



Cabinet Office

GOVERNMENT HUBS

Look and Feel Vision

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Welcome to the HUB.

What is this document about and who is it for?

This document is a high level guide to the design of the Hub environment. It sets out the core principles and vision as to how it should look, feel and operate, and is a reference guide for designers as well as a tool for future Hub users to better understand their new working environment.

Each Hub will manifest differently depending upon the distinct needs of the occupier, the location and the scale. This document is therefore not intended to be a detailed or specific guide but rather to serve as a framework which Designers and Occupiers can use to strike the right balance between specific needs and the overarching vision of a great place to work.

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1.

The Hub Vision

Vision

Philosophy

Culture & values

Core principles

“

**A great place
to work.**

”

**Government Hubs
should be beacons
of excellence for the
UK, both in the ‘smart
working’ landscape
and in well-being and
well-working trends.**

The Shift

To support the 2020 Vision, the Civil Service needs to rethink how it can work, challenging assumptions to create a transformative work environment and culture. Smart working principles, as established in “The Way We Work” (TW3)* and PAS 3000** are currently being rolled out across government.

These principles aim to provide a more adaptive and activity based approach to work by collapsing physical, technological and hierarchical boundaries.

This will create a work environment where people:

- focus on outcomes, not process
- are empowered by technology
- work flexibly and cost-effectively
- collaborate more effectively with other teams across government
- maximise productivity and innovation
- reduce environmental impact

Raising Expectations

This shift is not just physical, it's also about Hub users and their interactions with each other and the building. Trends from other sectors (hospitality, retail, brand, technology) and improved experience design (instantaneous replies, brand and vision cohesiveness, immediate feedback) have influenced employee expectations, especially for generations just entering the workplace. How they work, where they work and who they work for is a lifestyle choice, not just a career choice.

More sustainable and efficient

Smart and flexible Hub design will achieve significant efficiency gains through enabling ‘spaceless’ growth and radically reducing the costs of occupation.

* “The Way We Work. Smart Working in Government”, 2014

** PAS 3000:2015 Smart Working - Code of Practice (BSI)

The View to the Future

The Civil Service has thought a lot about what its future looks like. Bright and bold, it is built around 4 core pillars:

Improved outcomes:

providing efficient, trusted services for the public, designed around users’ needs.

Effective leadership:

developing great Civil Service leaders who are inspiring, confident and empowering and who live the values.

Skilled people:

developing high-performing, adaptable civil servants who take personal responsibility.

A great place to work:

one that is inclusive, flexible, modern and connected, and that encourages openness, challenge, innovation and excellence.



Provide an excellent experience

Convenient, usable, seamless tools and spaces for users and with a significantly improved customer experience where Hubs include interaction with the public.

Create shared resources for increased choice

Smart working to give users an increased menu of spaces to choose from, allowing an easy switch between work styles for a work day that is more efficient, less stressful and more tailored to the way people work.

Enable a fluid workstyle

Choose by necessity of task, not by hierarchy or role, and respecting department/team specific needs.

Facilitate collaboration

Hubs are drivers for a more collaborative work culture, looking toward a better work process and shared environments across locations - challenging silos, both virtual and physical.

Be more sustainable

Space can be shared by the team, physical documentation can become electronic, and less frequently utilised resources can be shared by more people throughout the building or site.

Prepare for the future

Become more agile, lean and acquire an innovative mindset to be always ahead of future changes.

“ Business continuity will be enhanced by the ability to work in an all-electronic environment and from a much wider range of locations. In effect, the office is the network.”

“The Way We Work. Smart Working in Government”, 2014

A Hub is much more than the design of a space.

It is a concept of a fluid way of working that integrates space, technology and policy to break down barriers and facilitate collaboration between teams and departments.

Hub environments will provide a consistent look and feel though the specific layouts / workspace mix will vary to reflect the different needs of the occupiers. Each Hub should embody the best combination of design, planning factors and principles for the best quality of work experience for its users.

Hubs will be:

Well located, in major cities and towns

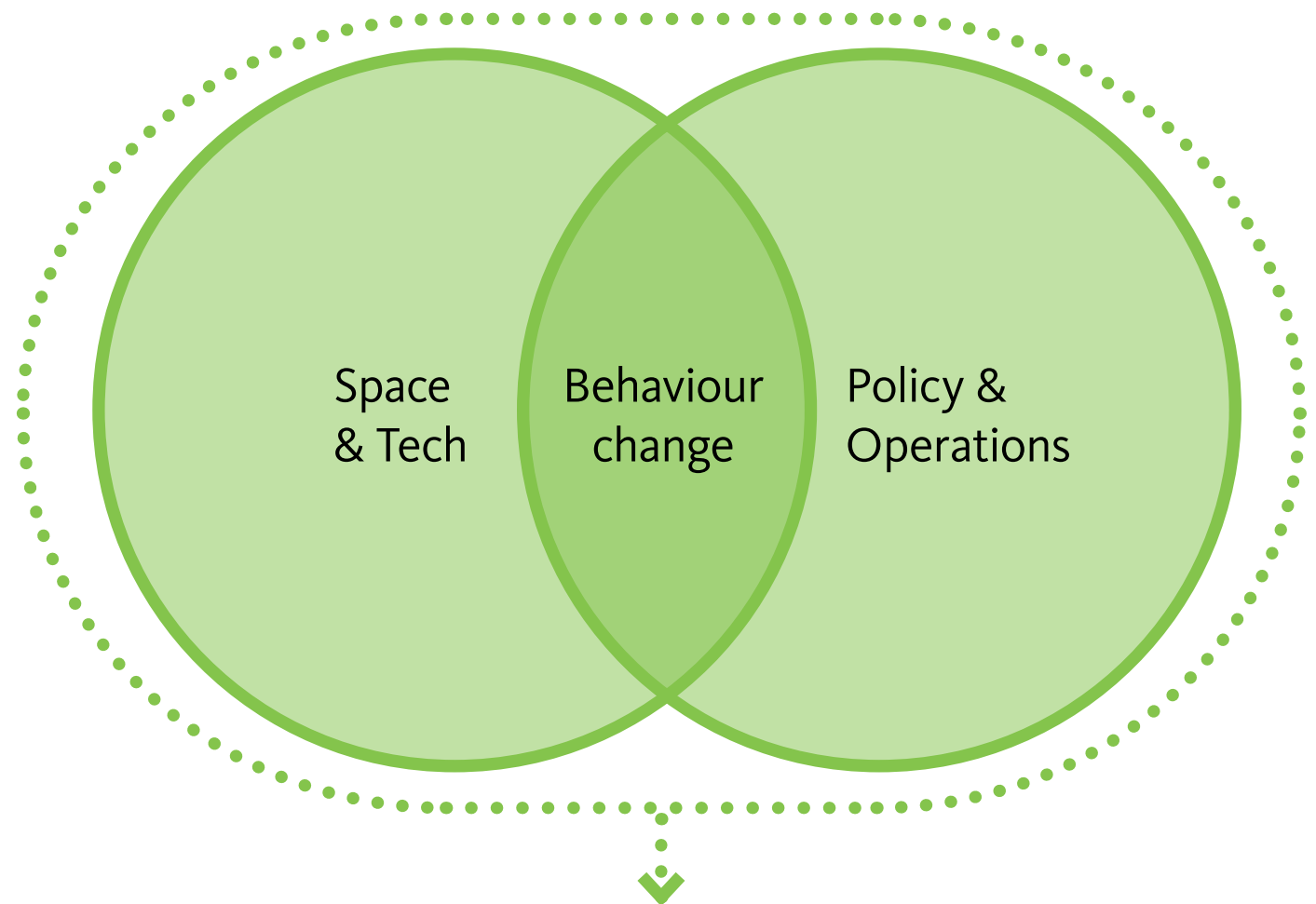
Accessible, supported by good public transport

Modern, sustainable buildings with “fit for purpose” accommodation

A single building or a small cluster accommodating significant numbers of people

Shared by multiple Departments and Agencies, optimising utilisation

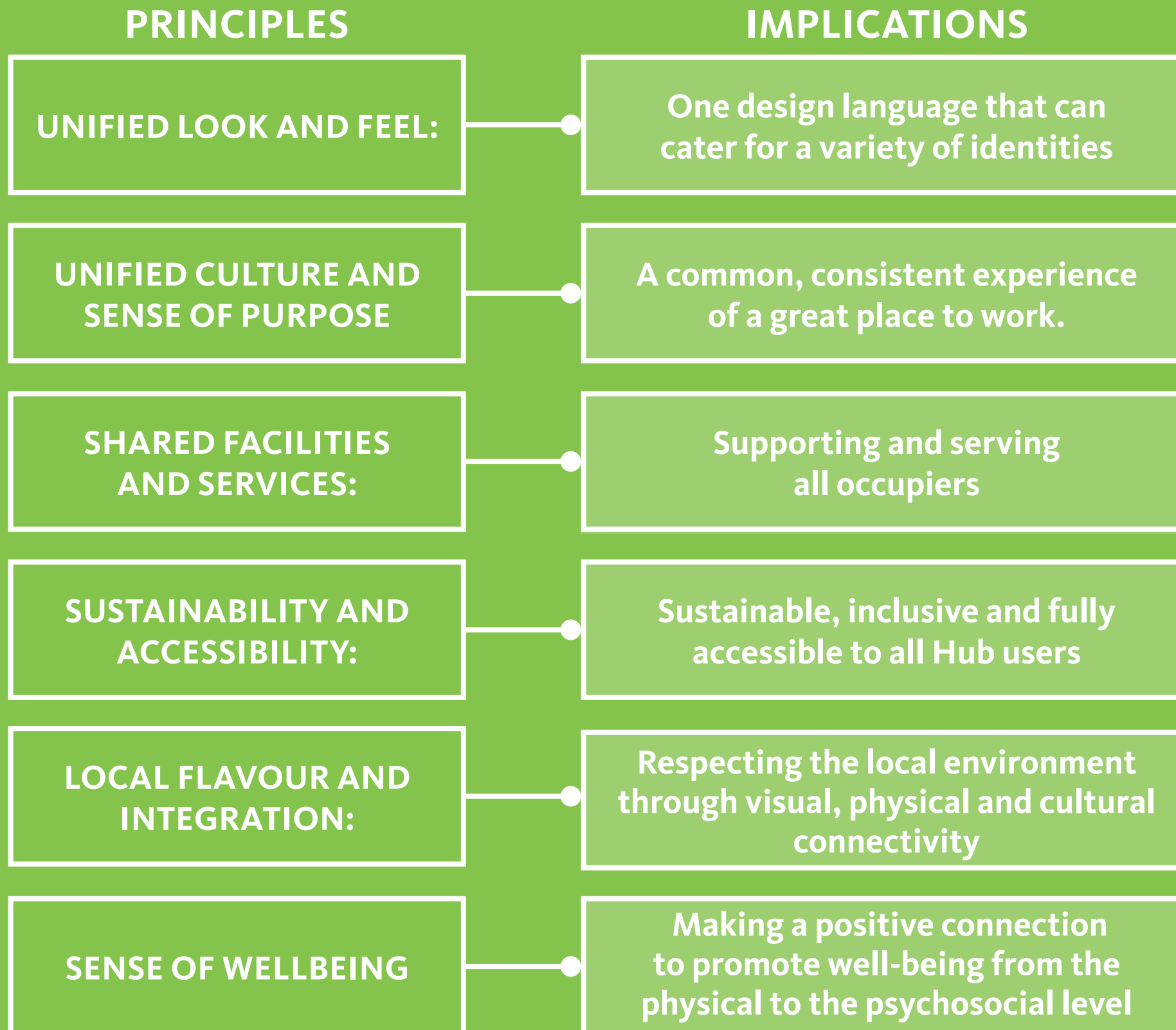
Supported by interoperable technology and shared services, such as security



Create workplaces that support smart working by enabling seamless work across locations at advantageous times for the public, employees & the organisation.

Create an attractive adaptable and future-proof contemporary work environment that appeals to all generations and serves as a nationwide public example of advanced and adaptable workplaces.

Maximise efficiencies by designing and using hubs and other offices as shared resources, delivering a government presence where it is most needed and effective.



“The expectation is that the new Hubs are perceived as a significantly better place to work, delivering a great experience and with a ‘wow’ factor.”

CULTURE AND IDENTITY

DRIVE: significant cultural change

ENABLE: a holistic approach to smart working behaviours

SHOWCASE: and embody a smart working culture

ALIGN: with the values and cultural attributes that are part of government users' everyday practice and behaviour

EMBODY: core Hub values

EMPLOY: shared etiquettes

DELIVER: an inspiring User centred experience

ENGENDER: pride and a sense of belonging for Hub users

HUB INTEGRATION

BREAK: public preconceived perceptions of government

REFLECT: local regional context and culture

ENGAGE: with the local community

REFERENCE: local materials and industries

ENRICH: the user and visitor experience throughout the built environment

PROMOTE: government positively within the public realm

OFFER: shared public facilities where feasible

ALLOW: civil servants to build careers locally

ICT, TECHNOLOGY AND SECURITY

SUPPORT: workflows between all teams and locations

BALANCE: a seamless experience with trusted security

PROVIDE: ubiquitous Wi-Fi coverage and smart devices that are easy to adopt and use

OFFER: real time management and maintenance of the Hub environment through appropriate operational systems

DELIVER: a consistent technology experience across Hubs

PROPORTION: the requirements for security with the management of risk

LAYER: security based on levels of permeability through the Hub

LOOK AND FEEL

ALIGN: with the values and cultural attributes of everyday practice and behaviour in government

EMPLOY: a modern, strong and unified design language

REFERENCE: the local environment and culture

ESTABLISH: the right threshold between where Hub and Department meet

OFFER: a framework of space categories that will enable choice as to how, where and when work gets done

ENSURE: that the Hub working landscape responds to best practice and smart working principles

FUTURE PROOFING AND MAINTAINING THE EXPERIENCE

ALLOW: for future growth and change within the Hub environment

PROVIDE: a flexible workspace for all

ENSURE: design is in line with building infrastructure capacity

PROVIDE: a transformational workspace for both early and late smart working adopters

SUPPORT: people in how to use the space through awareness, etiquette and leadership

ESTABLISH: a feedback system (pre & post occupancy studies) for ongoing refinement

“ It is about changing the way people work and empowering them to work in smarter ways to deliver better services. ”

- Culture and identity -

“ Hubs allow civil service careers to be built locally and encourage attraction, development and retention of talent. The built environment will be designed to reflect this ambition. ”

- Hub Integration-

“ IT modernisation in government aims to have technology that people are proud of, and that makes government work elegantly for citizens. ”

- ICT, Technology and Security-

“ The expectation is that the new Hubs are perceived as a significantly better place to work, delivering a great experience and with a ‘wow’ factor. ”

-Look and Feel -

“ The move to smart working is a journey. And it is one that continues. ”

-Future Proofing -



2.

Hub Culture

“

**It is about changing
the way people work
and empowering them to
work in smarter ways to
deliver better services.**

”

“The Way We Work. Smart Working in Government”, 2014

Hubs will be a driver for a significant cultural change. This change will be toward a more flexible work culture in the Civil Service, to enable a holistic approach to smart working behaviours and to create an environment that attracts and retains talent, catering for all generations.

Hub space needs to both embody a smart working culture and promote it, as culture is an integral factor for the optimal use of the new network of spaces.

A dialogue between different cultures

A solid common Hub culture has to exist alongside individual team cultures. Balancing the expression of Department and Hub cultures therefore needs careful integration during the design process.

Shared etiquettes

Commonly shared and visible etiquettes need to be established and championed to allow everyone to get the maximum advantage from the hub space.

“ More than anything we need to free-up the culture of work so that people can get on with it unhindered. This is why the way we work is so very important. ”

Sir Martin Donnelly

Permanent Secretary, Business Innovation and Skills, and first Chair of the TW3 Delivery Board

“The Way We Work. Smart Working in Government”, 2014

2 Creating a Unified Culture

Embody the core hub values in the organisation of the space.

Adopt a common brand for the Hubs to be reflected in the look and feel based on the government's identity system, but allow for the expression of individual organisation cultures within departments' 'Home Zones'.

Create a shared etiquette and protocols for how to use the shared spaces and technology platforms, to enable and guide the users in how to best make use of the new space and tools.

Starting from the aspirations
and Civil Service values of...



the Hubs should be...

- Welcoming
- Transparent
- Flexible
- Connected
- Fair
- Integrated
- Effective

2 Translating the Hub Values



Space	<ul style="list-style-type: none">• pleasant experience• balanced• non-intrusive security	<ul style="list-style-type: none">• open• exemplary• permeable	<ul style="list-style-type: none">• adjustable• multi-use• scalable• adaptable• not prescriptive	<ul style="list-style-type: none">• seamless technology• designed for collaboration• right location• easy to use• reliable	<ul style="list-style-type: none">• respectfully shared• inclusive design• sustainable	<ul style="list-style-type: none">• regionally relevant• local integration	<ul style="list-style-type: none">• sustainable• healthy• motivating• supporting all work tasks• multi-use
People & Behaviours	<ul style="list-style-type: none">• hospitable• helpful• sociable• relaxed	<ul style="list-style-type: none">• honest• coherent	<ul style="list-style-type: none">• open minded• sharing• dynamic• adaptable	<ul style="list-style-type: none">• collaborative• team oriented• digital savvy	<ul style="list-style-type: none">• objective• impartial• respectful	<ul style="list-style-type: none">• cohesive• team player• considerate	<ul style="list-style-type: none">• mindful• entrepreneurial• choosing meaningfully

How to make Hubs work well?

The move to smart working should create the context in which teams can operate more dynamically, and have better physical and online spaces in which to interact.

For Hub space to work, shared principles of how to best behave in the Hubs spaces will make all the difference for a sense of improved work efficiency and culture embodiment.

1. Work takes place at the most effective locations and at the most effective times, respecting the needs of the task, the customer, the individual and the team.
2. Choosing which styles of work are appropriate depends on:
 - Examining the tasks involved in the job role, in terms of how effectively they can be done at different times and in different locations.
 - The preferences of the employee and being able to meet their aspirations.
 - The potential of smarter working choices to reduce the financial and environmental footprint of the organisation's working practices.
3. Any impacts on teamwork that may arise, e.g. how team communications and grouping of tasks might need to evolve to maximise the benefits.
4. Simplified collaboration and connectivity virtually everywhere means sharing information and working with others regardless of location.
5. A flexibility first approach where flexibility is the norm rather than the exception. Everyone is assumed to be capable of Smart Working without assumptions being made about people or roles.

6. A shared and agreed approach to smart working balances the freedom to choose with the responsibility to meet business needs.
7. The processes people are asked to work with are continuously challenged to make sure they are fit for purpose.
8. Space is allocated to activities, not individuals and not on the basis of seniority.
9. Managing performance focuses on results and outcomes rather than presence.
10. In instances where roles are place-specific the possibilities for other kinds of time-based flexibilities may be appropriate and may, for example, enable services to be better aligned with customer needs.

"The Way We Work. Smart Working in Government", 2014



3.

Design Approach

Experience

Identity

Look & feel

Space

“

The expectation is that Hubs are perceived as a significantly better place to work, delivering a great experience with a ‘wow’ factor.

”



Service customer

Local public.
Visits the public zones in order to use the services offered by the local Hub.

I occasionally visit the Hub in order to access the additional services that are provided on the ground floor, in this case a NHS Health Centre. I might stop for lunch in the eatery, before proceeding with my day.



Visitor

Local public.
Can visit the public zones, as well as attend events and conferences or pre-arranged meetings.

I sometimes go to my local Hub to attend appointments, ad-hoc meetings or events. My visits bring me to the reception area and the event spaces, occasionally having a meeting in a private room.



Consultant

From another business or organisation.
Access to the Hub is pre-arranged.

When I need to meet in person with a Hub user I set up a meeting at the most appropriate Hub. During my visit I have access to the booked meeting rooms as well as to the welcome area and café, where I can work while I wait for my meeting.



Visiting user

From another Hub location.
Uses the host Hub office like a home Hub.

Sometimes I need to work from another Hub, to be in better touch with the relevant people. I can do everything I do at my home Hub and keep in virtual contact with my team as we are always connected.



Day-to-day user

Local resident and day to day Hub based.
Has access to all the spaces within the Hub.

Within my Home Hub I can mostly be found in the private and shared spaces, occasionally having meetings with professionals within the invited spaces. My daily tasks bring me across all the spaces that my Hub offers, and I can move between the areas that best support what I am doing at the moment.

Public Zone

Public spaces are accessible and open to everyone. They can create a more transparent interface with the local environment and public realm.

Invited Zone

Access by invitation only for visitors and professional partners, this is where ad-hoc collaborations happen when needed.

Shared Zone

Shared environments between different teams and organisations generate more choice in when and where to work, fostering collaboration and socialisation in a blended working environment.

Home Zone

The base for daily activity, this is the space teams consider as “home” working space.

Open to everyone.

