology was often desk or workstation based and involved understanding the following;

- The mix of work styles e.g. fixed, flexible and mobile
- The agreed average ratio
- The agreed square metre rate

As we move to a more distributed model, we need to understand our space needs in a new way so we fully support true activity based working post COVID19.

Having a clear vision and purpose for your Workplace of the Future is essential as well as understanding how people want to work in the future.

Employee surveys and other engagement are essential to build the demand model that will allow us to understand our supply needs.

This is one type of methodology that we are sharing with you in this pack

As we move to understand the future purpose of our offices and physical workplace across a more distributed model, we start to see that we will likely be looking at a different model for the future.

'Workspace' becomes more about collaboration delivered across a network of places.

For some organisations, their hybrid model will be simply home and their main office. For others their workplace of the future will be based around a rich network of choice.

Understanding the needs for physical space has never been more important and this methodology attempts to identify a way of understanding the space needs and space budget of our new future.

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Contents

Within this document, we are suggesting two different approaches but both are based on the same methodology.

The first approach allows you to work in detail through a series of steps and the second makes some assumptions around the requirements of a post CV-19 workplace. There are therefore two parts to consider:

- Part 1: A suggested methodology

- Part 2: A potential standard

This methodology is being tested but we would be interested on your feedback on how this works for you and how easy or challenging it within your organisations.

Feedback on the following would be fantastic;

- The process and methodology itself

- The data and space standards we have identified

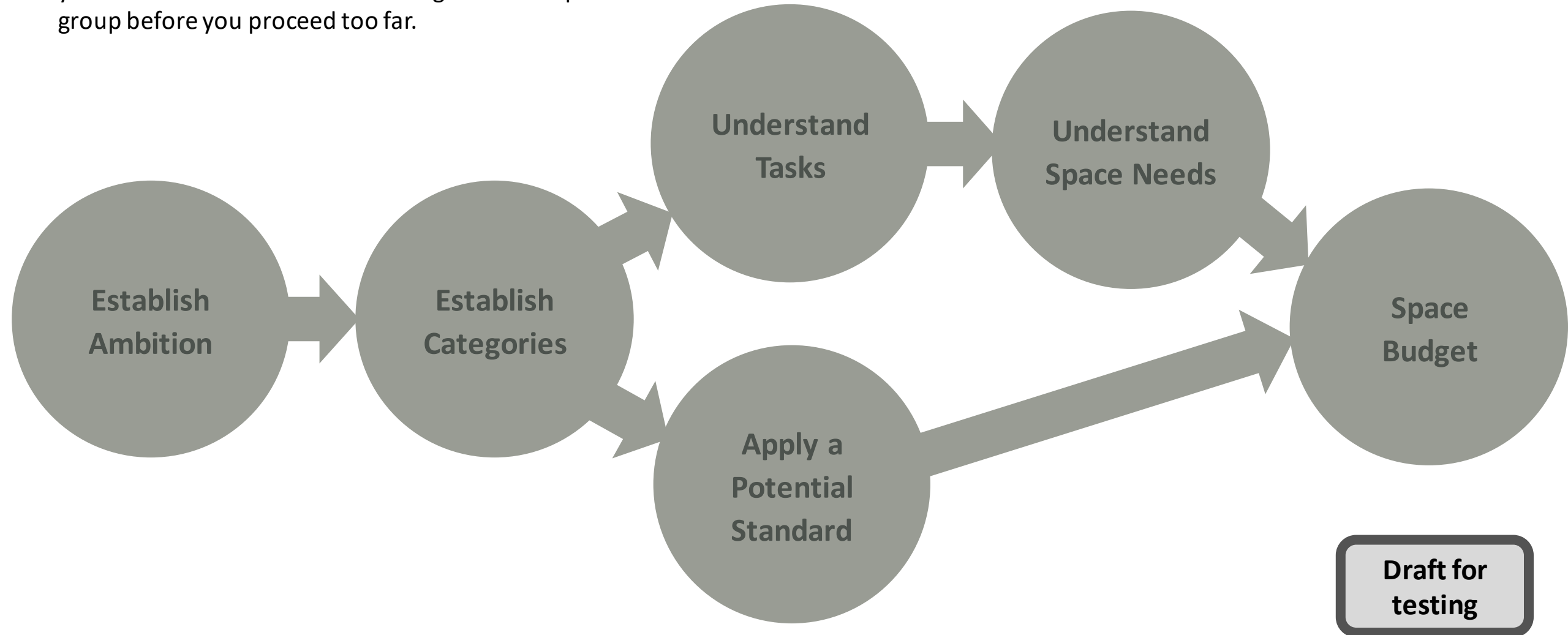- The ease of applying this for large and small organisations

