

SECURING THE FUTURE OF OUR HQ.

Institution of
**MECHANICAL
ENGINEERS**

Improving the world through engineering



AGENDA

1. Introduction to the RESG team and overview of the project
2. Project opportunities
3. Member engagement to date
4. Process to date
5. Summary of proposed enhancements to building
6. Governance process and next steps
7. Final discussion and close

WHO ARE RESG



Helena Rivers
Trustee



Terry Spall
Past President



David Nowell
Trustee



Philip Goodge
Head of Building Services



Ruth Shilston
Council



Frank Mills
Council



Sean Fox
Finance and Commercial Director



Benjamin Ralph
Construction & Building Services
board

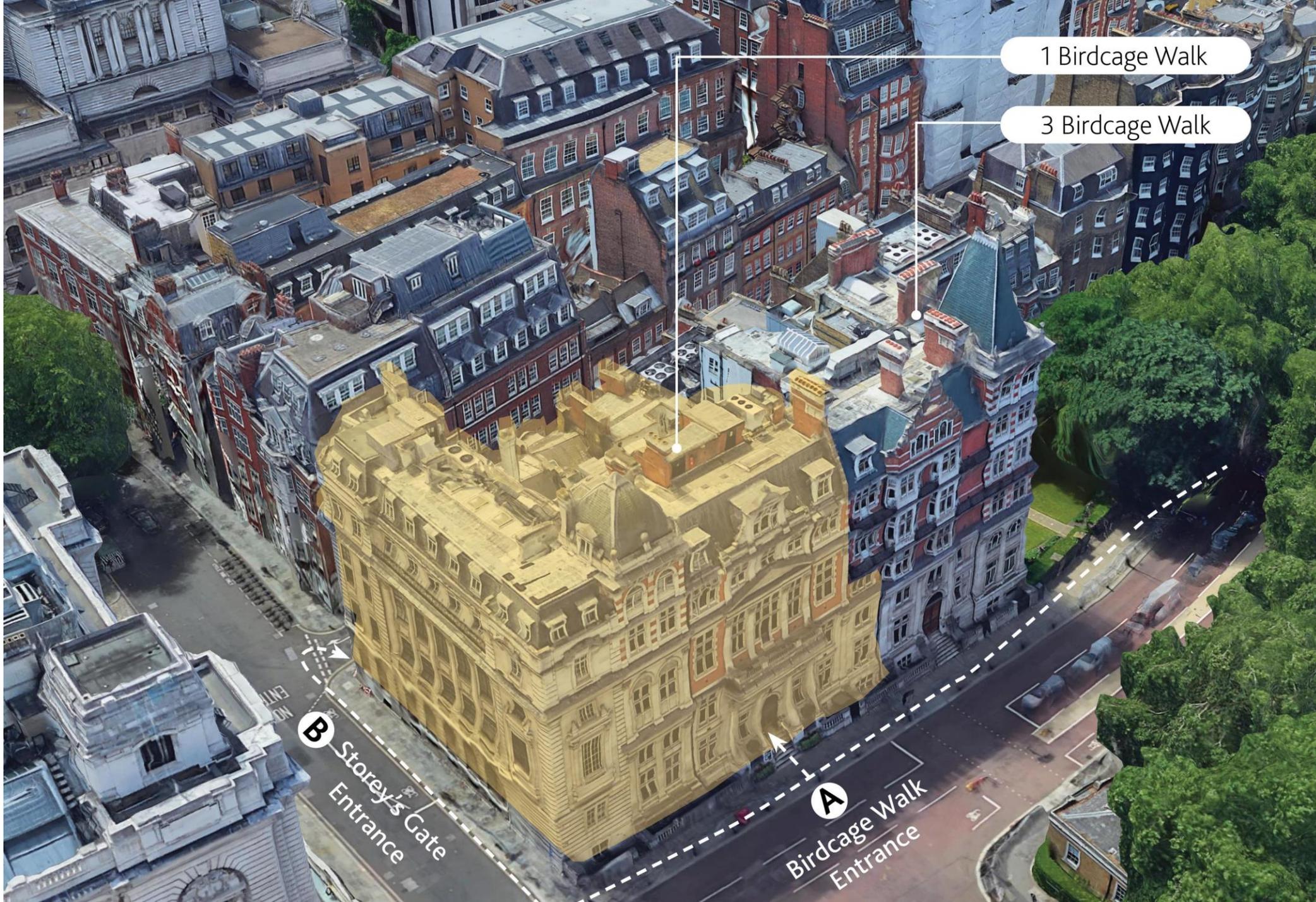
Improving the world through engineering

THE CHALLENGE.