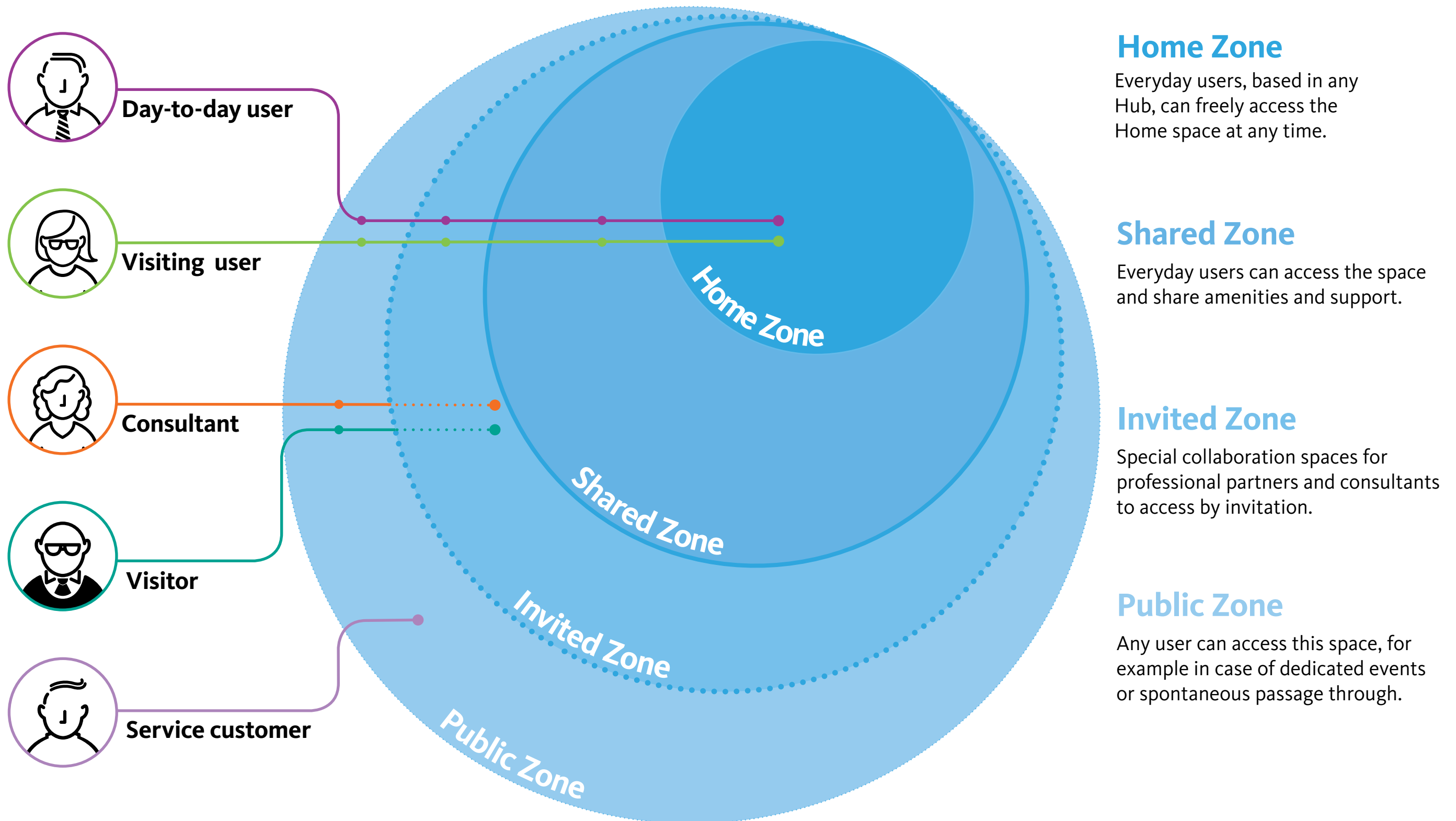
Invitation only.

Shared is shared.

A base for the team.



Who can go where?

**Home Zone**

Everyday users, based in any Hub, can freely access the Home space at any time.

Shared Zone

Everyday users can access the space and share amenities and support.

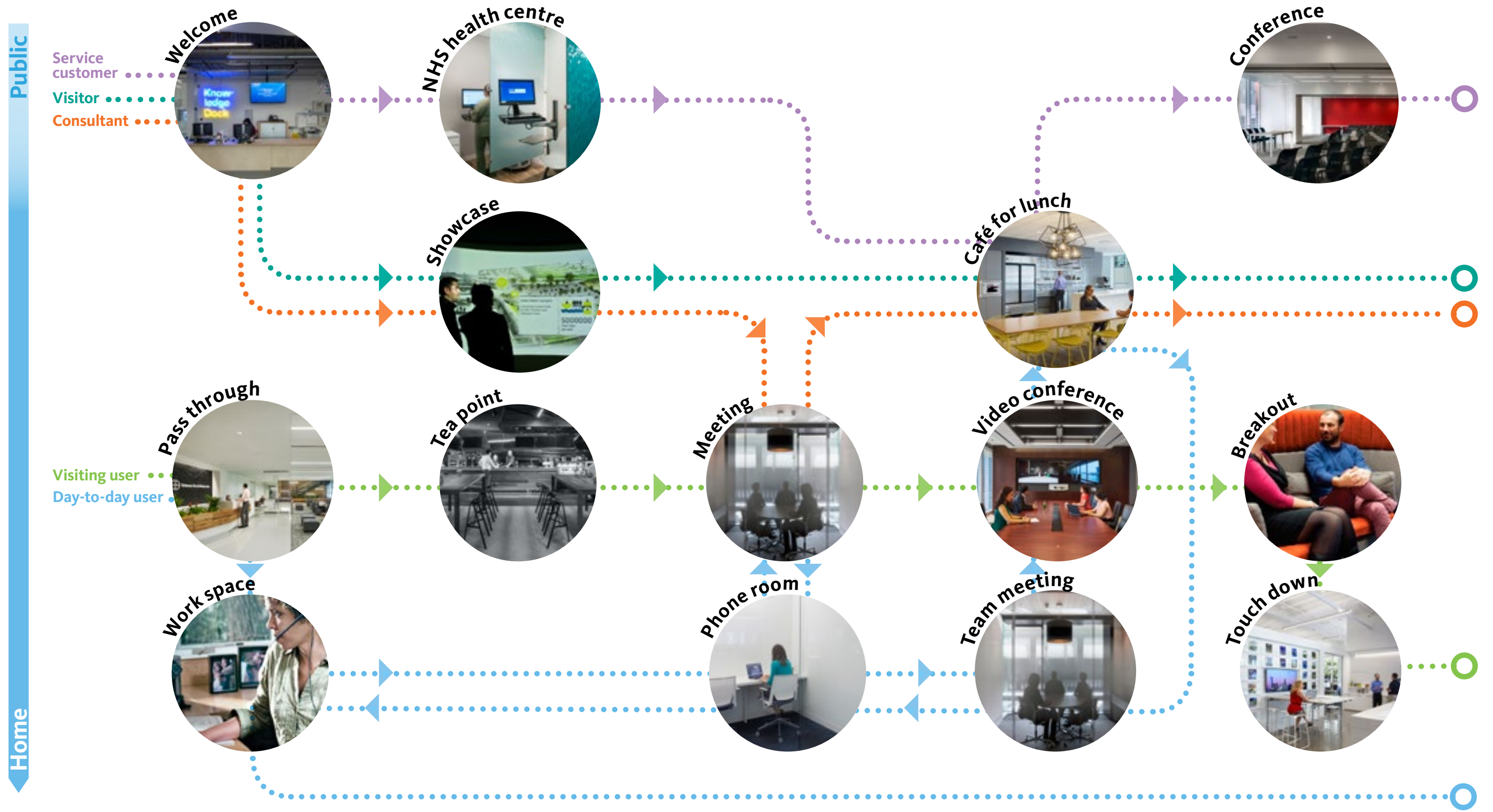
Invited Zone

Special collaboration spaces for professional partners and consultants to access by invitation.

Public Zone

Any user can access this space, for example in case of dedicated events or spontaneous passage through.

3 Journeys Through the Hub



What makes an identity?

A brand is much more than a logo, colour or choice of furniture. It is an identity that is present throughout the physical and digital experience.

Users should know they are in a government Hub space without the need for a sign.

The Hubs should be designed to align with the values and cultural attributes that are part of government Users' everyday practice and behaviour.

Different locations will have similar shared elements and spaces, but they won't be exactly the same.

Look and feel: Unified vs. Local vs. Distinct

The Hubs aspire to create a significantly improved, modern, strong and unified government brand.

The Hub brand should be an overarching experience while allowing for expression of locale and the integration of departmental identity.

The Hubs must create an experience that will engender pride and a sense of belonging, however the right balance and threshold of where Hub and department meet must be found.

When designing the Hub there are three core look and feel experiences to balance:

Unified: creating an overarching Hub identity

Local: referencing local environment and culture

Distinct: expressing departmental identity

A curated seamless experience

Designing a strong and inspiring user centred experience should elevate the every-day work journey, however the right balance must be found between the need for security and the experience flow.

Each Hub will vary based on location, scale and occupier profile, yet it is important to ensure that each Hub provides a similar seamless experience to all who access it.

Curated elements of the look and feel experience should allow the Hub to showcase work, maintain pride in the work done and foster an increased connection with the public. This 'curational' approach should be woven in to the design of each Hub whatever the scale.

3 Look and Feel Experience

Journey through the zones

Public zone



Invited zone



Shared zone



Home zone



Hard and Neutral

Soft and Personalised

75% Unified

20% Local

5% Distinct

- Entry way to the Hub, promotes a unified “Hub feeling” with ‘wow’ factor potential.
- Works with the natural elements and colours of the building and captures elements of the local or urban context
- Promotes a unified identity in defined proportions with elements of local identity in allocated spaces (reception, eatery) and some distinct identity in any departmental showcase areas
- Potential for local expression in finish, colour or materials choice, particularly in the more social areas
- Recognisable government presence through signage and wayfinding.
- Balance between security needs and aspiration for transparency and openness.

Transparent, bright and open



Welcoming



Neutral with accents



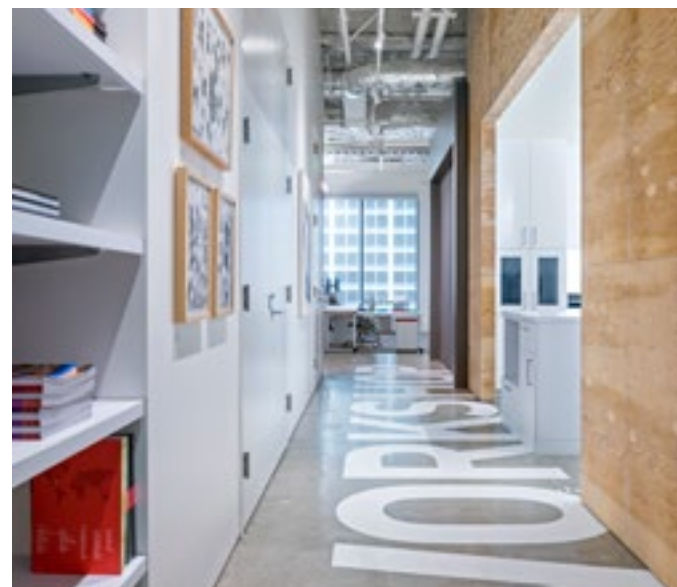
Locally relevant



Formal reception and informal eatery



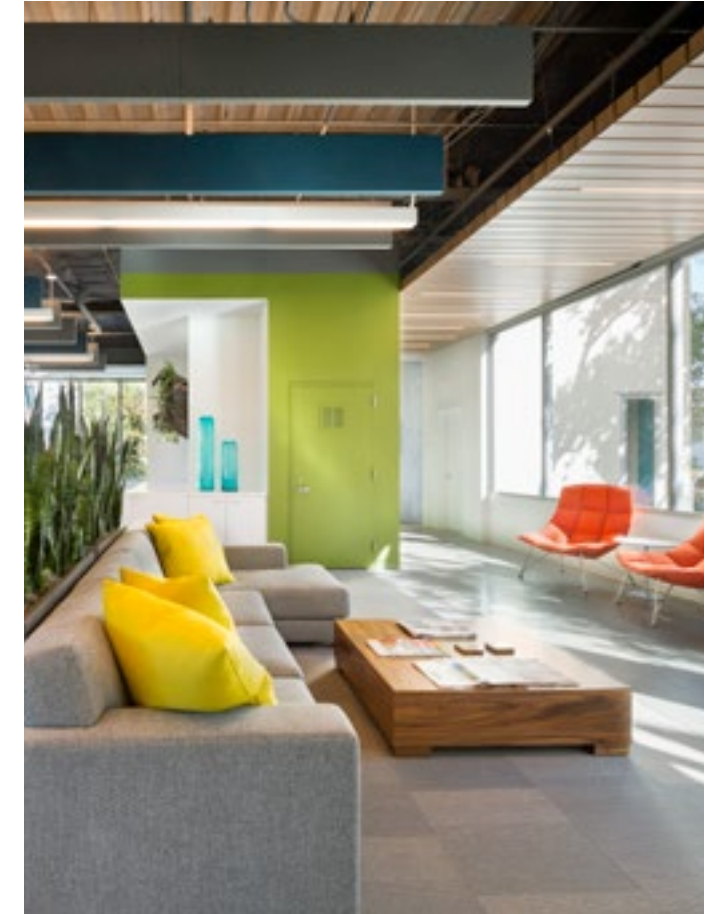
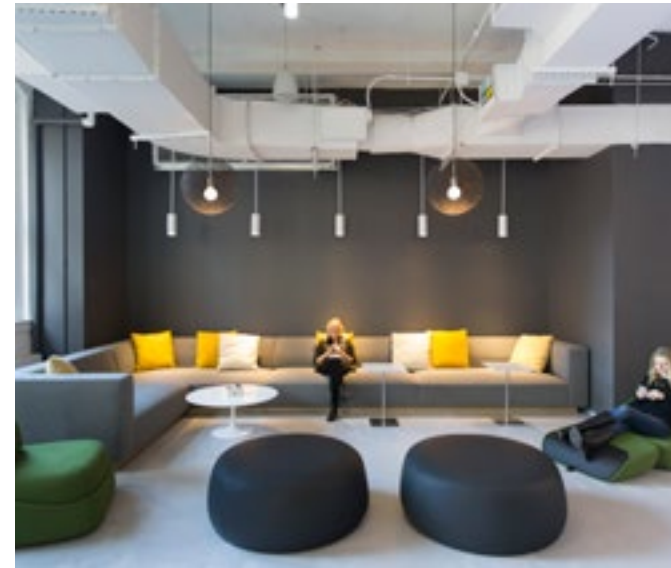
Showcase



70% Unified**20% Local****10% Distinct**

- Retains the unified Hub feeling with aspects of local/urban context maintaining a sense of connection to the public zone
- Where most co-working/meeting/training areas are likely to be located, provides a mixture of formal and informal space, with some 'wow' factor elements
- A uniform colour and design approach and a balance of hard/formal/fixed materials with soft, moveable elements
- Local expression in finish, colour or materials choices
- Colour predominantly in furniture, some wall treatments, wayfinding and manifestations
- The distinct (departmental) experience may be expressed in pockets of space or a few specific design elements.

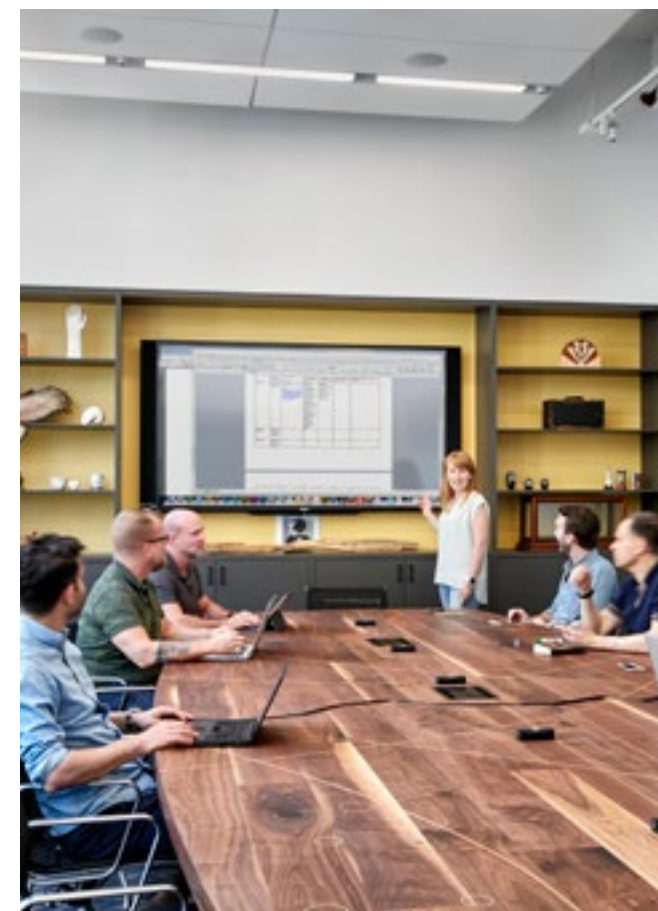
Spots of bright personality



Formal



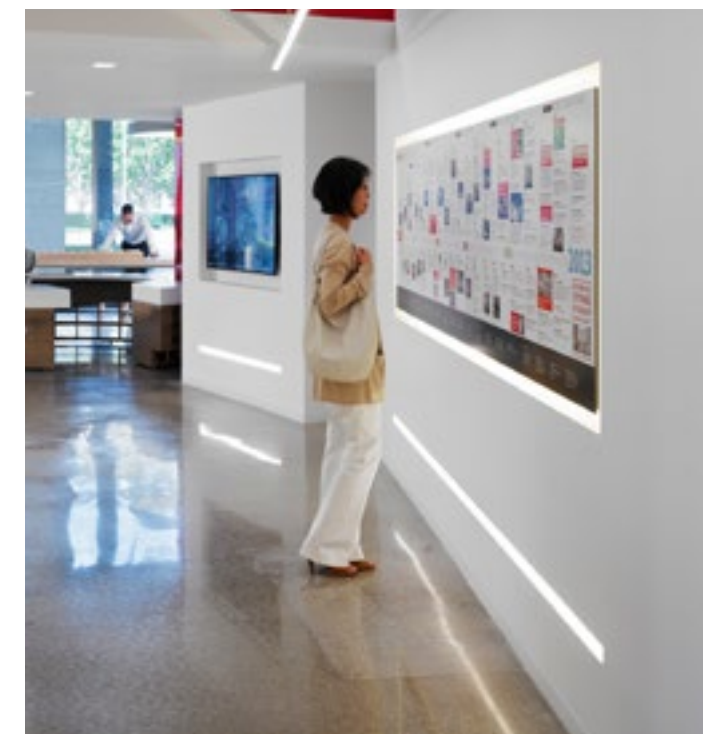
Enclosed and open



Multiple settings

20% Unified**20% Local****60% Distinct**

- Typically planned between department and central shared support spaces on the working floor (tea points etc.)
- Predominantly for collaboration and group working away from the home zone and where the energy of the building is likely to be at its highest.
- A more relaxed feeling than any other space in the Hub with the strongest concentration of a distinct look & feel.
- Elements of local and unified expression centred near the core and main vertical circulation areas, maintaining a sense of connection to rest of the Hub.
- Materials and surfaces more textured and colour elements less uniform. Colour palette should strike a balance between department identity and Hub identity.

**Energy****Character**

Point of connection



Permeable



Central collaboration node

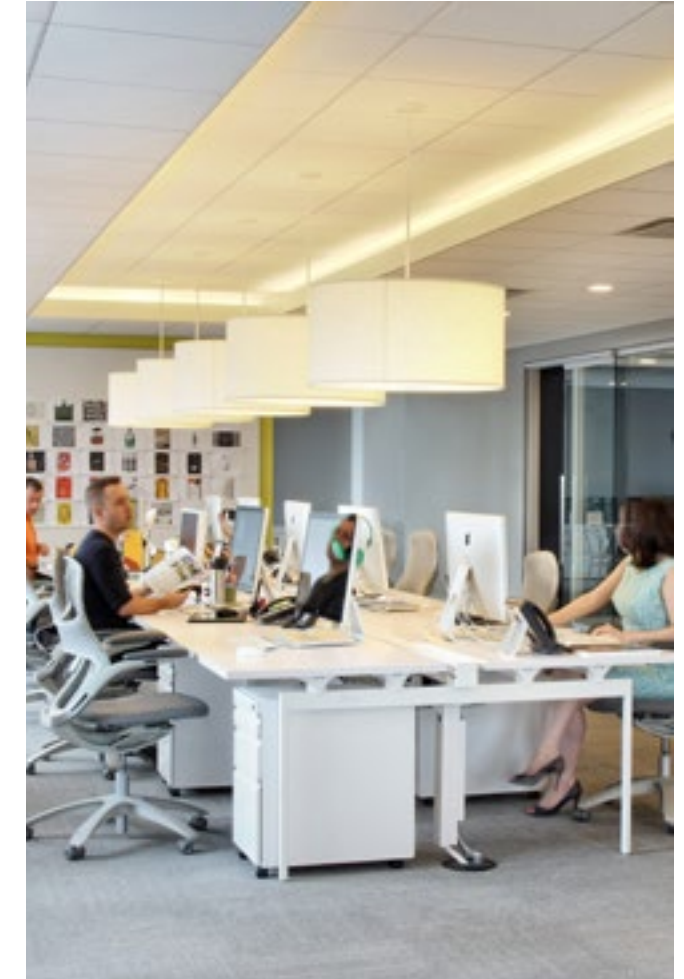
85% Distinct

10% Local

5% Unified

- Richly textured materials form a comfortable environment for working, and with a prevalence of neutral colours they provide a quiet backdrop for any activity.
- Home zones will be in close vicinity to shared zone elements, which will provide more colour as well as define the boundaries between the zones, facilitating the most appropriate etiquette behaviour from everyone.
- Team areas and internal showcase elements can have a soft distinct presence.
- Home zones look and feel will complement, support and be based on the distinct department brand identity.