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Testing a Standard

Suggested Methodology

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Routemap

You can chose to work through this process in detail or use or adjust the standard at the end. The choice is yours but we do recommend testing with a sample group before you proceed too far.

Establish Ambition → Establish Categories → Understand Tasks → Understand Space Needs → Space Budget

Establish Categories → Apply a Potential Standard → Space Budget

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Supporting Activities for Part 1 & 2

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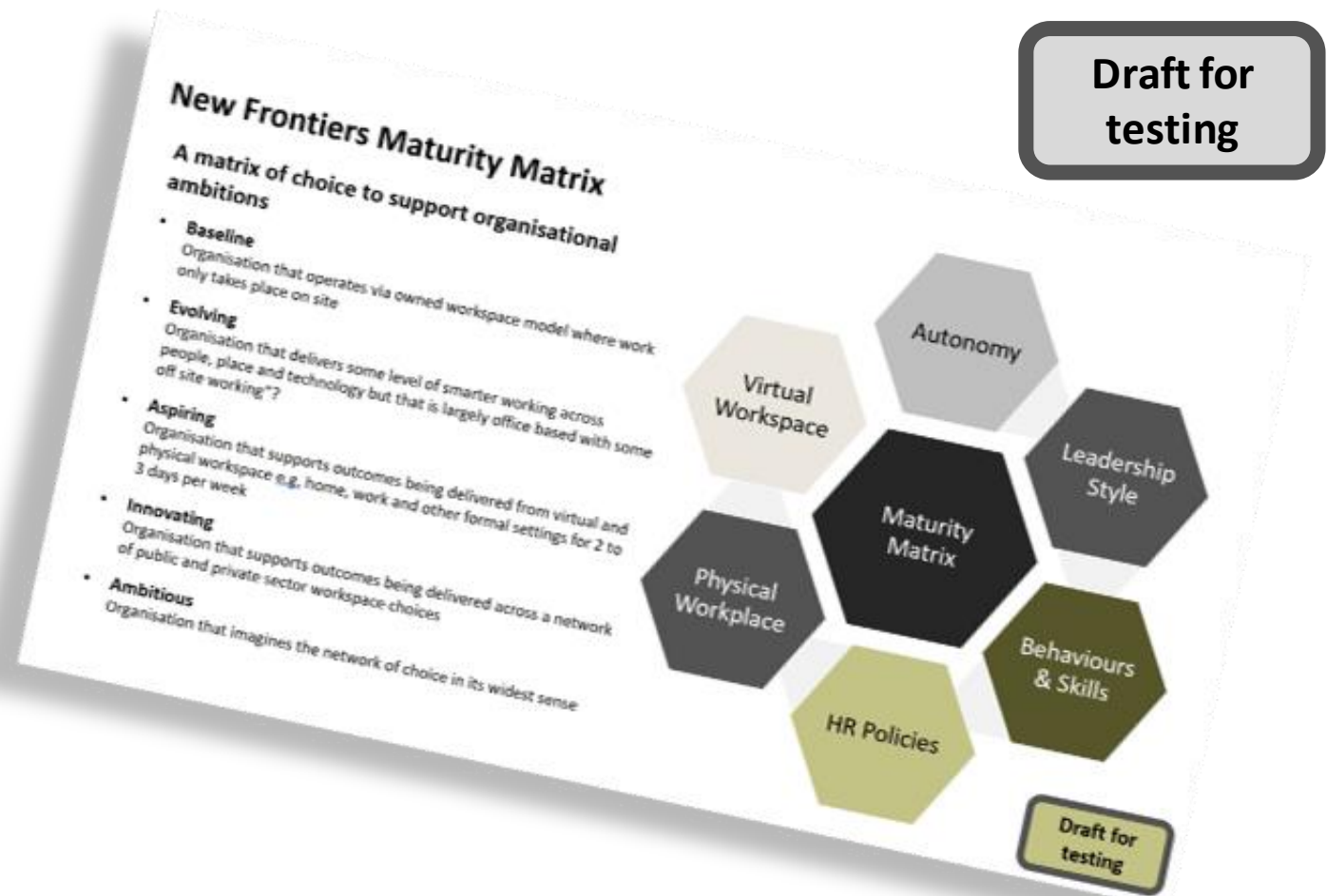
Establish Ambition