Refurbishment work is urgent

- Building is 122 years old and needs extensive modernisation and refurbishment to remain in use
- Initial canvassing shows members have a strong attachment and want to keep it as our HQ
- The work is estimated to cost £16 million, unaffordable from free reserves
- Major decisions regarding the building need 2/3 majority support - doing nothing is not an option
- This proposal has best chance of securing 2/3 majority we need to go forward





1 Birdcage Walk

3 Birdcage Walk

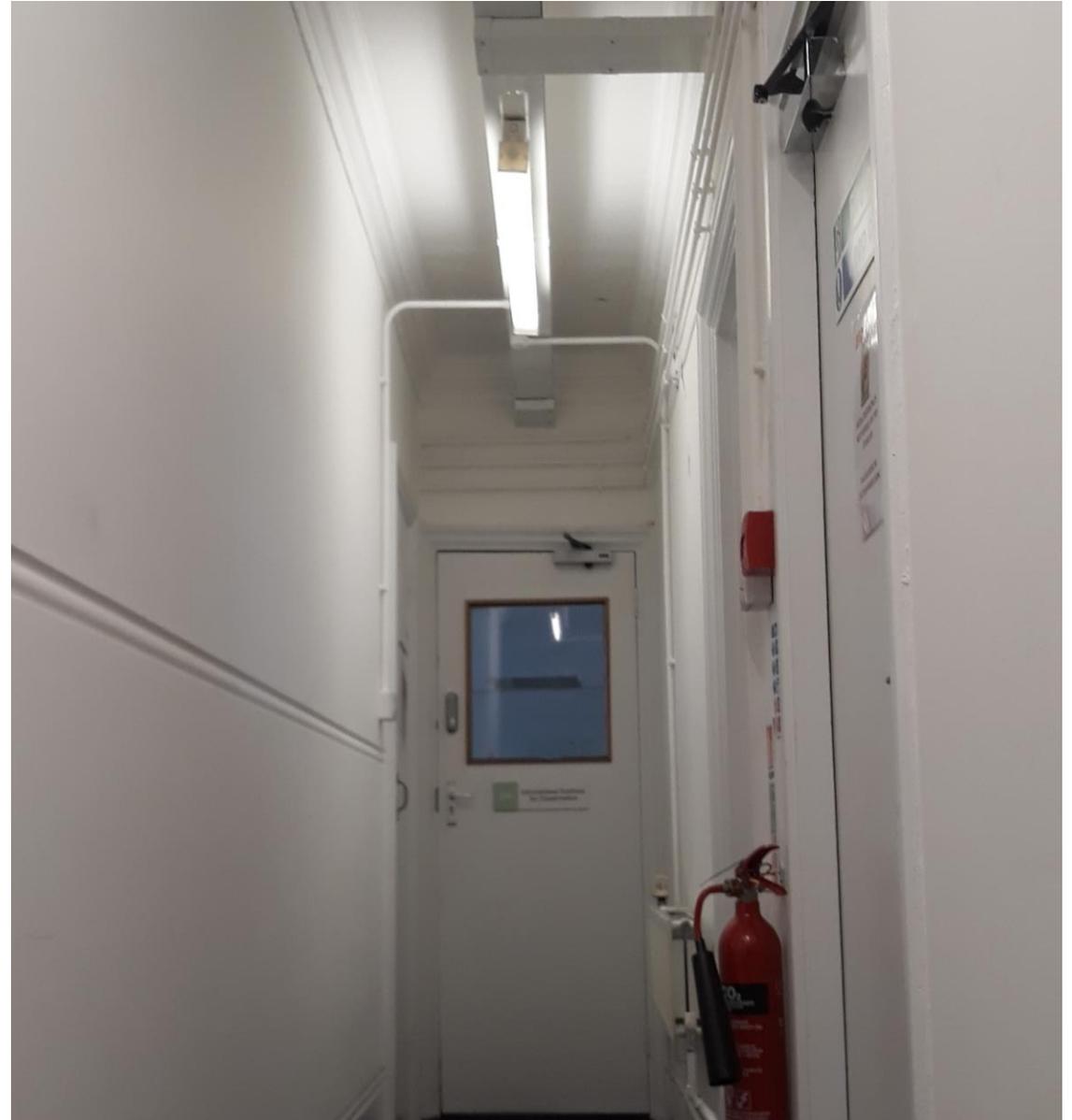
B Storey's Gate Entrance

A Birdcage Walk Entrance

3 BIRDCAGE WALK.

Bought by IMechE in 1958

- 3BW was formally joined to 1 BCW in 1960
- Space has been used for staff offices and rented to tenants
- Offices and facilities are dated and no longer fit for purpose
- Only areas in 3BCW available for members are meeting rooms on the lower ground floor
- Replacement member meeting rooms will be available in 1BCW



OPTIONS APPRAISAL

- A physical home for the charity
- A workplace for staff
- A meeting place for members
- A location which supports influencing Government
- A location which engenders pride
- A building which showcases engineering best practice

| Option | Proposal | Impact | Risks | Opportunities |
|--------|--|--|--|---|
| 1 | Stay in OBW – no change | <p>Major investment needed</p> <p>Old fashioned / non-optimised space for staff and members</p> <p>Refurbishment costs force a reduction in Learned Society activity</p> | <p>Low return on external rents</p> <p>Inefficient working</p> <p>Inability to raise funds</p> | <p>Little interruption</p> <p>Continue existing rentals</p> |