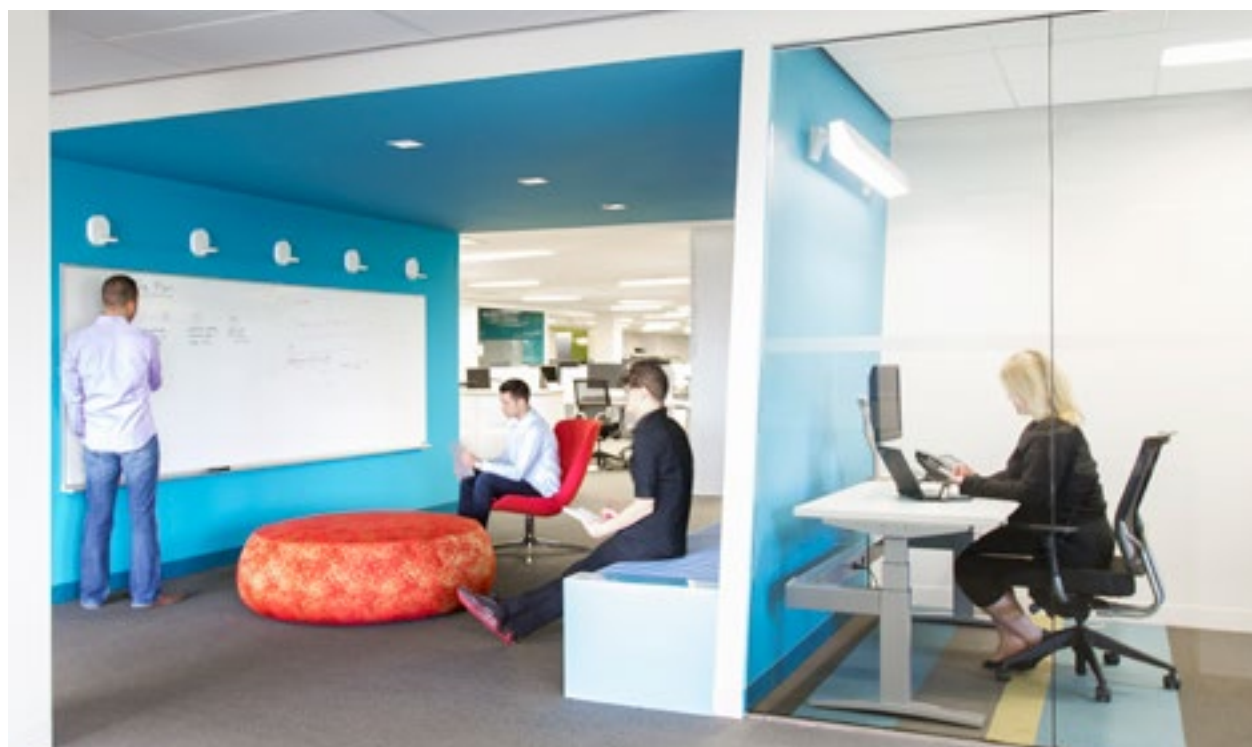
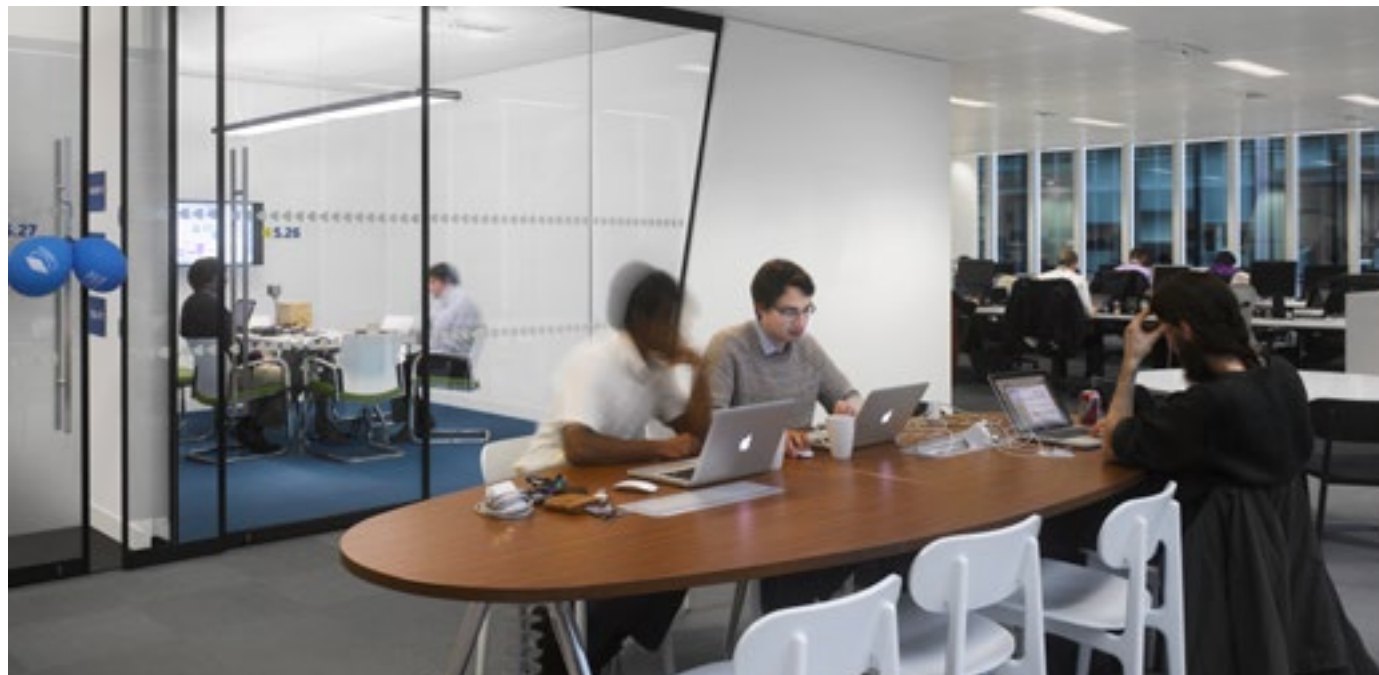
Concentration



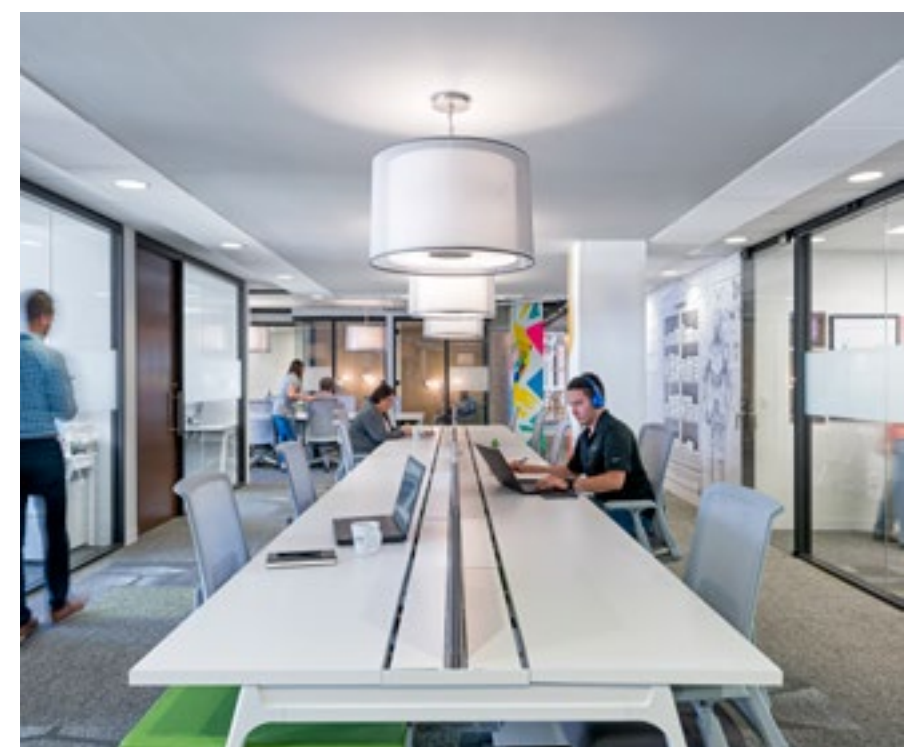
Home base



Adapted to the team



Bright

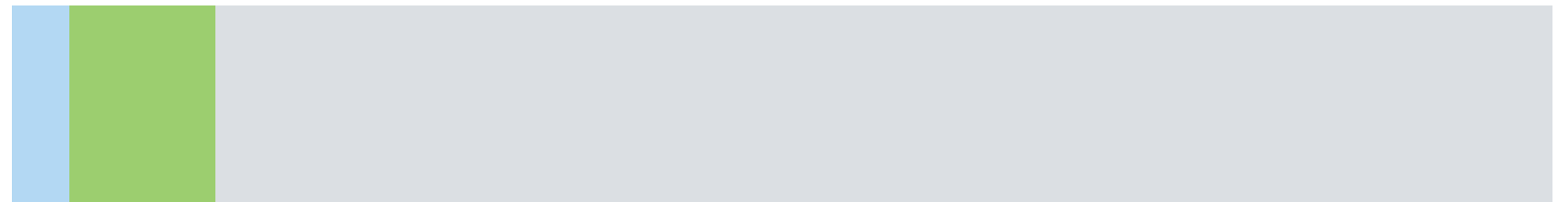


Everyday
comfortable

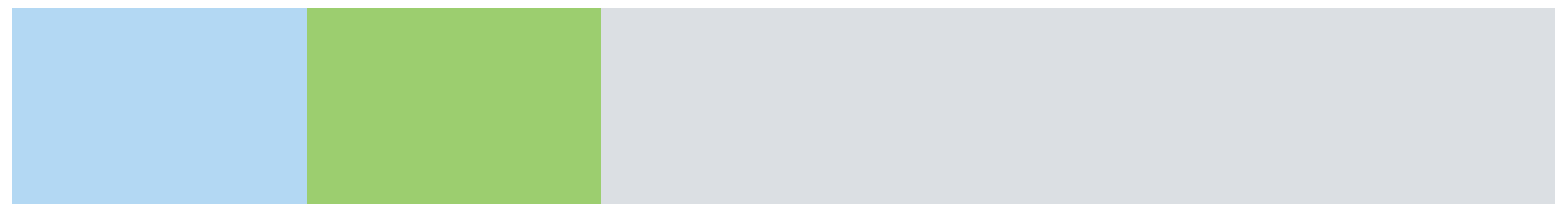
Baseline levels of application

Home Zone

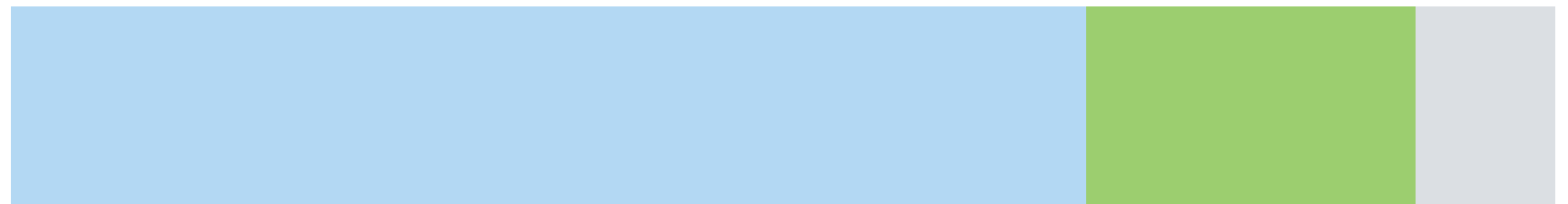
The place for teams, where departmental identity is expressed the most.

**Shared Zone**

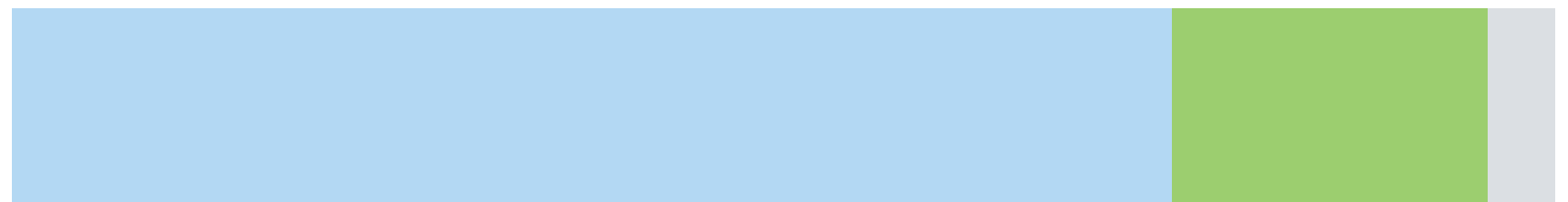
At the heart of the department interactions, it celebrates both department and Hub identity.


**Invited Zone**


A formal space for experiencing the Hub, with a significant reflection of Hub identity.


**Public Zone**

Hub identity expression at its strongest and paired with elements of local identity.



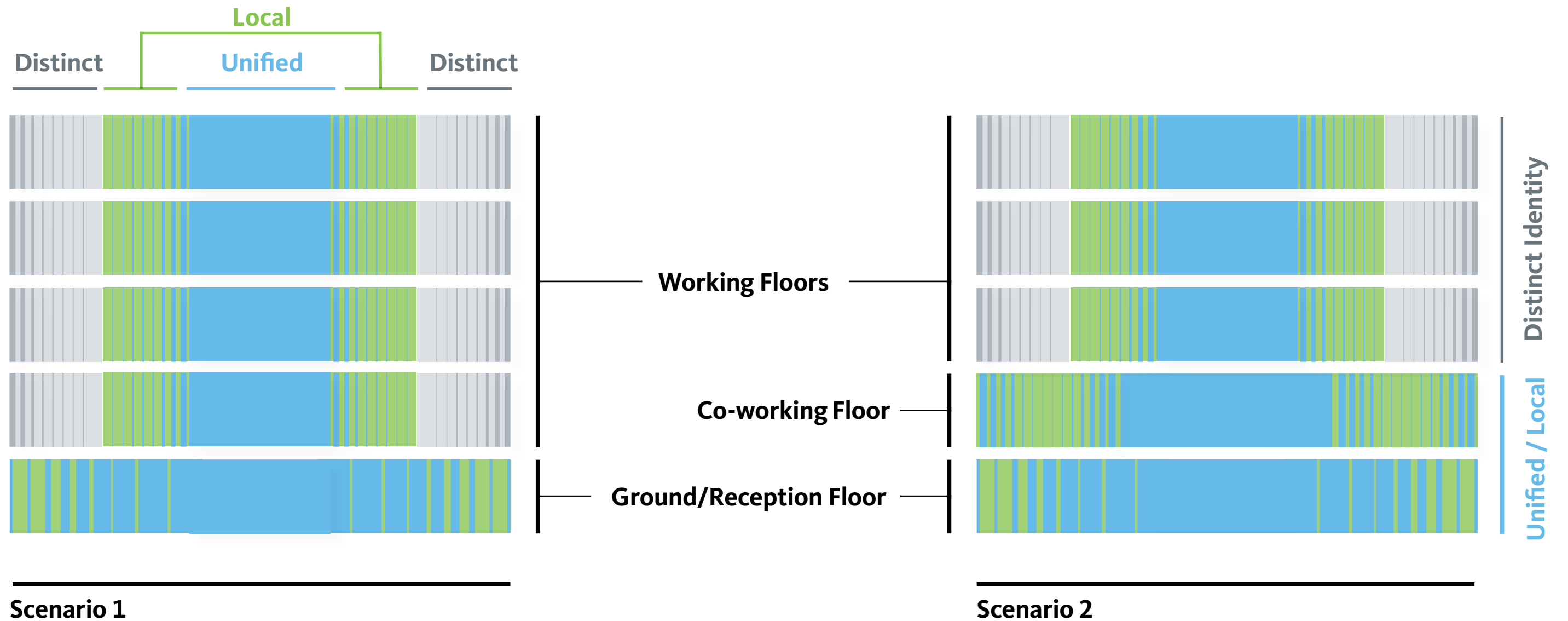
Unified Identity 

Local Identity 

Distinct Identity 

3 Hub Identity Presence

Variable approach to an identity expression

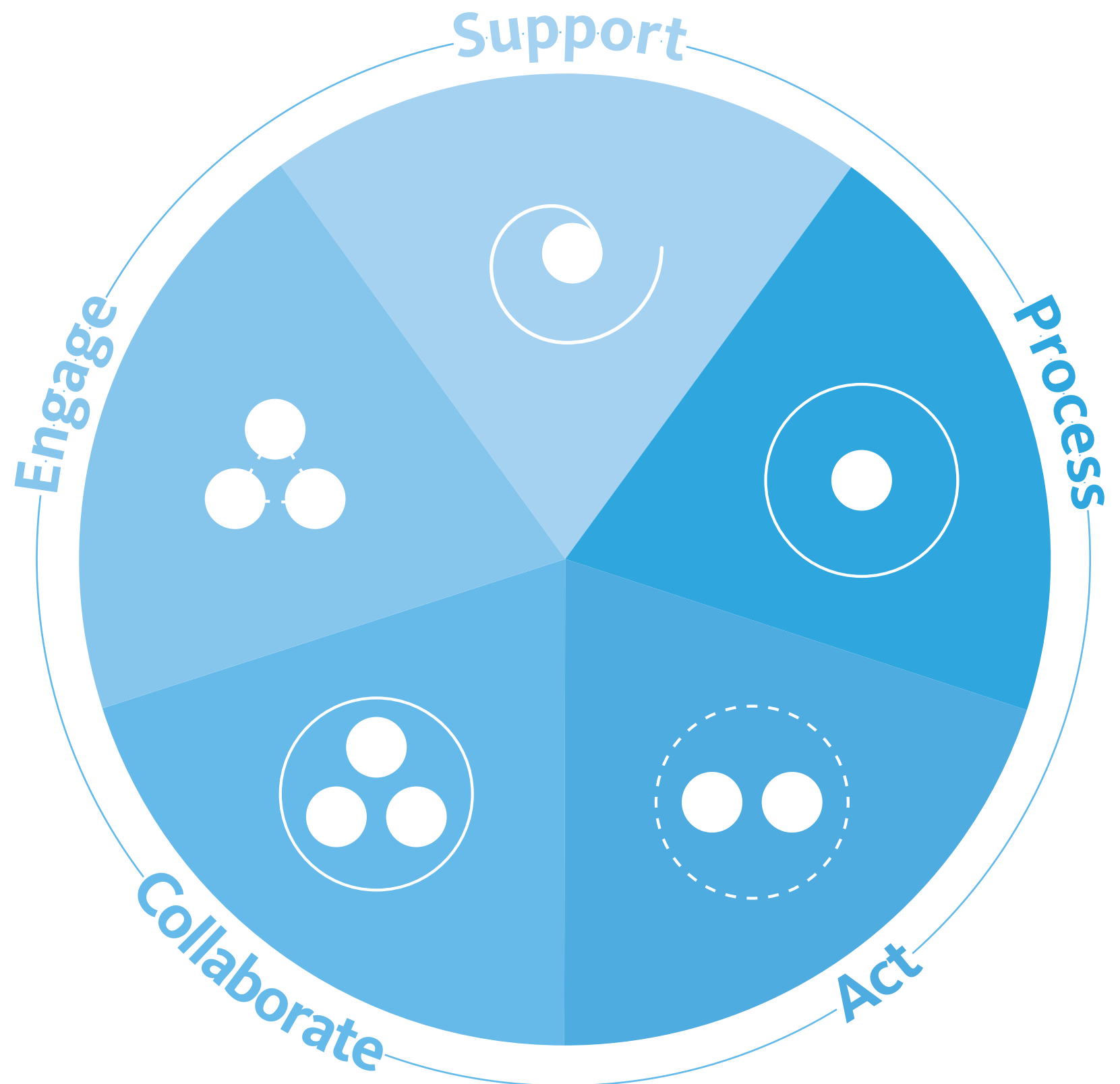


Each work activity is enabled by a particular space that can share some characteristics with others.

In relation to the Hubs, each activity space can be coupled with environments that share a similar purpose.

The resulting S-P-A-C-E groups, (Support, Process, Act, Collaborate and Engage) form a simple framework for understanding what each space type or module is best used for.

The groups have been created by considering the type of activity, the required concentration level, who will use the space and how. Together with the space types this system will be used to further define and place each module in the overall Hub structure.



Mapping the S-P-A-C-E clusters based on the characteristics of the activities.

Support

Spaces dedicated to the day-to-day and behind the scene spaces *e.g. print / copy areas*, and to any amenity area.

Group amenities

Process

Activities surrounding very focused and task orientated work *e.g. phone room or quiet desks*.