You need to understand your organisational ambition and the New Frontiers Maturity Matrix is a good place to start.

- What will your network of physical spaces look like?

- How will technology support a move towards virtual workspace and a distributed network?

- What behaviours and skills will you need to embrace?

- How will you chose to lead your teams going forward?

- What policies will you need to support your ambitions?

Creating personas is a useful way of understanding the following;

- The place, workplace and the choices that are available to people around where they can work

- The technology and the hardware and software choices that will be required

- The people elements that combine to support a distributed work culture and outcome focussed organisation

New Frontiers Maturity Matrix

A matrix of choice to support organisational ambitions

- **Baseline**
Organisation that operates via owned workspace model where work only takes place on site

- **Evolving**
Organisation that delivers some level of smarter working across people, place and technology but that is largely office based with some off site working"?

- **Aspiring**
Organisation that supports outcomes being delivered from virtual and physical workspace e.g. home, work and other formal settings for 2 to 3 days per week

- **Innovating**
Organisation that supports outcomes being delivered across a network of public and private sector workspace choices

- **Ambitious**
Organisation that imagines the network of choice in its widest sense

Virtual Workspace · Autonomy · Leadership Style · Maturity Matrix · Physical Workplace · Behaviours & Skills · HR Policies

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Remote
'I work across multiple organisations, teams and projects remotely. I work mainly from my home but we do have collaboration sessions I occasionally need to attend'

Hybrid
'I work in one Organisation with different teams, working between home, office, hubs and informal spaces e.g. café, park'

Onsite
'I work in an office or building based role. I cannot work from home'

Establish Ambition

Based on your vision and ambition level, select your m^2 per person from the table below.

The last column shows how much less space this model could deliver based on both a Baseline model (where everyone is allocated a desk at a 1:1 (desk: person) ratio and an Evolving 8:10 model (8 desks for every 10 staff).

We are currently testing this as a methodology so the figures below are test figures for now based on adjustments made to previous data. Once it moves out of test mode, it will be a potential model for calculating space requirements.

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Ambition	No of People	Person: Desk Ratio	No. of Desks	Sqm Allowance based on Desk Numbers (NIA)	Sqm per Person (NIA)	Total Area (NIA)	% versus Baseline	% versus Evolving
Baseline		1:1	100	8	8	800	100%	
Evolving		8:10	80	8	6.4	640	80%	100%
Aspiring	100	7:10	70	8	5.6	560	70%	88%
Innovating*		5:10	50	9.5	4.75	475	59%	74%
Ambitious*		3:10	34	13.5	4.59	459	57%	72%

*Figures shown for these ambition levels are still being tested and will be adjusted as the product moves through test mode.

21/03/21 - Clarifications made to table to simplify methodology

Establish Categories of Worker

Identify the various roles and categories of workers you have within your organisations

This might include the following;

- Operational roles

- Customer facing roles

- Corporate – office based roles with people working on mobile or fixed devices

- Specialist roles – people who use specialist software and carry out specialist tasks

- Leadership - people who spend a significant amount of their time in meetings

- Cross organisational roles – where individuals have a role that operates across one or more organisations

The next step is to try and understand the tasks you do at an organisational level so you want to keep your worker categories as simple as possible

Smaller organisations may find this easier to apply at a team level.
- List your teams and the numbers of people in each team
- Group the people in those teams into categories

For large organisations, it may be easier to do some testing at team level but to apply generalisations across the various role types.