| 2 | Keep 1 and move out of 3 Birdcage Walk | <p>All staff and member services moved into 1BCW.</p> <p>Will requires moves and major works</p> | <p>Significant investment still needed to 1BCW</p> <p>Short term loss of rental revenue</p> | <p>Improved staff and member space. Improved efficiency.</p> <p>Reduced operating costs</p> |
| 3 | Sell OBW | <p>Move to a new location</p> | <p>Unpopular with members</p> <p>Lose prestige of Institution</p> | <p>Modern, bespoke facility in cheaper location, lower operating costs</p> |

ACHIEVING CHARITABLE AIMS THROUGH THE PROJECT

- Educational Opportunities
- Low Carbon Solutions in a heritage setting
- Augmented Reality/Digital Twin



OVERVIEW MEMBER ENGAGEMENT TO DATE

Detailed survey of most active member groups:

- Past presidents
- Trustee Board
- Council
- Young Members Board

Member communications (March 21 onwards):

- Launch of webpage
- Article in PE
- Features on social media
- All calling for feedback

The screenshot shows a forum post on the 'Professional Engineering' board. At the top, it indicates '41 Comments', 'Professional Engineering', and a 'Disqus' Privacy Policy link. There are also 'Recommend', 'Tweet', and 'Share' buttons, and a 'Sort by Oldest' option. A 'Join the discussion...' input field is present, along with 'LOG IN WITH' and 'OR SIGN UP WITH DISQUS' options. The post is by 'Felix Schmid' from 8 months ago. The content discusses the impact of COVID-19 on staff, mentioning H&S rules, mental well-being, and the importance of communication. It also mentions the Real Estate Strategy Group (RESG) and their work with staff leadership. The post concludes with a note about the institution's commitment to staff well-being and communication.

41 Comments Professional Engineering Disqus' Privacy Policy Login

Recommend Tweet Share Sort by Oldest

Join the discussion...