Individual and group

Act

Individual or group activities, where “things get done” *e.g. open plan or touch down desks*.

Focused and group

Collaborate

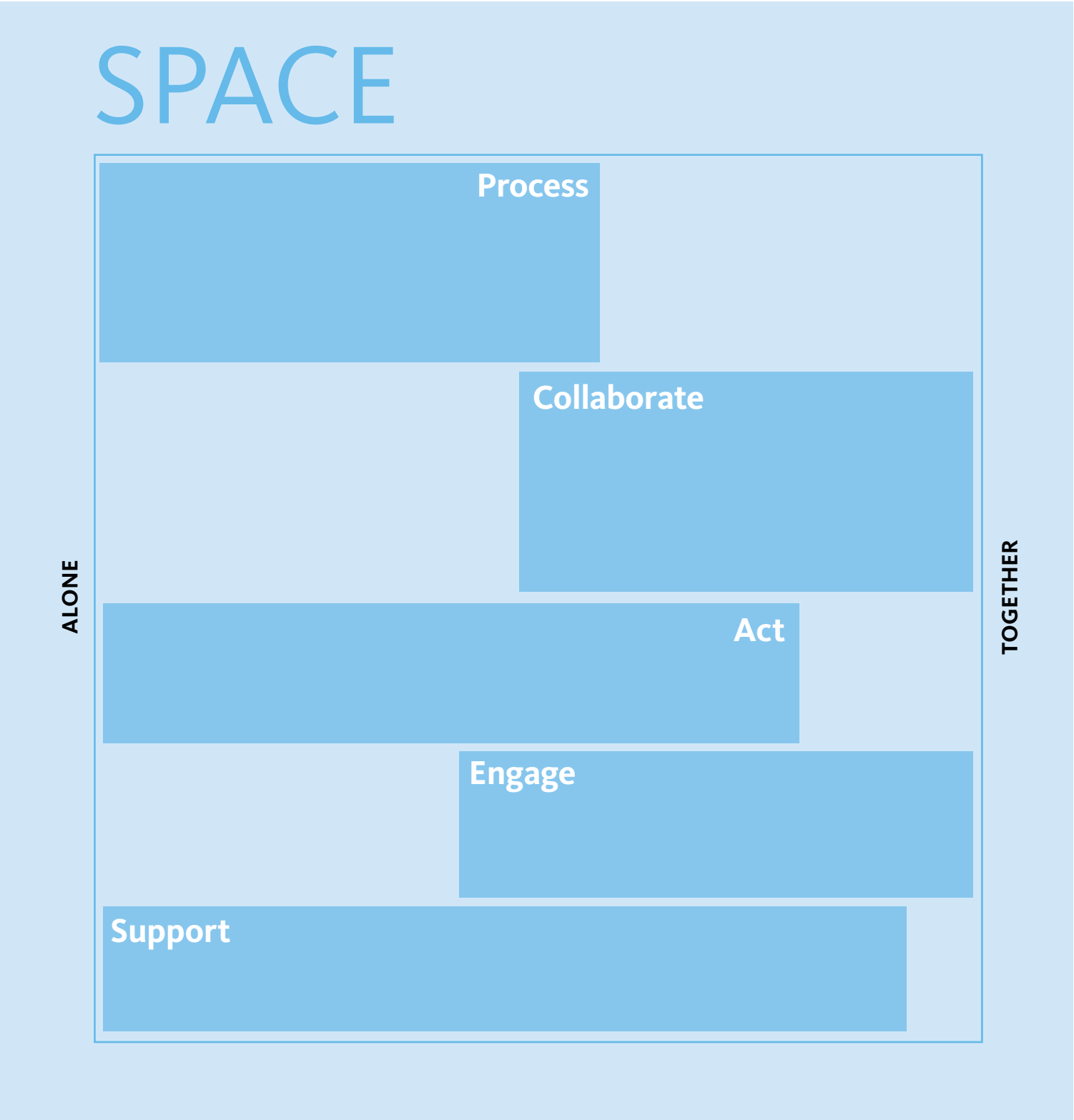
Dedicated open plan or enclosed spaces for meetings or group activities.

Virtual and face-to-face

Engage

Any space that enables social activities and interpersonal relationships extending to learning and being an alternative workspace, often multi-use *e.g. showcase, cafe or training rooms*.

‘Land-side and air-side’

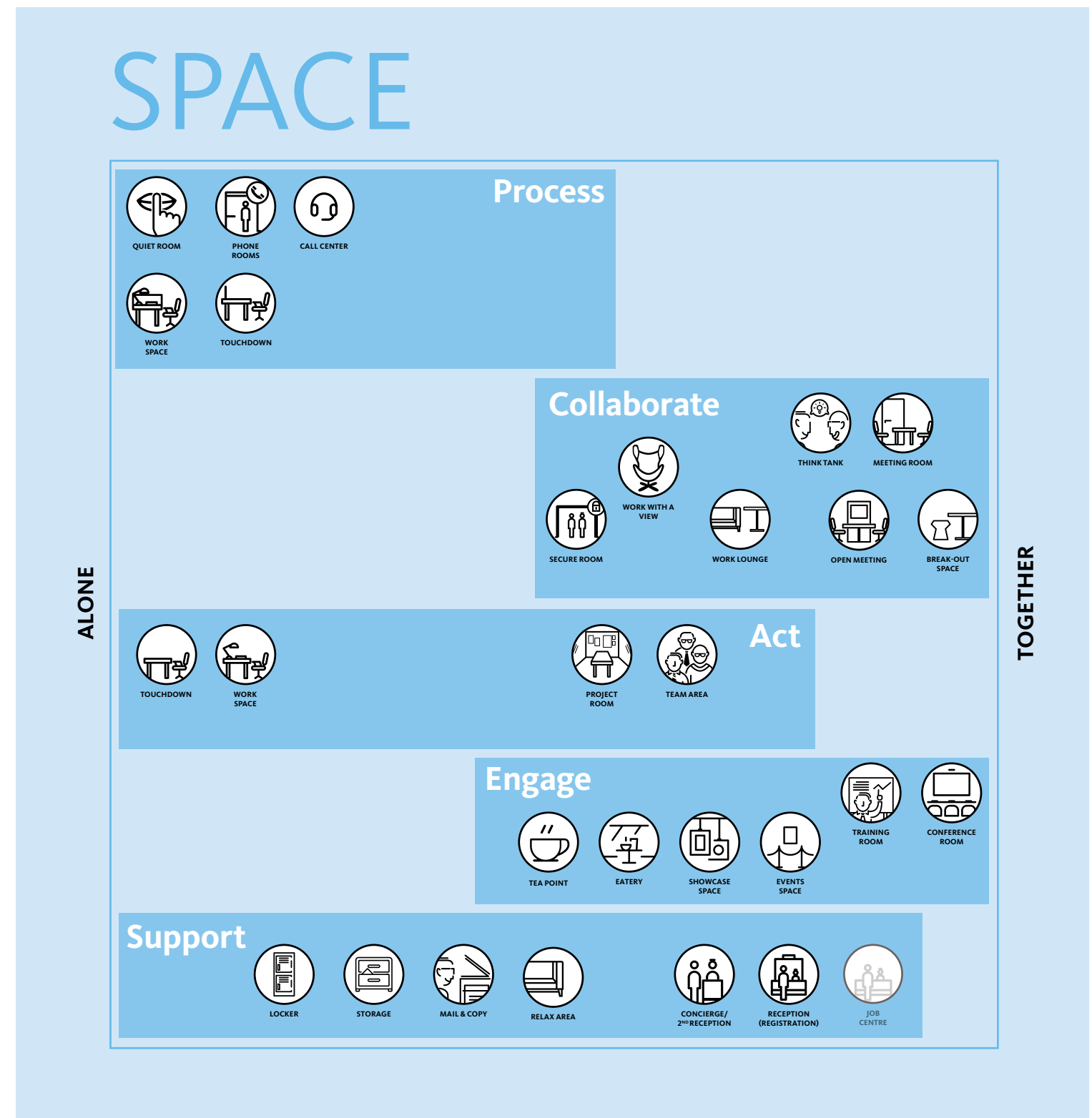


Spaces can be used in multiple ways, which at times positions them between S-P-A-C-E categories.

Most space types are well defined within one cluster as they refer to a specific activity, however some can exist in between clusters in instances where they can be used in multiple ways.

In this case, while they have a primary placement within the framework regarding their main use, some of their characteristics push the borders of their placement areas to make them exist in multiple categories.

Additional space types (relative to specific user needs) may be developed as different Hubs come on stream, but each emerging space type would still be expected to have a primary 'home' in one of the S-P-A-C-E categories.



Basic kit of parts

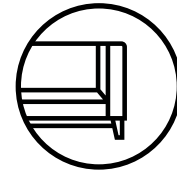
Support

CONCIERGE/
2ND RECEPTION

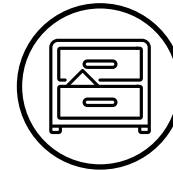
LOCKER



MAIL & COPY

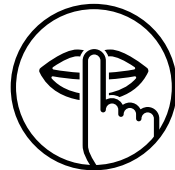


RELAX AREA

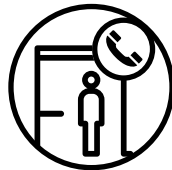


STORAGE

Process



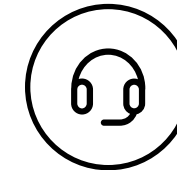
QUIET ROOM

PHONE
ROOMSWORK
SPACE

TOUCHDOWN

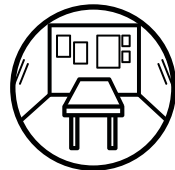


SECURE ROOM



CALL CENTRE

Act

PROJECT
ROOM

TEAM AREA

WORK
SPACE

TOUCHDOWN

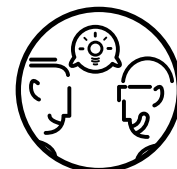
Collaborate

BREAK-OUT
SPACE

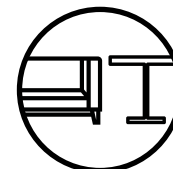
MEETING ROOM



OPEN MEETING



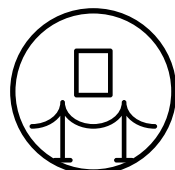
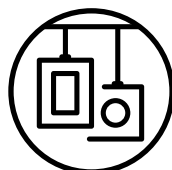
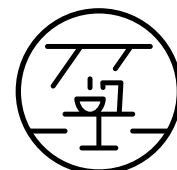
THINK TANK



WORK LOUNGE

WORK WITH A
VIEW

Engage

EVENTS
SPACESHOWCASE
SPACETRAINING
ROOM

EATERY



TEA POINT

CONFERENCE
ROOMRECEPTION
(REGISTRATION)

Plus*

*Location and site specific, amenities may be provided off-site through local private sector partnerships.



LIBRARY



HEALTH CENTRE



GYM



IT SUPPORT



SHOWER



NURSERY



SECURITY



BIKE AREA

JOB
CENTRE

Hub design should not be based on a 'one size fits all' solution but should enable choice as to how, when and where work gets done, being mindful of what will drive the design of different zones.

Shared and Home zones

The potential design and space typology will be informed by the profile and scale of departments and teams.

Public and Invited zones

The potential design and space typology will be location, building *and* occupier dependent.

What to consider

To ensure that the working landscape responds to best practice and smart working principles, parameters are needed regarding space type and ratio of provision per people.

This predominantly applies to the working floors since many Hub support elements will be building/site specific.

The ratios illustrated opposite serve as a 'rule of thumb' guide, illustrating an approximate range of provision based on departments who are either just starting on a smart working journey (Starting Smart) or those already mature in its adoption (Staying Smart).

The needs and working patterns of different departments will vary, so design teams will need to engage with them on an individual basis to define the actual ratios per Hub. Another influencing factor will be the size of the working floorplate and the scale of the Hub.

	Starting Smart	Staying Smart
Workstation	@ 1:1.25	@ 1:1.6
Touchdown	@1:10	@ 1:20
Phone room	@ 1:15	@1:20
Quiet room	@ 1:15	@ 1:20
Open meeting	@ 1:40	@ 1:30
Project Room	@ 1:25	@ 1:20
Breakout	@ 1:50	@ 1:40
Tea point	@ 1:100	@ 1:100
Mail/copy	@1:75	@1:100
Lockers	@1:0.8*	@1:0.6*

*Based on head count not seat count

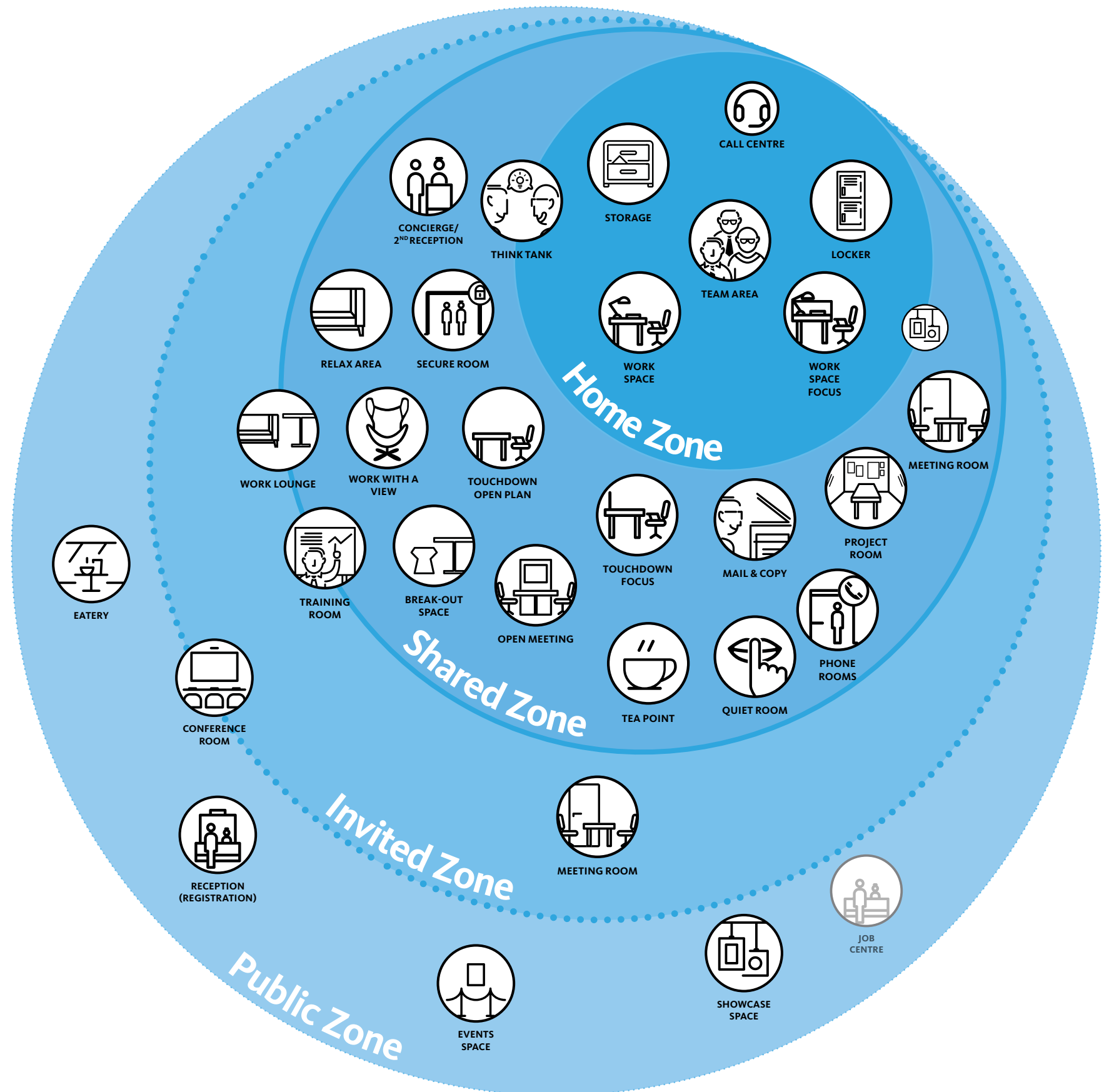
The kit of parts menu provides numerous composition possibilities when designing a Hub.

This diagram shows a generic layout of the different space types that may typically be found across the four space zones (public, invited, shared and home) of a generic Hub.

Major shared/supporting spaces such as cafés, showcase or events space etc. would tend to be located in the public zone, while meeting, training and co working/'drop in' work spaces may be located within the invited zone.

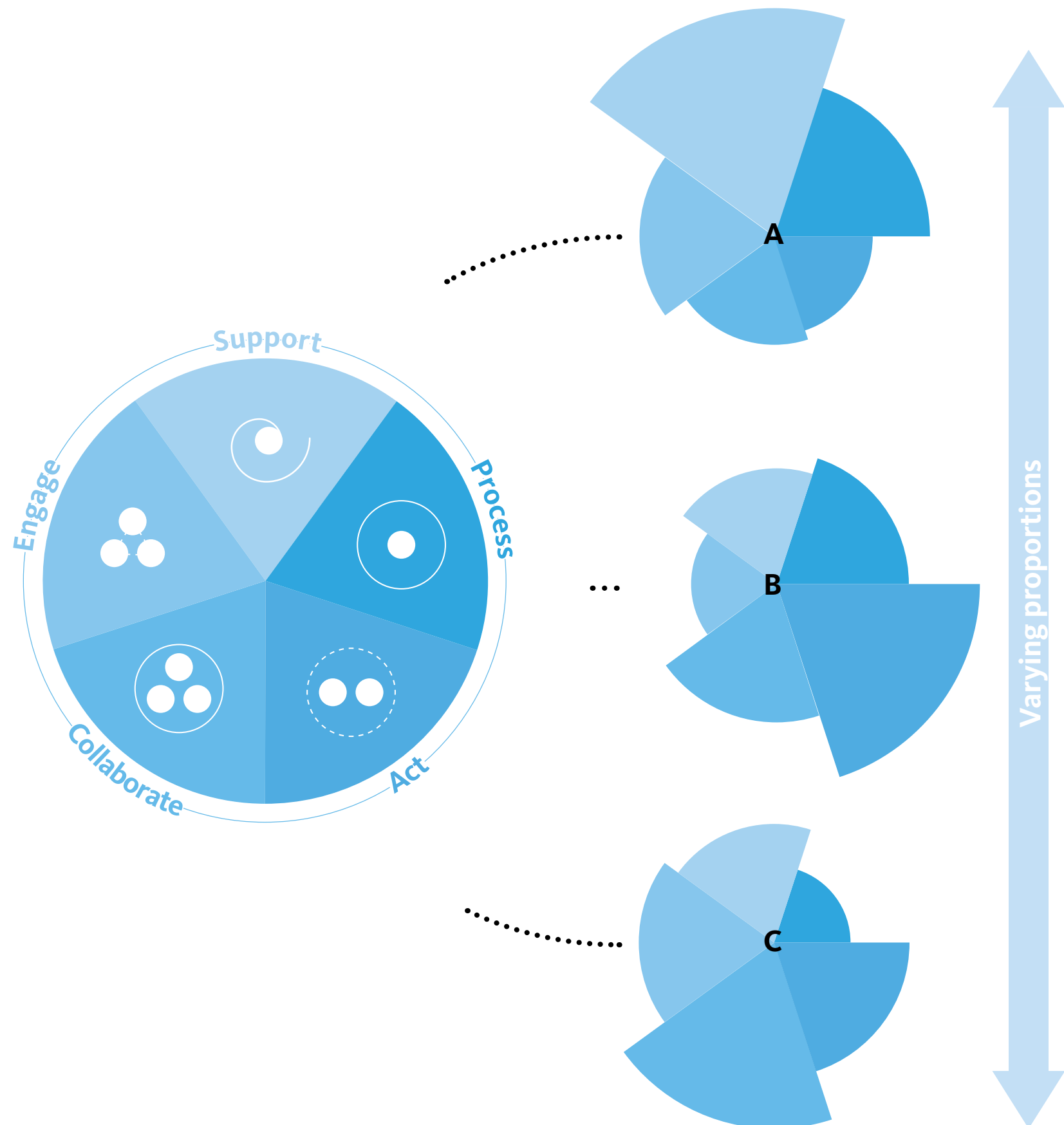
Shared zones would house space elements that typically support and are shared by a number of departments.

The home zone is the 'heart' of the department and where teams are located.



Hubs differ by location, number and occupier department profile, therefore the different S-P-A-C-E groups will be present in varying proportions.

Each Hub will therefore be designed using basic look & feel principles in appropriate proportions to scale, location and occupier profile.