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Part 1: Suggested Methodology

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Understand Tasks

Use your Worker Categories list and start to understand how much time each of the categories you have identified spend on the following types of work.

We have roughly grouped these as;

- Collaborative – work you deliver onsite with other people

- Individual – work you do by yourself – either off site or onsite

- Legislative – work that requires specific technology or a specialist environment

- Social – culture building through meeting colleagues informally onsite over a tea or coffee

- Learning – training and mentoring of colleagues that require a more creative or formal environment

As you apply these to your categories of worker.

You can either develop an average for space utilisation that's applied across your buildings or take a 'standards' type approach for each Worker Catagory

High level task groupings	Organisational Example
Collaborative	40%
Individual	51%
Legislative / Secure	2%
Social	5%
Learning / Mentoring	2%

Includes 20% individual work carried out at a remote location.

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Understand Space Needs

The old way of doing this was via a formula around space per person multiplied by a ratio of desks to people and then apply a kit of parts approach to delivering work settings e.g. 100 people x 8:10 (0.8) x 8m^2 = 640m^2

This method attempts to capture the types of tasks that will be delivered from a post COVID workplace.

As some work is carried out across multiple locations, you need to understand how much of it will be carried out at this location.

Remove time allocated to remote working to allow you to work out how much space you require onsite to support your tasks

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Organisational example	No of people	Collaborative Work	Individual Work		Legislative & secure	Social & Culture Building	Learning & Mentoring
		Main Office	Main office	Remote	Main Office	Main Office	Main Office
Time spent on tasks	100	40%	31%	20%	2%	5%	2%
Space required for tasks	100	49%	40%	0%	2%	7%	3%
Types of setting		Ancillary settings, team tables, booths for calls, personal storage	Team tables, workstations, pods, quiet workspaces, touchdown		Specialist settings, private workspace	Tea points, ancillary settings, 'collision' points	Ancillary settings, one to one, formal learning spaces

Understand Space Needs

NIA per person as per Ambition Model **X** **No of people** **=** **Total NIA** **X** **% for each task type** **=** **Space Budget based on New Fronters Thinking**