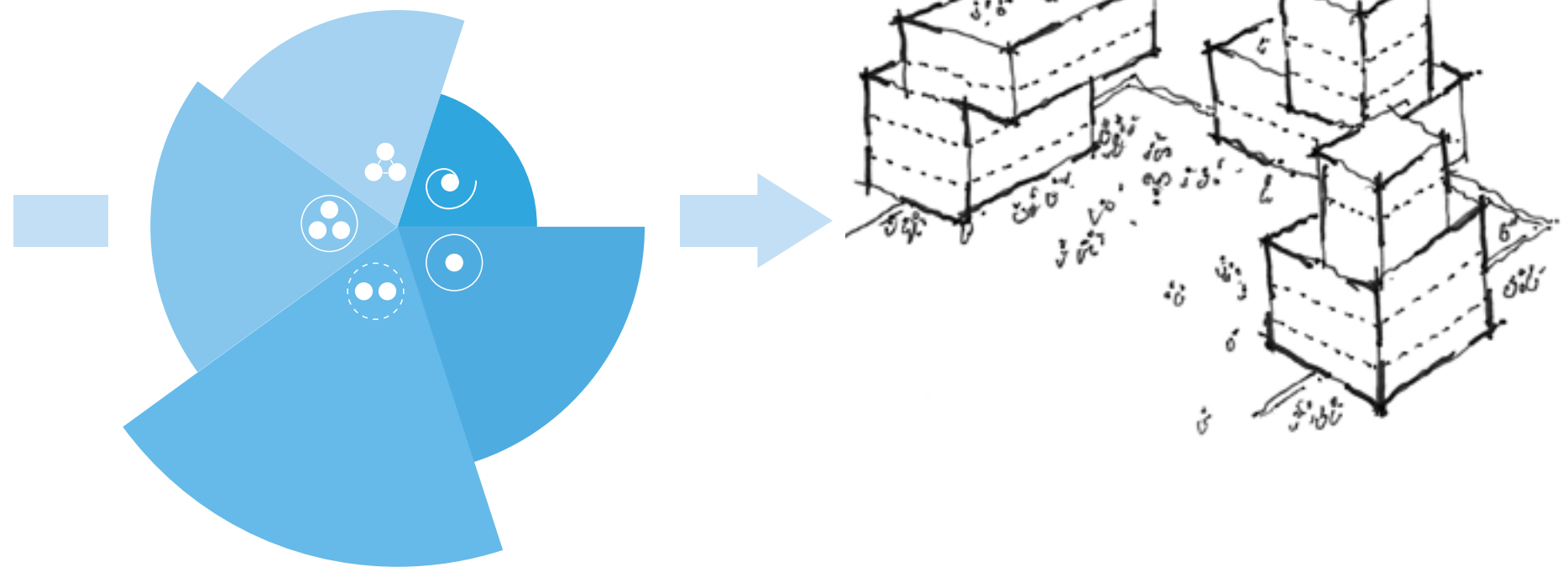


3 Mapping the Scale of Space

Strategic and Mini Hubs

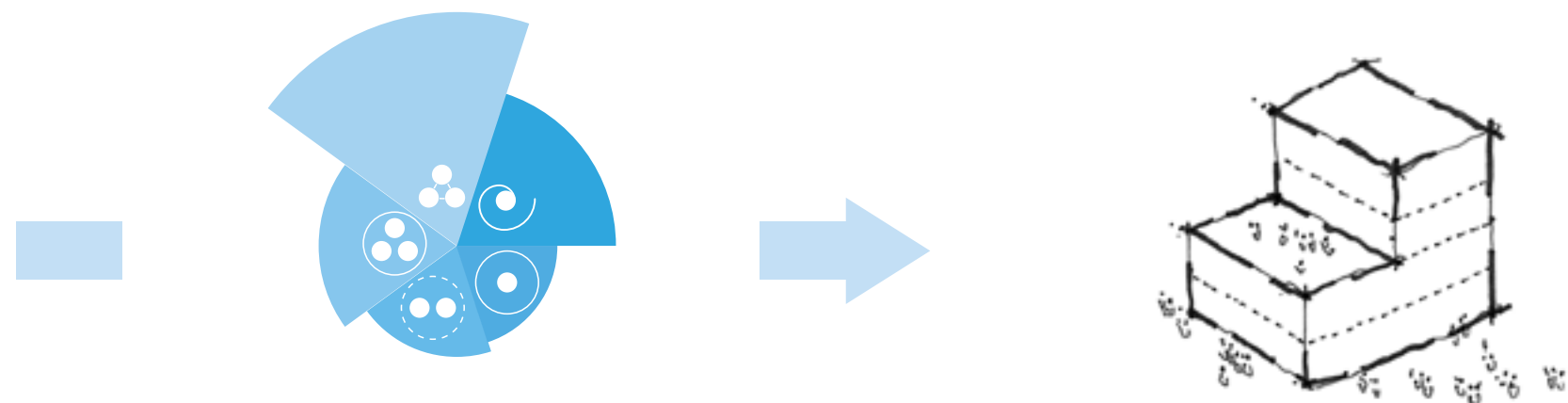
Strategic Hub

- Strategic hubs will be located across the UK, in main city centres close to major public transport infrastructure.
- They will usually comprise a small cluster of 2-4 buildings within walking distance of each other and on average, they will accommodate around 10,000 people though size will vary.
- They are the main office location for employees with the most extensive facilities including areas for occasional focused work by visiting staff.



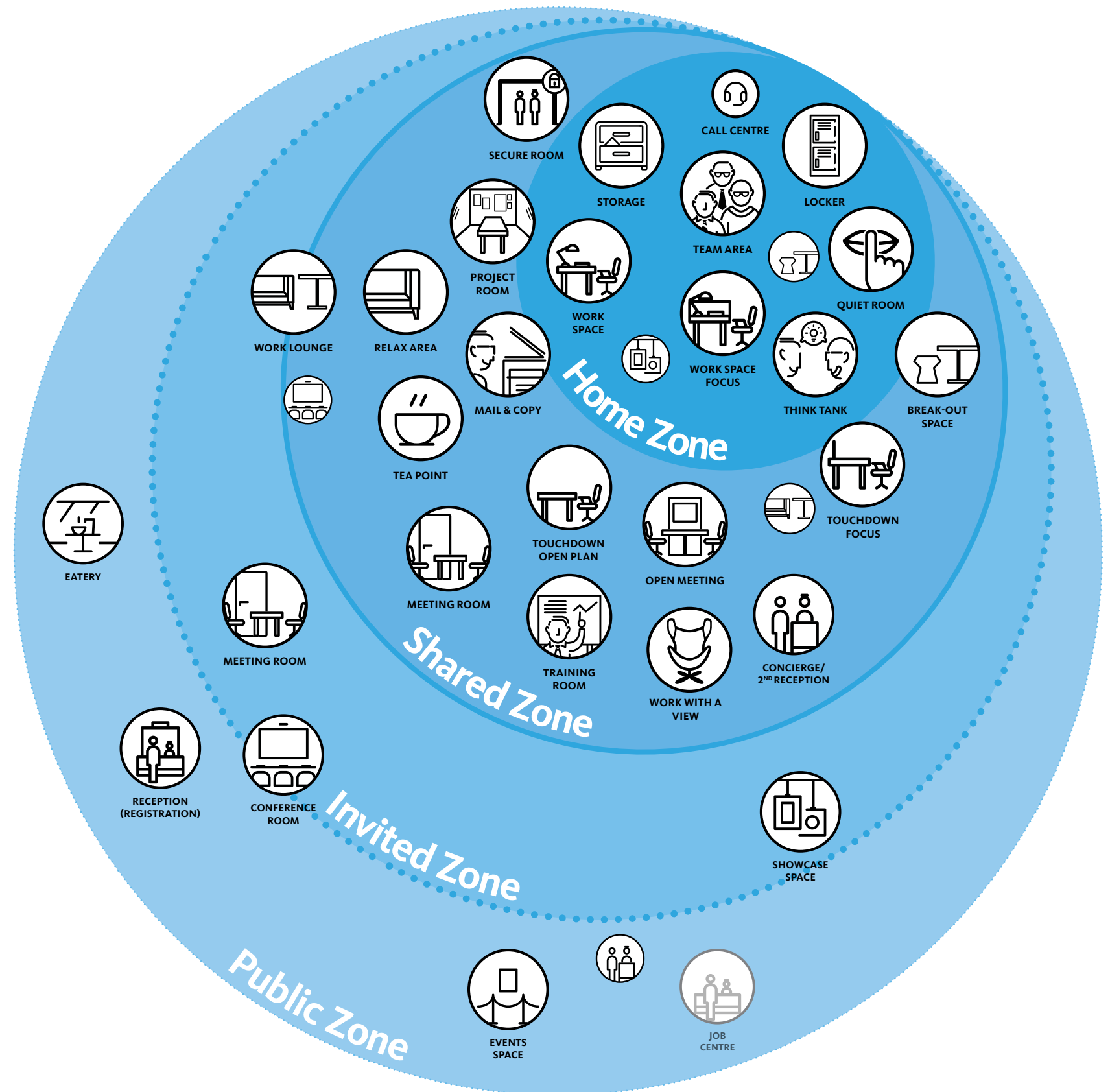
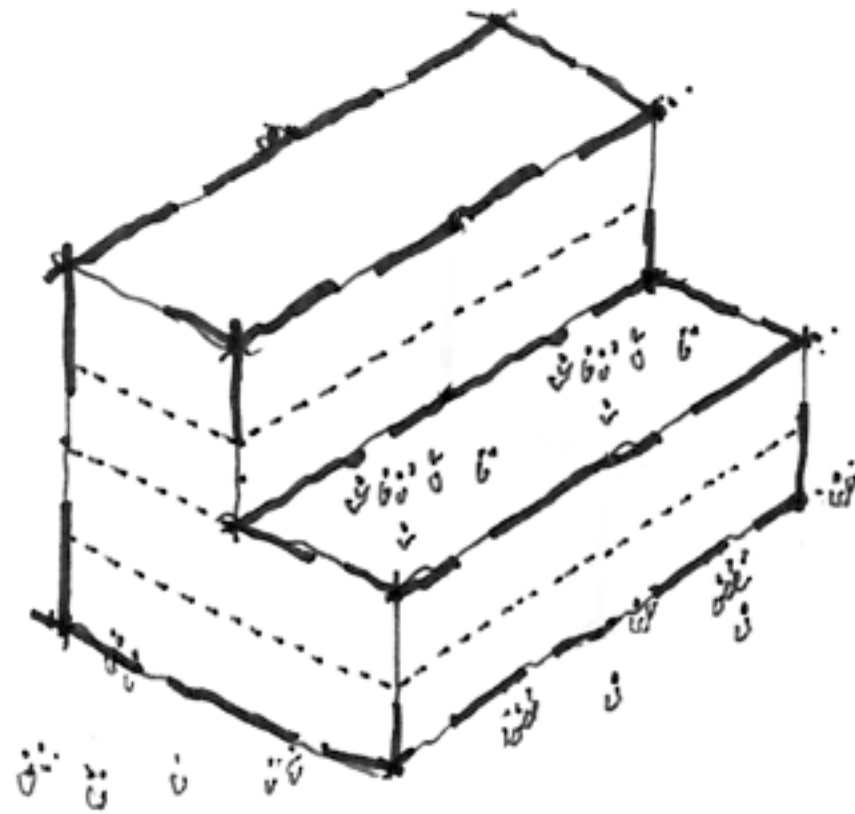
Mini Hub

- Mini-hubs will be located across the UK in secondary towns and cities, close to public transport infrastructure.
- On average, they would typically accommodate 100-500 people.
- For some this will be primary office location but the range of facilities on offer will be less extensive than in a strategic hub. Facilities for occasional focused work by visiting staff will be available.



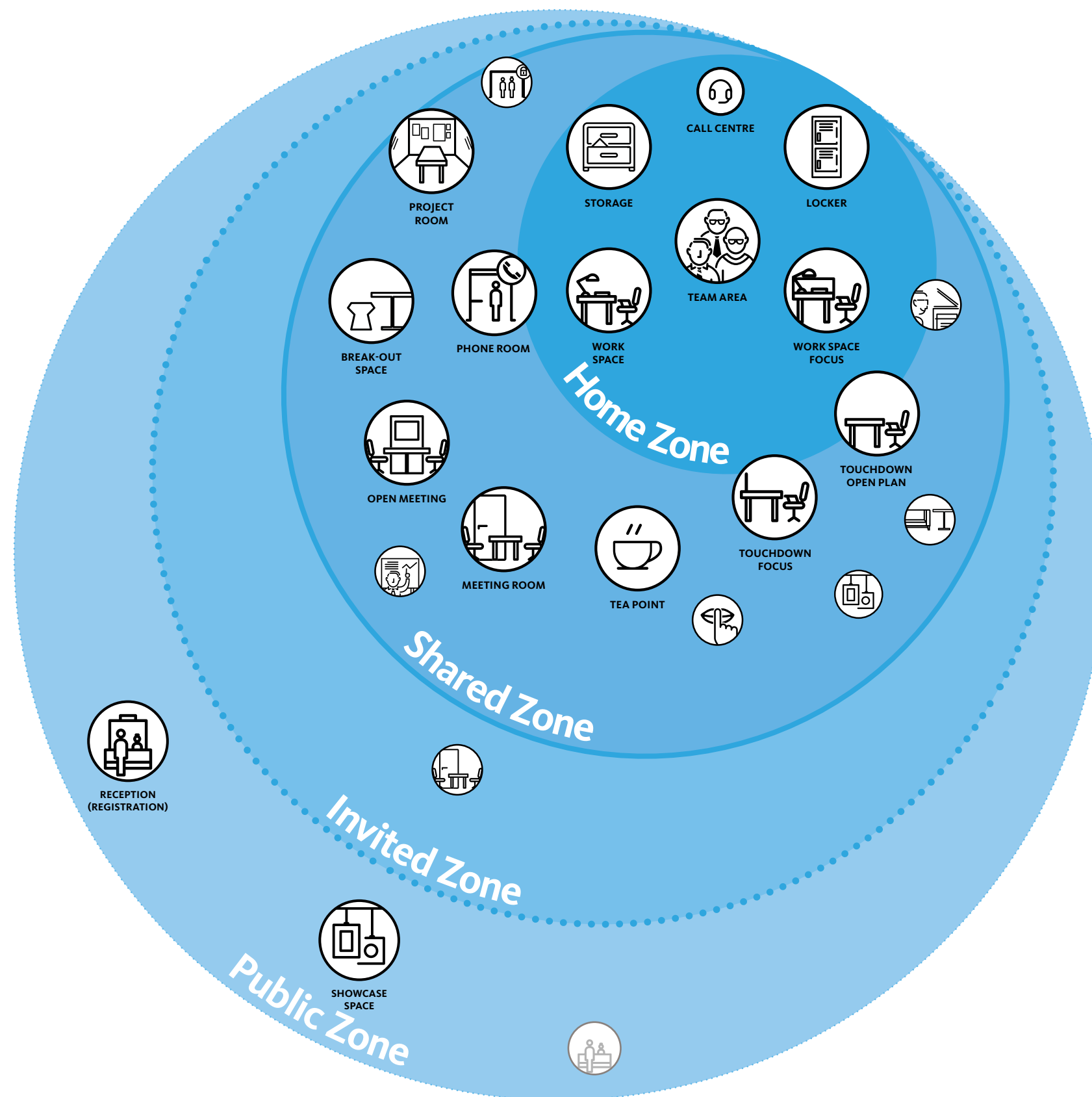
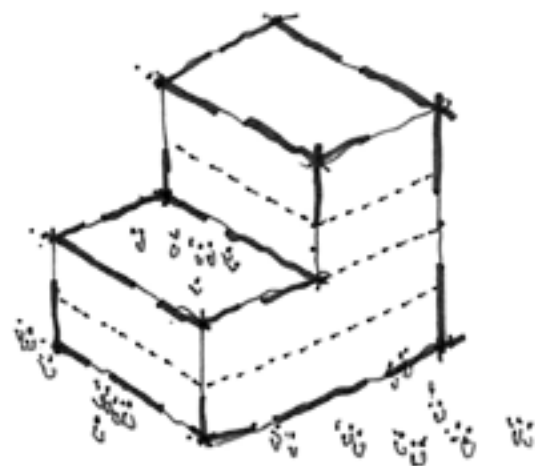
3 Mapping the Scale of Space

Strategic Hub example



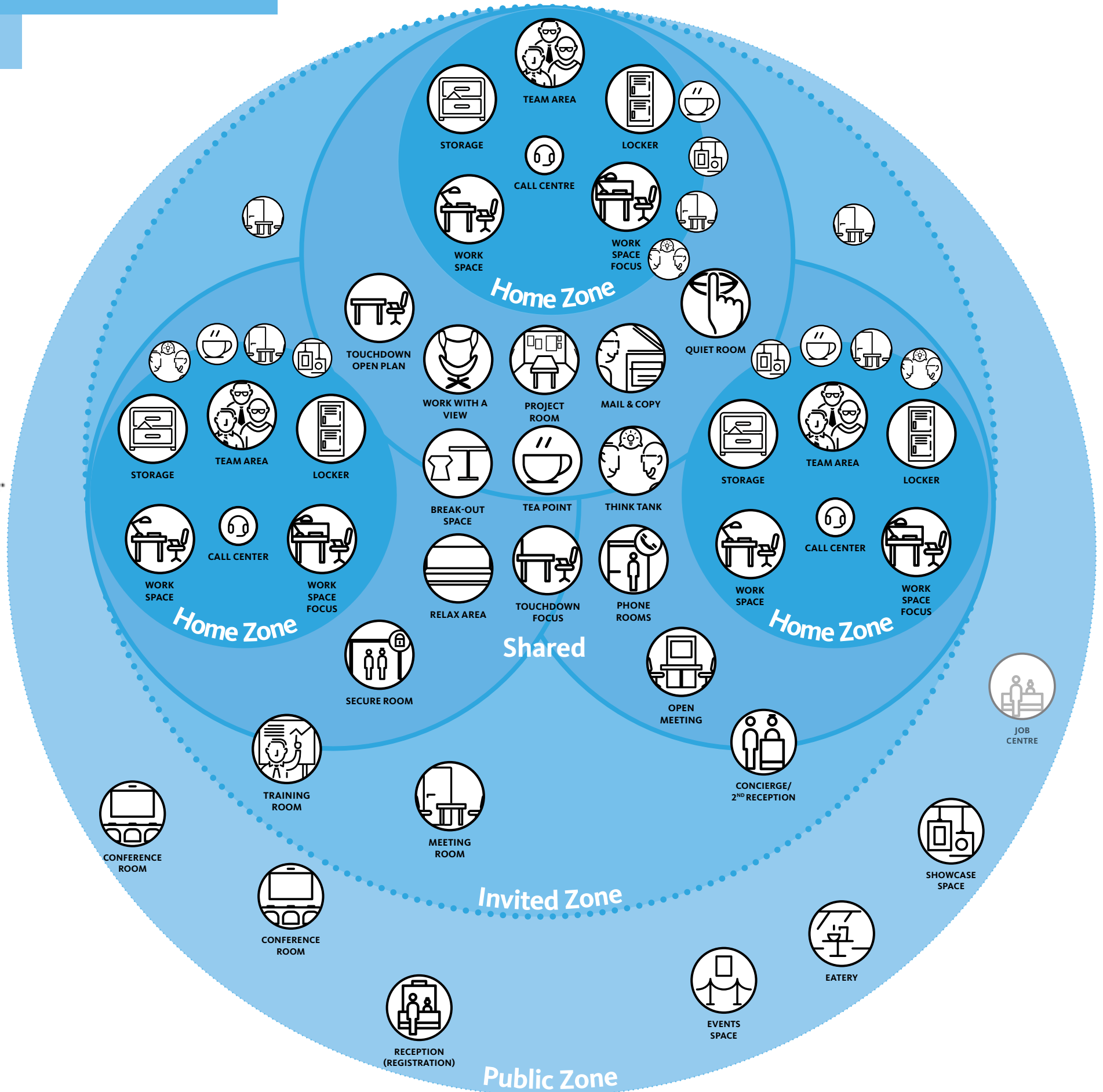
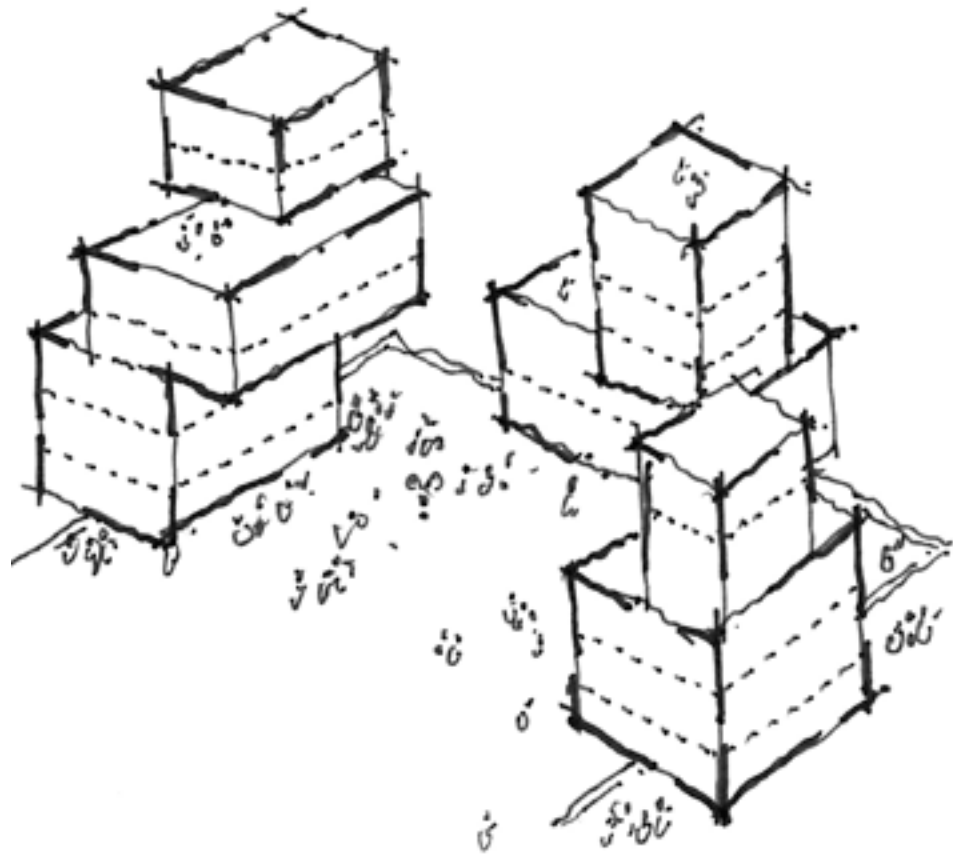
3 Mapping the Scale of Space

Mini Hub example



3 Mapping the Scale of Space

Strategic Hub/Campus example



Should some Hubs be developed in a campus format, all possible care will be taken to avoid unnecessary duplication of spaces.

According to the need and overall layout, some spaces might be located in one building but be shared by the whole campus, while others might be smaller in size but replicated in multiple locations.

Rules of thumb

Building planning basics

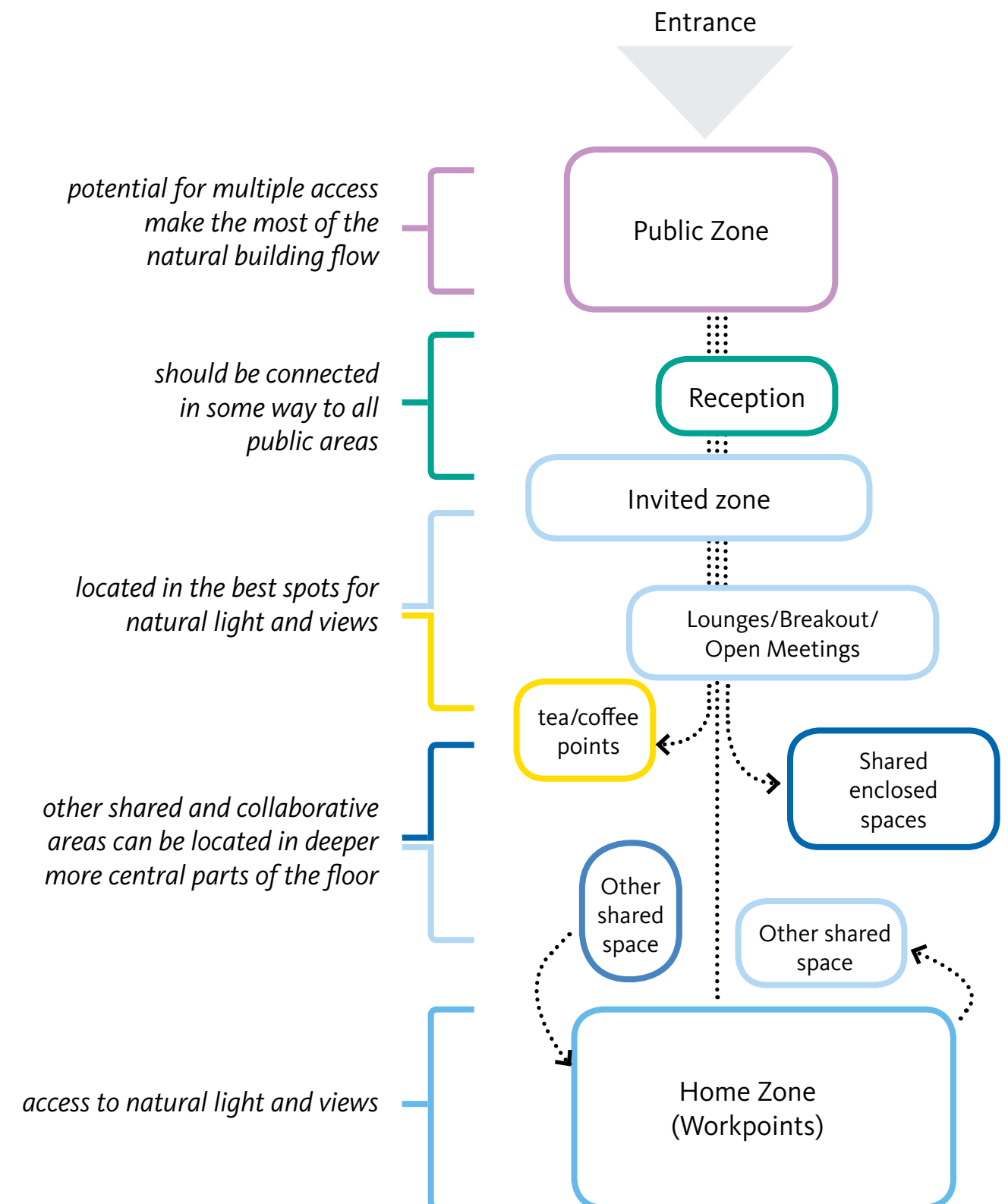
The form, configuration, structural and planning grid of each Hub building will inform its potential planning. While each Hub building will vary, in all cases consideration should be given to the following basics at the outset of the planning process:

- The architectural grid - *what is the basic planning module?*
- Primary entrance and circulation routes - *how does the space flow?*
- Light and aspect - *which spaces are best for work or support zones?*
- Views out - *where are the best locations for shared support spaces?*
- Toilet counts and means of escape - *how many people can work on a given floor?*
- Risers and core expansion zones - *where should tea points/hard support areas be planned?*

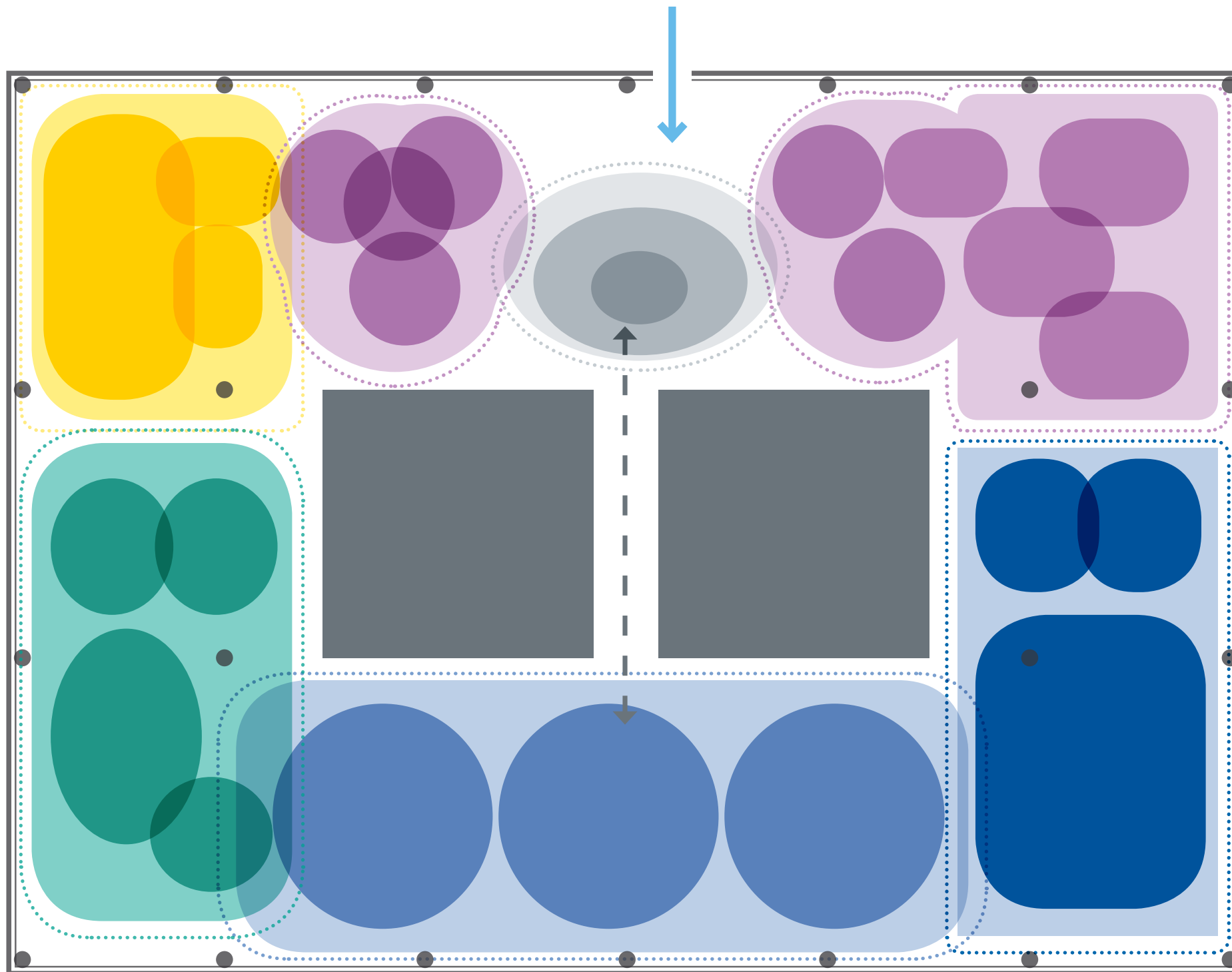
Space planning basics

Other things to think about when space planning the Hub zones are:

- Consider the floor plan as a landscape that encourages exploration of and mobility through the space
- Create interest and excitement while balancing need for privacy or connection
- The public zone could be accessed in different ways (e.g. a cafe space could be accessed from the street and the reception)
- Lounge, breakout or coffee/tea points should be in spots with a great view to provide the best experience for all, attracting people to stay and use the facilities
- Other shared spaces on the working floors can make use of darker or deeper areas
- Shared space should sit between the main circulation and /or core, acting as buffer to the home zones
- Some shared spaces such as open meeting, phone and quiet rooms can sit at the boundaries between departments
- Home zones should have access to natural daylight and views out
- Home zones should have a uniform planning approach and design language while allowing for varied departmental workstyles and space types

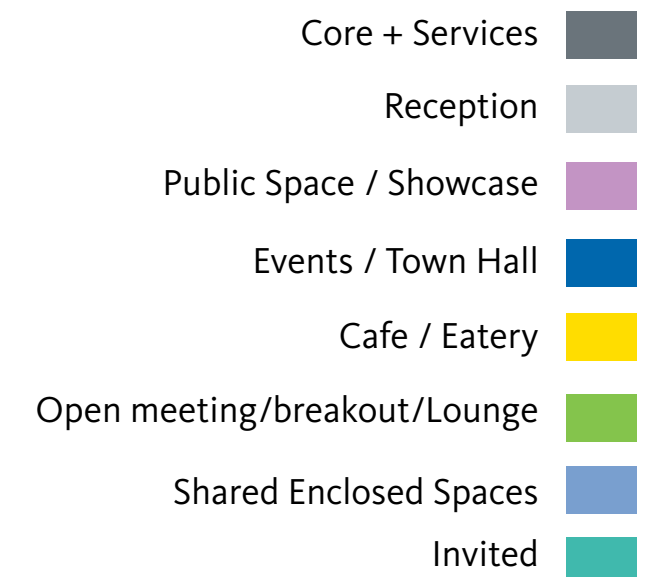


Public Floor

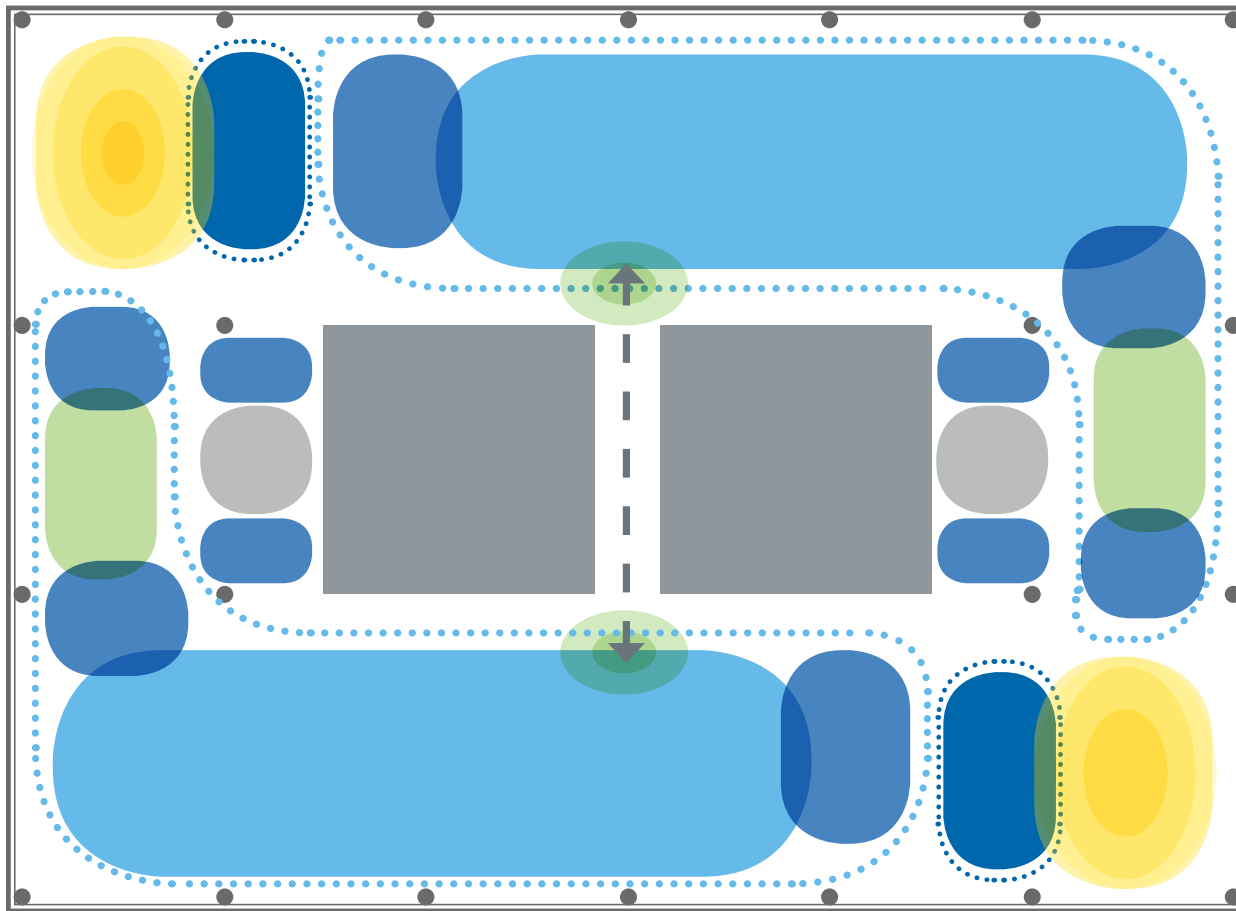


Approach

- Consider the access points to building and plan public access zones accordingly
- Look at the natural flow of the built environment
- Consider the views in and views out
- Review which areas are free access and which are secure
- Think about the different Hub user journeys - how do they get to where they need to go?
- Are there outside spaces that are accessible?
- Be practical about the serviceability of the space when considering placement of certain support areas - e.g. location of goods lift when planning eatery/cafe
- Look for best column 'free' areas when planning larger flexible meeting room areas (and consider what could be overlooked from the outside)

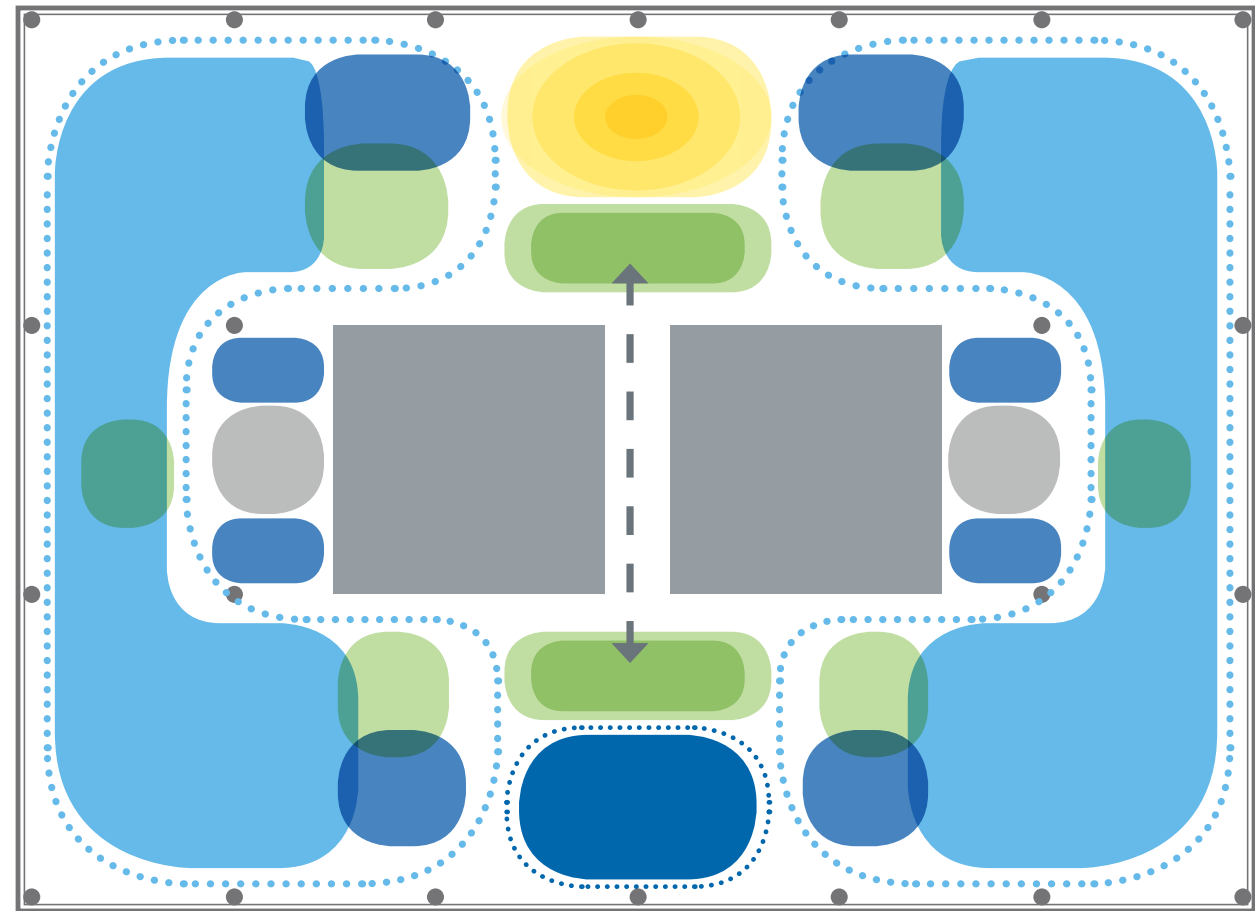


Single -Department floor



Approach A

- Break out/tea point and other shared spaces located at corners of floorplate (where services allow)
- Best views and natural light for all work floor users
- Shared enclosed spaces planned to create some sense of 'landscape' to floor, ensuring a sense of community can be maintained within the Department spaces and provide opportunities for branding
- Major support spaces located adjacent to core