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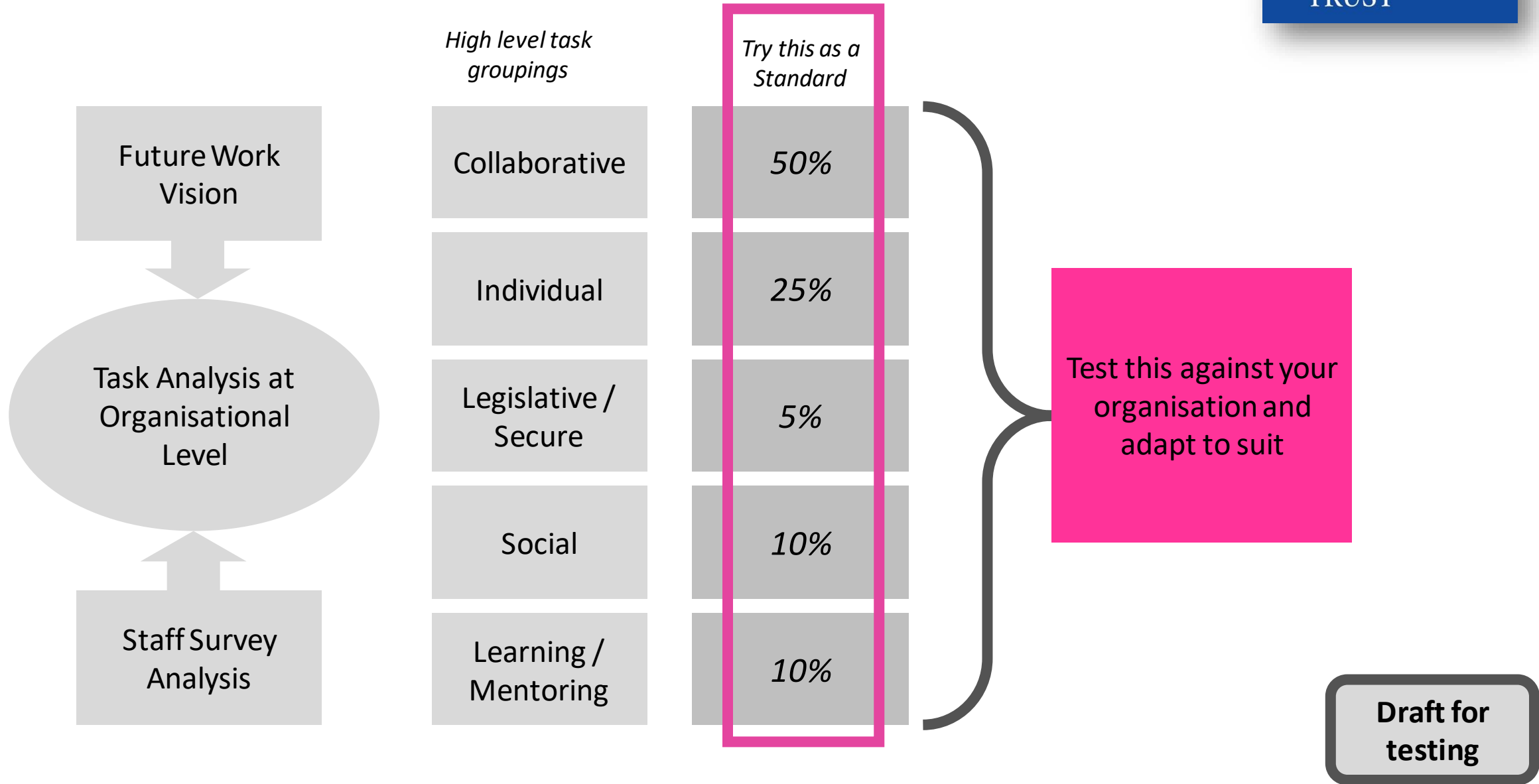|	NIA per person (m²)	NIA for 100 people	Collaborative Work	Individual Work	Legislative & secure	Social & Culture Building	Learning & Mentoring
%			49%	40%	2%	7%	3%
Evolving (m²)	6.4	640	312	256	16	40	16
Innovating* (m²)	4.75*	475	232	190	12	30	12
Ambitious* (m²)	4.59	459	224	184	11	29	11

Figures shown for these ambition levels are still being tested and will be adjusted as the product moves through test mode.

Collaborative	Individual	Legislative	Social	Learning
ancillary settings, team tables, project spaces, virtual pods, personal storage	work booths, workstations, individual pods, quiet workspaces, touchdown	specialist spaces	tea points, ancillary settings, 'collision' points	ancillary settings, one to one, virtual pods, formal learning spaces

Part 2: A Potential Standard

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Developing a Standard

Future Work Vision

Task Analysis at Organisational Level

Staff Survey Analysis

High level task groupings

	Try this as a Standard
Collaborative	*50%*
Individual	*25%*
Legislative / Secure	*5%*
Social	*10%*
Learning / Mentoring	*10%*

Test this against your organisation and adapt to suit

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Developing a Standard

NIA per person as per Ambition Model **X** No of people **=** Total NIA **X** % for each task type **=** Space Budget based on New Fronters Thinking

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Ambition Examples	NIA per person (m^2)	NIA for 100 people	Collaborative	Individual Work	Legislative & secure	Social & Culture Building	Learning & Mentoring
%			50%	25%	5%	10%	10%
Evolving (m^2)	6.4	640	320	160	32	64	64
Innovating* (m^2)	4.75	475	238	119	24	48	48
Ambitious* (m^2)	4.59	459	230	115	23	46	46

Figures shown for these ambition levels are still being tested and will be adjusted as the product moves through test mode.

Collaborative	Individual	Legislative	Social	Learning
ancillary settings, team tables, project spaces, virtual pods, personal storage	work booths, workstations, individual pods, quiet workspaces, touchdown	specialist spaces	tea points, ancillary settings, 'collision' points	ancillary settings, one to one, virtual pods, formal learning spaces