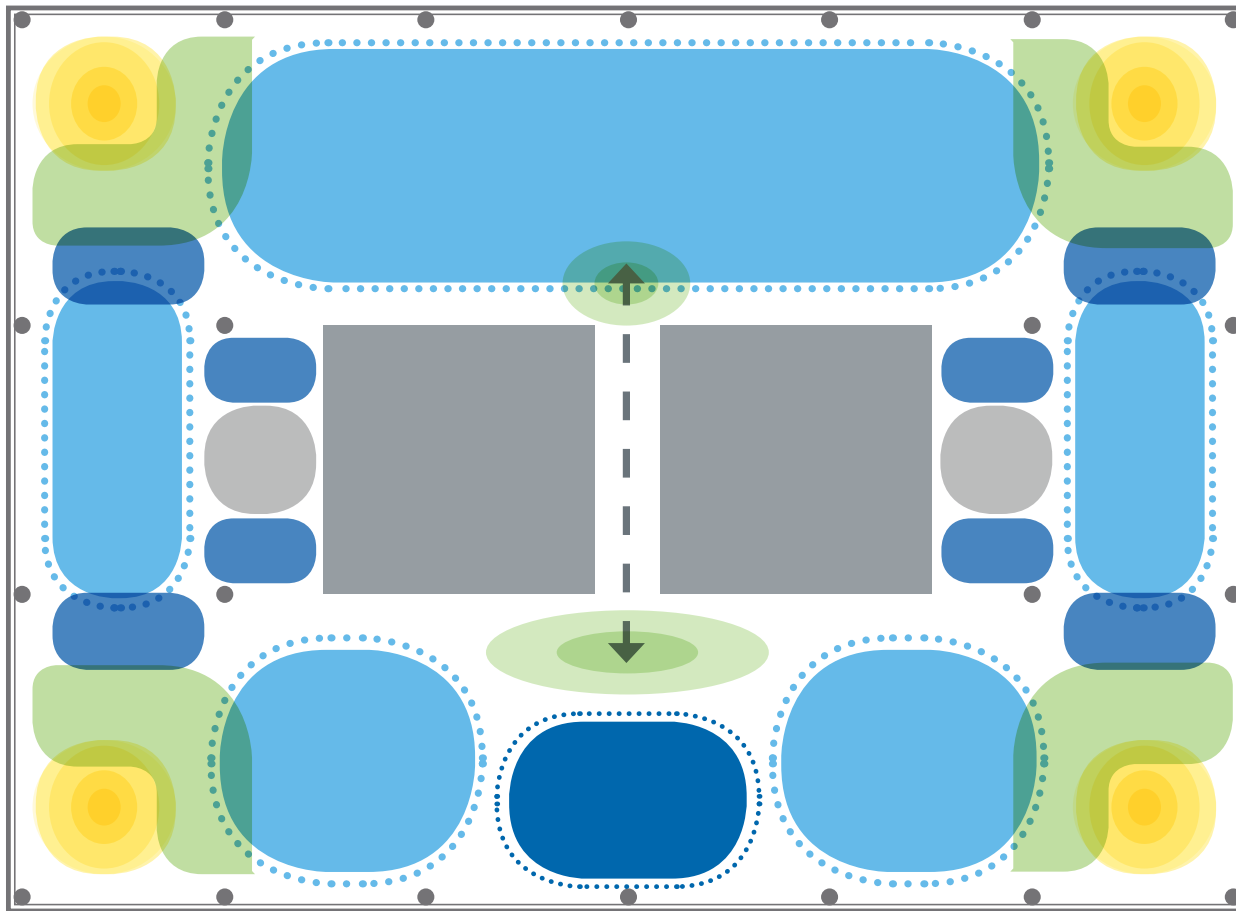


Approach B

- Break out/tea point and other shared spaces located at centre of floorplate but maintaining access to views and natural light for all work floor users
- Shared enclosed space clustered around centre of floorplate
- Maintain some sense of 'landscape' to floor, ensuring a sense of community can be maintained within the department spaces and provide opportunities for branding
- Major support spaces located adjacent to core

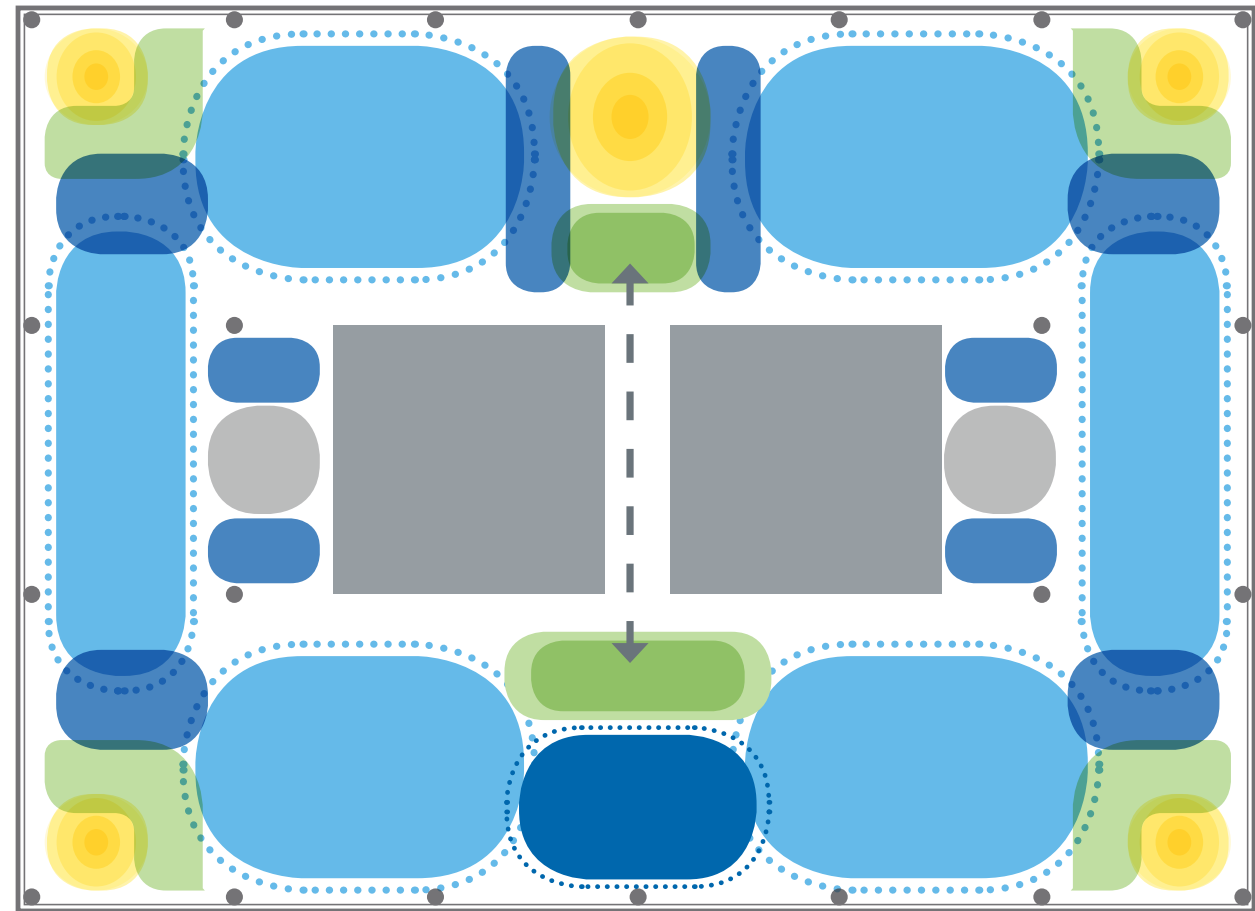


Multi-Department floor



Approach A

- Break out/tea point and other shared spaces located at corners of floorplate (where services allow)
- Best views and natural light accessible for all users
- Shared enclosed spaces planned to create some sense of 'landscape' to floor, ensuring a sense of community can be maintained within the department spaces and provide opportunities for branding
- Major support spaces located adjacent to core



Approach B

- Break out/tea point and other shared spaces distributed through floorplate
- Best views and natural light accessible for all users
- Major support spaces located adjacent to core
- Shared enclosed spaces planned to create some sense of 'landscape' to floor, ensuring a sense of community can be maintained within the department spaces and provide opportunities for branding
- Major support spaces located adjacent to core



Example layout

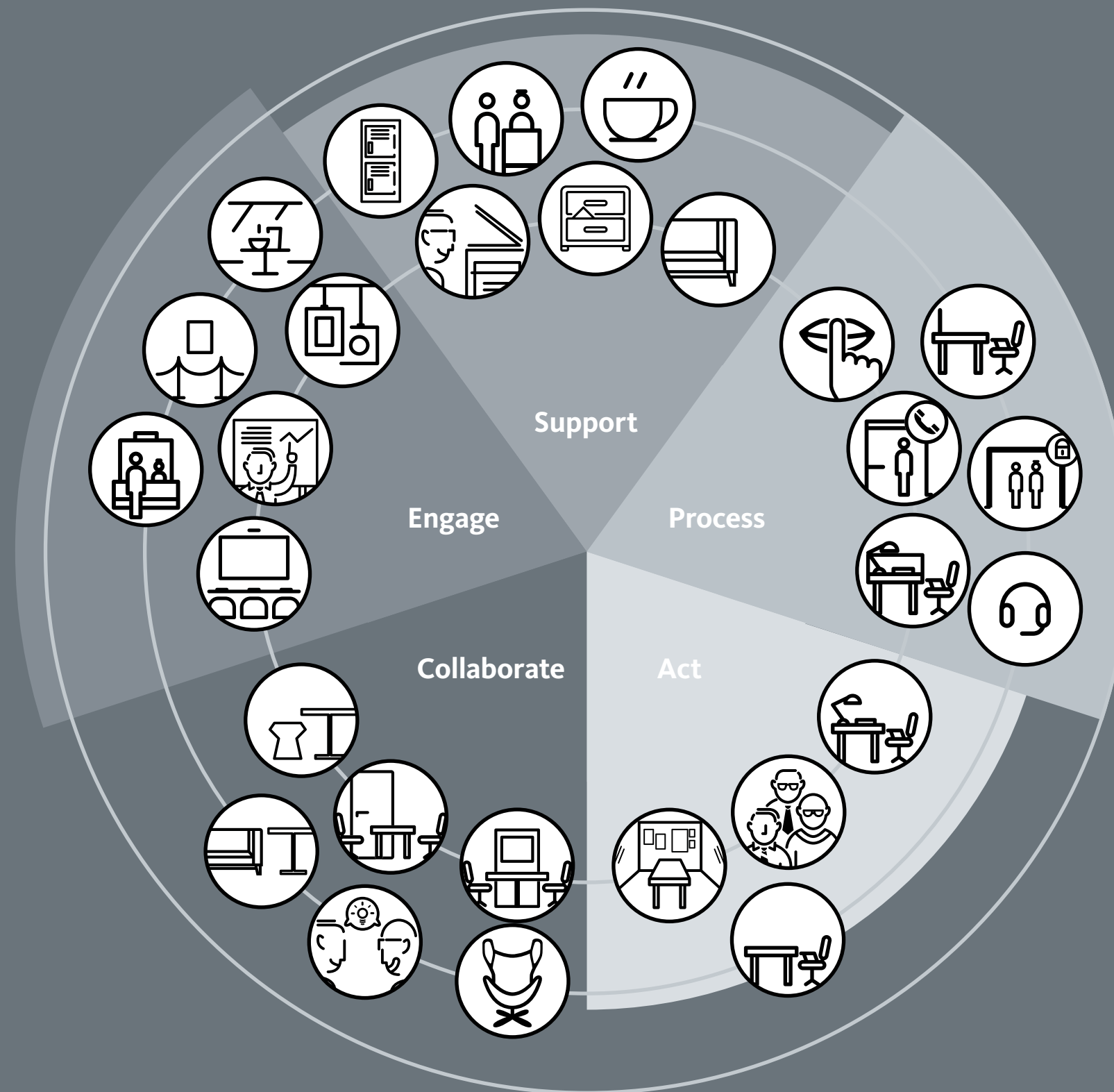




4.

Space Types

This chapter serves as a high level summary of the Space Types. More details on individual space types can be found in the Annex.





LOCKER



COPY & PRINT

CONCIERGE/
2ND RECEPTION

STORAGE



RELAX AREA



TEA POINT

How to use it?

- On demand, no booking required
- Shared space

When?

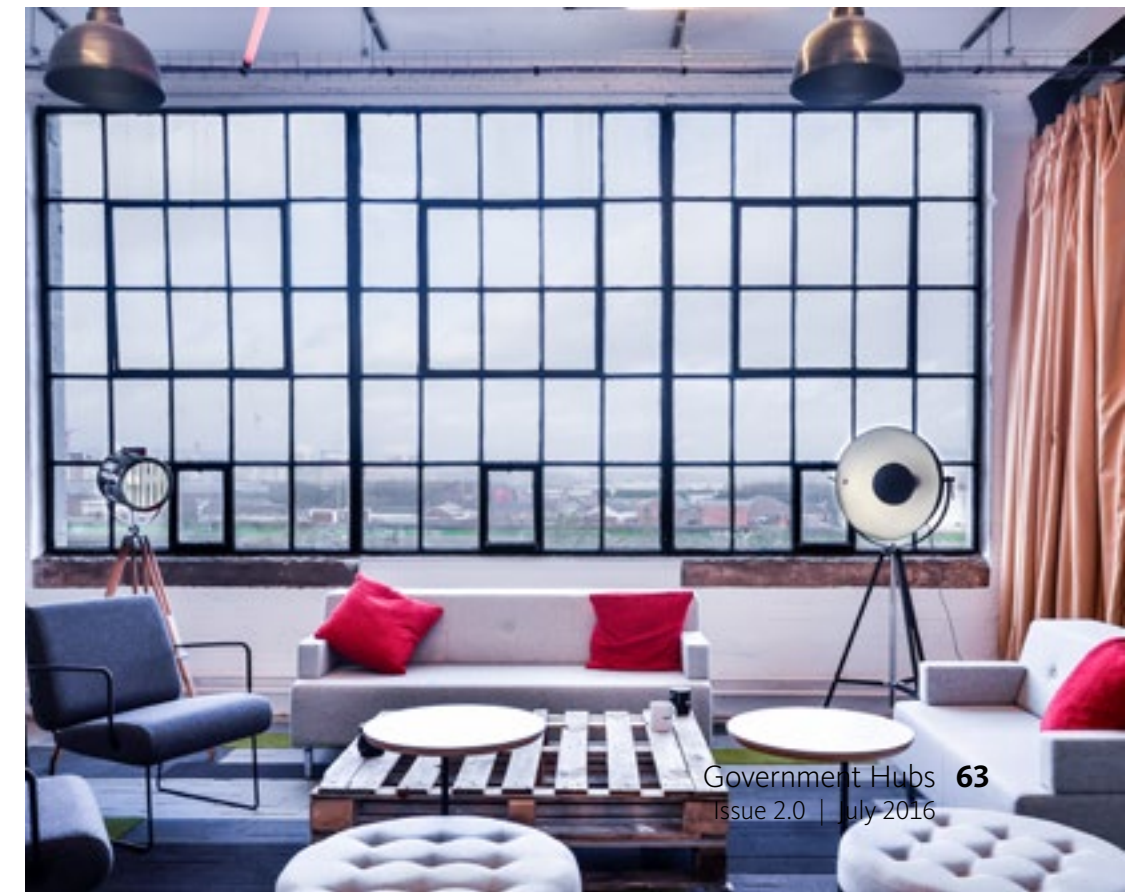
- Every day
- Anytime

What is it?

- A mix of spaces and facilities which support the various work processes and help employees to disconnect, relax and recharge at work.



“ Supporting people and work. ”





SECURE ROOM



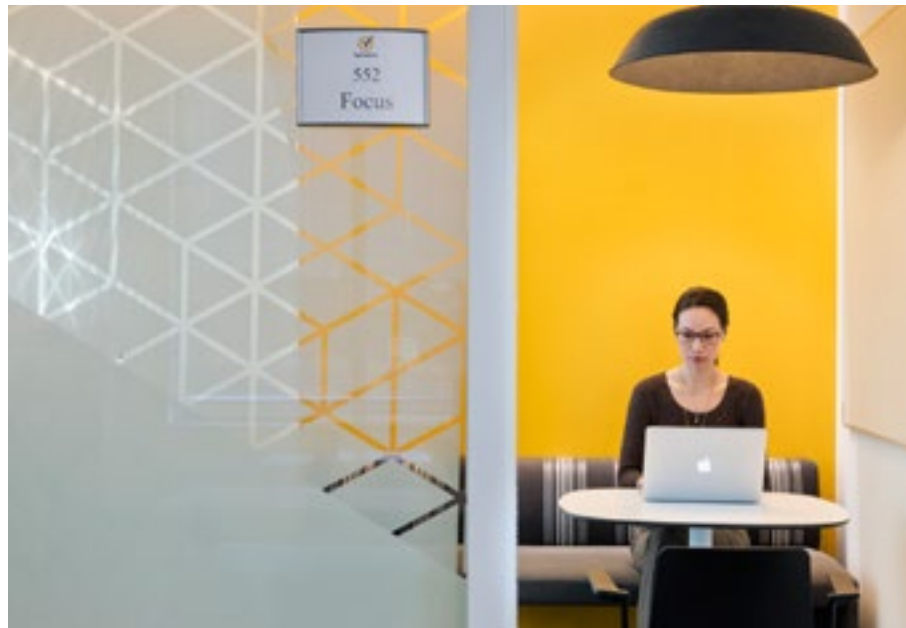
CALL CENTRE

PHONE
ROOMSWORK
SPACE

TOUCHDOWN



QUIET ROOM

**How to use it?**

- For activities that require a quiet environment or high levels of concentration.
- For solo or small group tasks.
- Shared spaces - anyone can use when needed

When?

- Every day
- Anytime

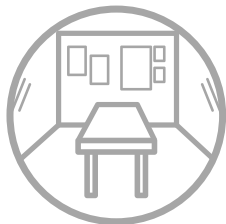
What is it?

- A variety of spaces which reinforce concentration and/or confidentiality by different divisions such as walls, wall partitions or closed rooms.



“ Getting their job done quietly day by day. ”





PROJECT
ROOM



TEAM AREA



WORK
SPACE



TOUCHDOWN

How to use it?

- Group or solo activity mode
- For tasks that do not require high levels of concentration
- Shared, with spaces that can be dedicated to projects when needed

When?

- Every day
- Anytime

What is it?

- Mix of spaces which enable group thinking and exchange as well as the ability to work in solo mode.



“ **Allowing people to work, alone or together.** ”





BREAK-OUT SPACE



MEETING ROOM



OPEN MEETING



THINK TANK



WORK LOUNGE



WORK WITH A VIEW

How to use it?

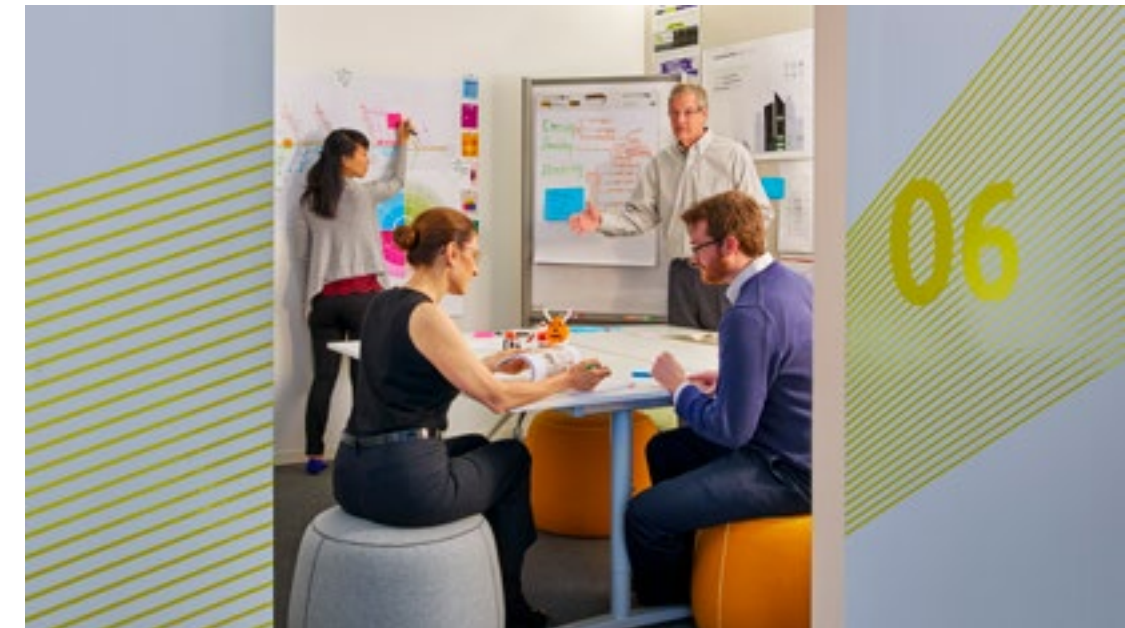
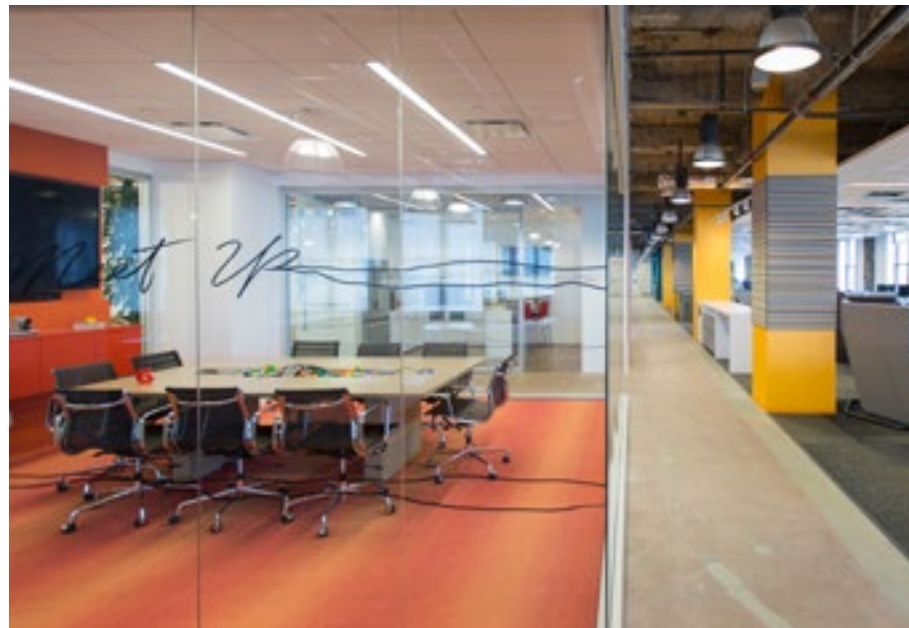
- Mix of bookable and non-bookable spaces
- Be respectful of other bookings after your meeting ends
- Occupy the informal spaces as needed and for the time required
- Breakout spaces can be used for meetings or spontaneous collaboration

When?

- Meetings (formal and informal, booked and spontaneous)
- Discussions
- Spontaneous collaboration
- Every day, anytime

What is it?

- Collaborative spaces for discussions, meetings, creative thinking
- Bookable and non bookable spaces
- Spaces for casual interaction



To enable colleagues, partners and advisers to freely interact and collaborate on a daily basis.





EVENTS SPACE



SHOWCASE SPACE



TRAINING ROOM



CONFERENCE ROOM



EATERY



RECEPTION (REGISTRATION)

How to use it?

- Shared spaces
- Some are open to the public

When?

- On a daily basis or when events / sessions are organised

What is it?

- Various spaces which enable the organisation to host a range of social events, welcome employees and visitors and provide an attractive, enticing and welcoming central point to meet, talk and eat together.



“Bringing together the public, colleagues and partners to provide exemplary service.”





5.

ICT & Security

**“ IT modernisation in
Government aims to have
technology that people
are proud of, and that
makes Government work
elegantly for citizens.”**

“The Way We Work. Smart Working in Government”, 2014

Hubs will support seamless workflows between all teams and locations, in terms of easy to use and compatible portable devices (plug & play) and well connected and functional work environment based devices. To achieve this, technology must provide the right balance of a seamless experience and trusted security.

Seamless user experience

Ubiquitous Wi-Fi coverage and assumed mobility will enable users to choose the right working environment based on the task at hand. Users will have devices that connect securely through Wi-Fi to departmental information and resources. Providing smart technology that requires minimal support or training to use will make it easier to adopt.

The range of technologies provided within each Hub will ensure that the technology experience across each Hub is consistent and will also include:

- Seamless mobile technology solutions
- Cloud storage and application hosting
- Remote access technologies
- VoIP (Voice over internet Protocol) technology
- Conferencing Technologies (audio video and web, mobile and static)

Each Hub will also offer 'real time' management of the Hub environment via booking systems, sensors, secure access gates etc.

“ Anywhere where work is done becomes part of ‘the office’, so common systems, processes and tools should be available to all staff wherever they are working. In this way ‘the office is the network.

”

Ref: TW3 guide to Smart Working

The security of Hubs should provide an unobtrusive experience, by balancing the smart working environment with specific needs for physical separation.

Varying security needs

The overall approach to security should account for different security requirements and approaches to risk management that different teams have, additionally considering that certain regulatory groups need to maintain some form of independence.

Permeability levels

Security will be developed based on levels of permeability and transition through the four core space zones. Accessibility will be based on the security clearance level or classification of the individual rather than by that of the department.

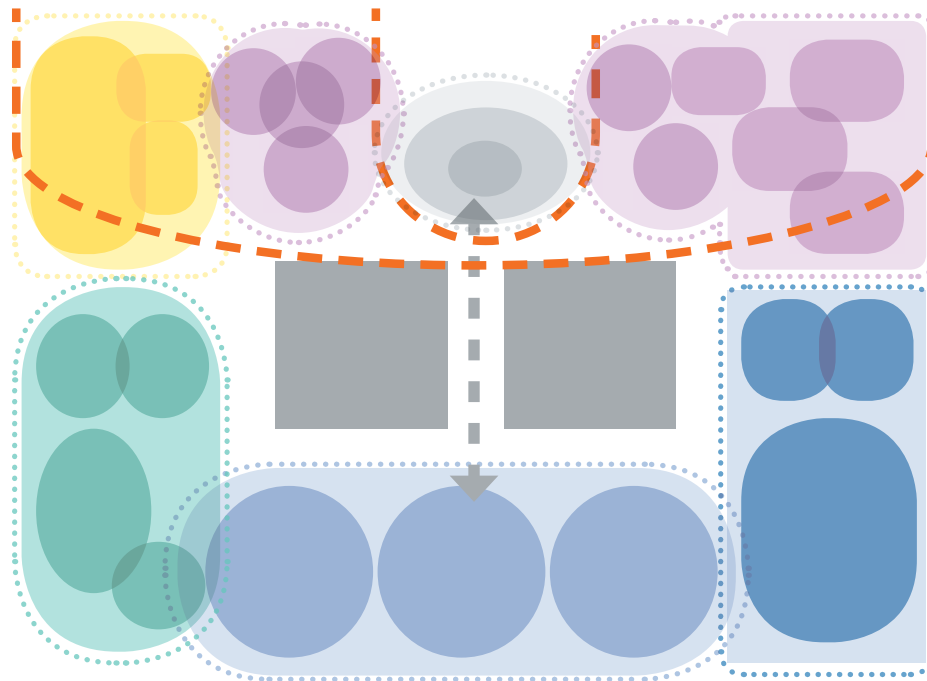
Balance

It is fundamental to achieve the right balance between the use of commodity technologies and personal responsibility together with appropriate protocols. Security should be proportionate to the risk, using controls in the same way that well run commercial businesses would.

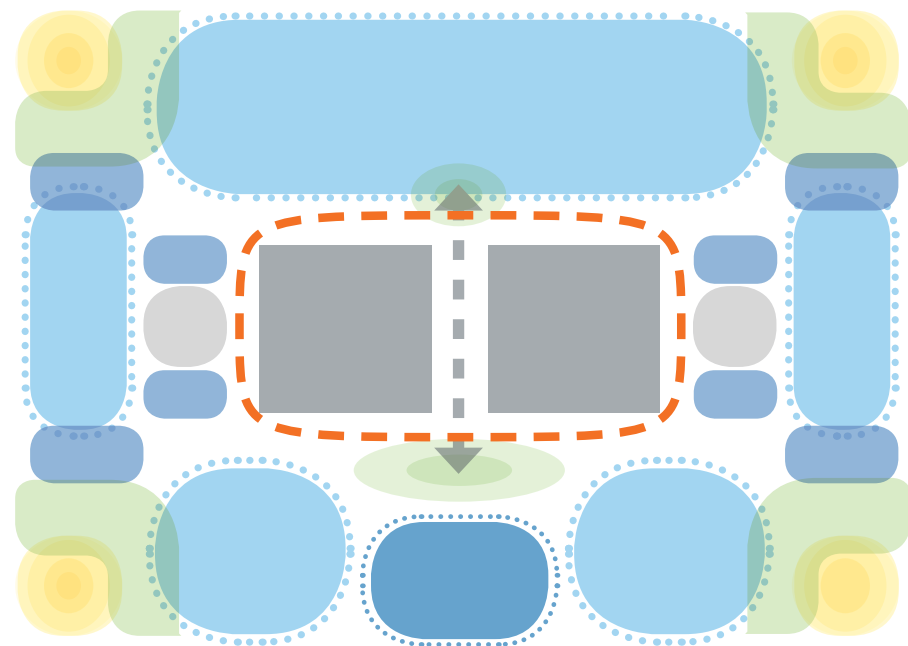
“ Security needs to be about helping organisations and individuals achieve what they need to get done, as safely as possible, not about stopping things from happening. We want to challenge the dangerous misconception that good security practice is at odds with technology innovation. ”

Ref: [Governmenttechnology.blog.gov.uk/2015/12/08/security-says-no](https://governmenttechnology.blog.gov.uk/2015/12/08/security-says-no)

A layered approach



Plan - Ground Floor

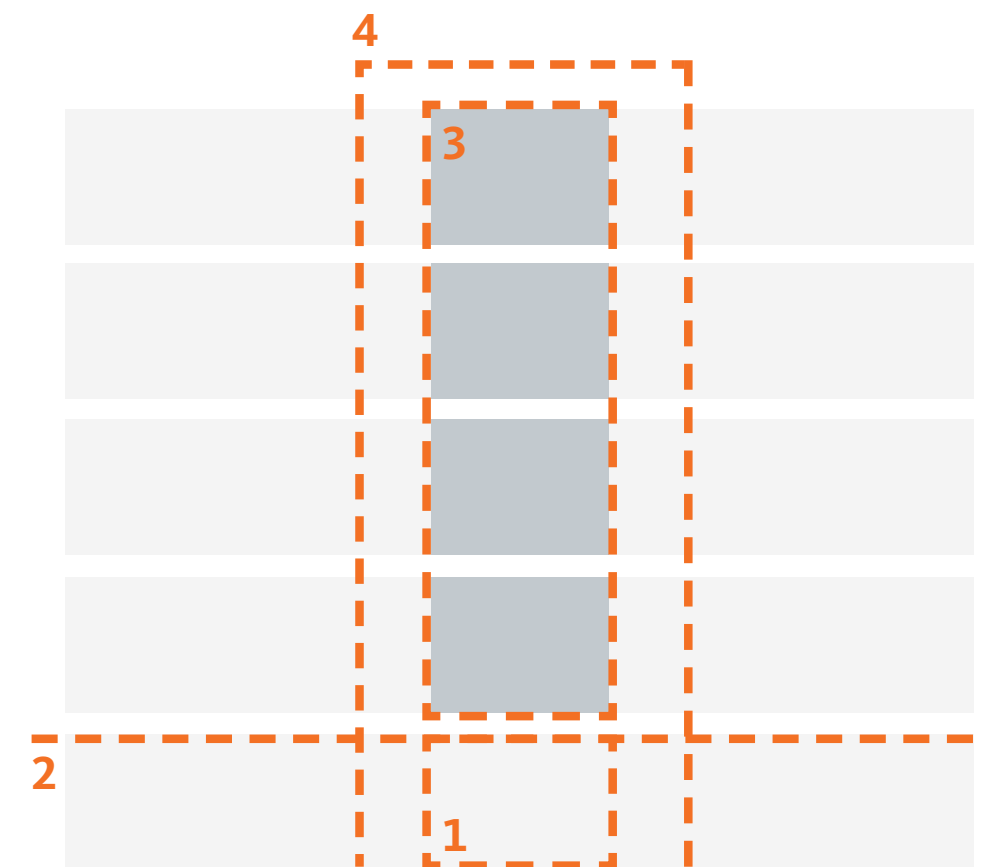


Plan - Working Floor

- Core + Services
- Reception
- Public Space / Showcase
- Events / Town Hall
- Cafe / Eatery
- Shared Enclosed Spaces
- Invited

- Core + Services
- Support
- Shared Enclosed Spaces
- Focus/Phone
- Home Zone / Team
- Open meeting/breakout/Lounge
- Hub/Tea point

----- Security Line



Building Section



6.

Hub Integration

Hubs allow civil service careers to be built locally and encourage attraction, development and retention of talent. The built environment will be designed to reflect this ambition.

Celebrating the local culture through design

One of the core ambitions of the Government Hubs programme is to break the Whitehall mould. This has to go beyond just the geographical location itself, ensuring that Hubs are not just a replication of Whitehall in another region or city. The design of Hubs should therefore reflect the local region and context.

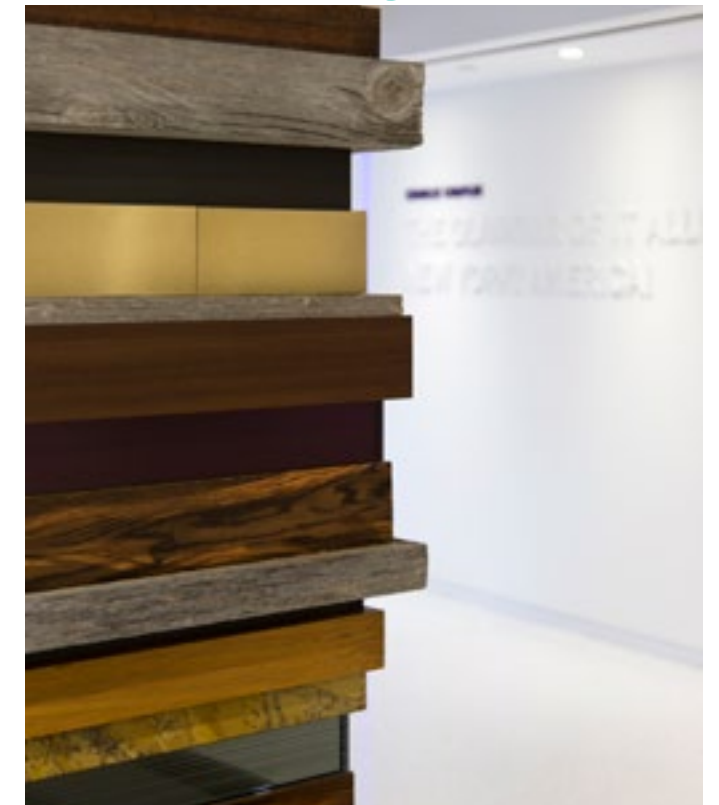
The designed environment should reference and be influenced by the local context, heritage and culture. This local reflection should be manifested in a variety of ways, through architectural interventions, graphics, materials and furniture selection for example. Consider a subtly combined approach to create an environment which enriches the user experience while celebrating the local place.

It is important however, that the execution of regional influences is implemented in a subtle and considered way. It's preferable to avoid literal translations, for example, environmental wall-graphics depicting obvious regional landmarks (i.e. The Angel of the North) or placing a regional archetypal product in the workplace out of context (i.e. a red phone box). Instead, allow the users and visitors a more insightful view and experience of the region, without resorting to direct representations.

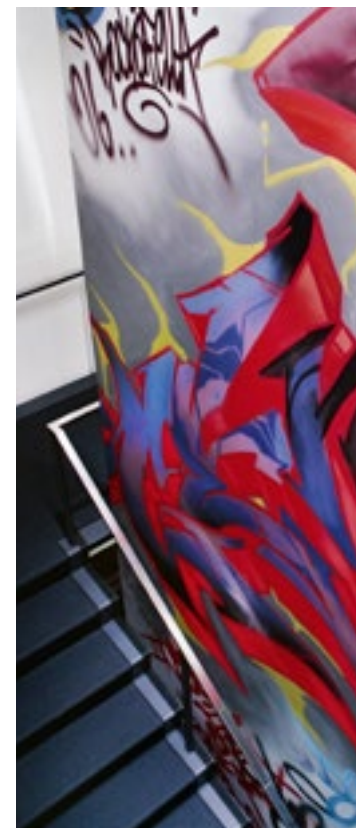
Local industry



Heritage materials



Local customs & fables



Local references



Local artists & producers

Approach to integration with and positive promotion of government within the public realm

Hubs will provide an opportunity for greater engagement with the general public by breaking down public perception that government institutions are closed “no-go” buildings.

Based in major urban centres with a mix of departments, Hubs will allow civil servants to build careers locally as well as attracting and retaining top talent.

Provision of a range of shared public spaces both inside and out of the Hubs should be considered, with a view to ‘opening up’ the Hub where this is appropriate and relevant given the Hub occupier profile.

A ‘permeable’ ground floor should be maintained where possible, to enable local visitors to access the space for other reasons than simply dealing with local government employees. For example, allowing a cafe, or other easily shareable facilities, can increase the transparency between the government and the public. Security concerns can be limited by placing publicly accessible spaces at the easiest to reach spot, and adding security later on in the user journey experience.





7.

Flexing & Proofing for the Future

“The move to smart working is a journey. And it is one that continues.”

“The Way We Work. Smart Working in Government”, 2014

Hubs need to be designed with the future in mind. Consider how the fabric of the building can allow for future growth and change within the Hub environment.

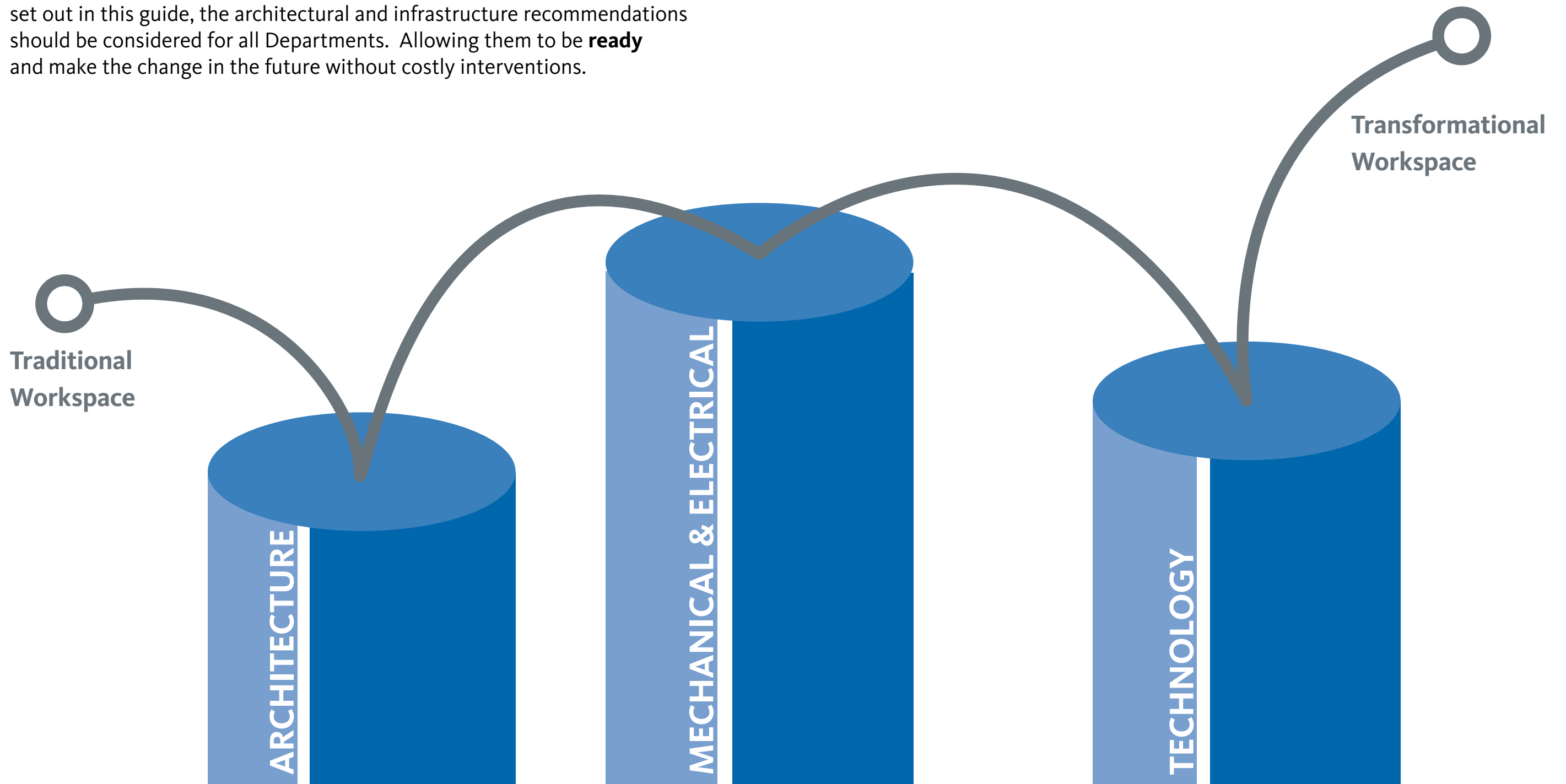
FUTURE CONSIDERATIONS

- ☐ Design to a standard modular grid
- ☐ Plan floor layouts on a 'plug & play' basis (i.e. two focus rooms can be converted to one meeting room / one bench of desks could be converted to two open settings etc.)
- ☐ Technology to allow for 'plug & play' approach
- ☐ Reflective ceiling plan and lighting layout to allow for different desk layouts
- ☐ Ensure clear understanding of 'as built' capacities of future Hub building (means of escape, building services etc.)
- ☐ Meeting room partitions to allow for second fixes i.e. Built-in AV trunking centred to all walls.
- ☐ Assess flexibility of building infrastructure (raised floor trunking & boxes, ceiling / lighting grid etc.)
- ☐ Consider pre-engineered zones for future flexibility of built and non-built spaces.

7 Building in Flexibility

Ensure the building infrastructure can allow for change

It's recognised that not all Departments will be ready to adopt every recommendation or space type outlined in this guideline. However, to allow for future adoption of the alternative work styles and environments set out in this guide, the architectural and infrastructure recommendations should be considered for all Departments. Allowing them to be **ready** and make the change in the future without costly interventions.





8.

Maintaining the Experience

8 Maintaining the Experience

Summary of areas to be managed

People

**Support / training
in how to use the
space (awareness,
etiquette, leadership)**

**Protocols for
managing
expectations**

**Feedback systems: pre
& post occupancy etc.**

Operations

**Curating the
experience**

**Protocols and systems
for booking the spaces**

**Protocols for
preparing and
maintaining
the spaces**

**Building operations:
appropriate systems
for maintaining
the spaces and
the building**

**Building services:
appropriate systems
for support services
and logistics**

Acknowledgements

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- | | |
|------------------------|---------------------------|
| Alan Couper - DWP | John Ryder - DoH |
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| Anne Parker - GPU | Louis Loizou - FSA |
| Anthony Bickmore - GPU | Malcolm Twite - DfT |
| Bridget Hardy – GPU | Melinda Johnson - DfT |
| Carmen Spiteri - DoH | Michael Shryane - GDS |
| Frazer Smith - HMRC | Nick Woodcraft - GDS |
| Sarah Brant - DoH | Richard Graham – GPU |
| Ian Leat - DfT | Ruben Huidobro – GDS |
| Ian Pearce - MoJ | Safraj Ismail - OfGEM |
| Jim Beaver - OfGEM | Stuart Watts - MoJ |

All images present in this document referenced from the following sources:

- GPU archives
- Gensler archives