LOG IN WITH OR SIGN UP WITH DISQUS

Felix Schmid · 8 months ago

Assumptions about the working lives of people post COVID 19 must be subject to robust scrutiny, because only a limited proportion of the staff of the IMechE have the privilege of good home working arrangements, i.e., a separate work space for each home-worker, space for their families and the ability to afford heating throughout the day. There are clear H&S rules about home-working and any breach of these rules can lead to fines.

Also, the mental well-being of staff must be kept in mind when taking decisions about, effectively, enforced working from home. Staff could raise claims against the Institution, were they to suffer injury in the widest sense. I would expect Isobel Pollock-Huff's new Diversity and Inclusion Group to take a keen interest in these plans.

It must be born in mind that effective communications amongst staff and between staff and members is essential to the functioning of the Institution. Staff supporting meetings require good quality work spaces so as to allow efficient use of their time when not supporting meetings.

Reply Share

IMechE → Felix Schmid · 8 months ago

Felix,

Many thanks for engaging with the proposals and providing your feedback – you have raised excellent points.

The Real Estate Strategy Group (RESG) has been working closely with staff leadership to ensure that office space provided aligns with staff wants and needs. In relation to your feedback, I liaised with the Institution's HR Director, Bims Alalade, who assured me that the Institution is not at risk of breaching employment legislation as a result of employees working from home. Furthermore, an anonymous staff work and wellbeing survey was conducted last year to assess wellbeing needs and work preferences. The results indicated a strong preference to work from home. During the times when lockdown restrictions were eased, staff were free to work from HQ, however, the majority chose to work from home. Increased costs arising from working from home have been offset by the savings made where staff are not commuting into London. Staff can also claim a tax relief allowance from the government when working from home has not been their choice or defined in their contract.

To reassure you, those who want to regularly work at HQ will still be given that opportunity. Providing staff with good quality space (which they do not have currently) is one of the drivers for this project.

The Institution does provide generous wellbeing benefits and initiatives in addition to consultation with staff. It will bolster its current efforts to safeguard mental health by training more mental health first-aiders and providing more information resources where available. It is also worth noting that as a Trustee on the Diversity and Inclusion group, I have been liaising regularly between both groups, especially around accessibility in all its forms.

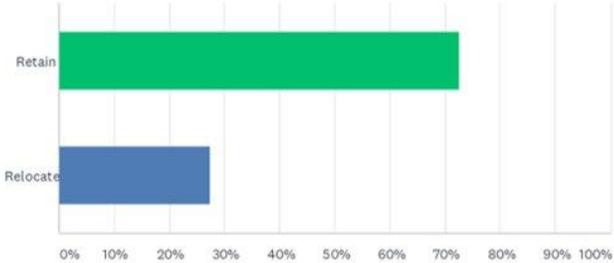
Your comments around communication are valid. I understand that the facilities department have ensured that adequate workspace is available when staff work from the office to ensure they can effectively support members. Concerning the proposals focused on the building, staff will receive regular communication updates to ensure they are involved in the consultation about the building and their work environment. Employee surveys have shown that staff are comfortable talking to their managers, their employment engagement representative, and the

REAL ESTATE STRATEGY GROUP QUESTIONNAIRE

Real Estate Strategy Group Questionnaire

Q11 Would you prefer to retain OBW or move to a modern purpose built facility?

Answered: 95 Skipped: 0

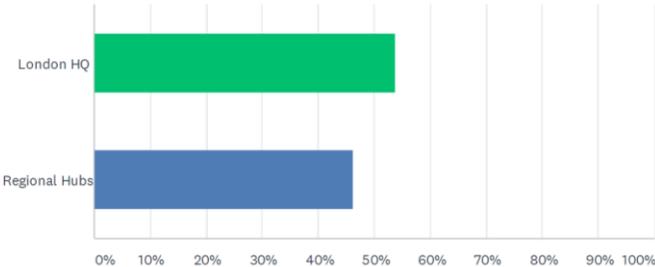


| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Retain | 72.63% | 69 |
| Relocate | 27.37% | 26 |
| TOTAL | | 95 |

Real Estate Strategy Group Questionnaire

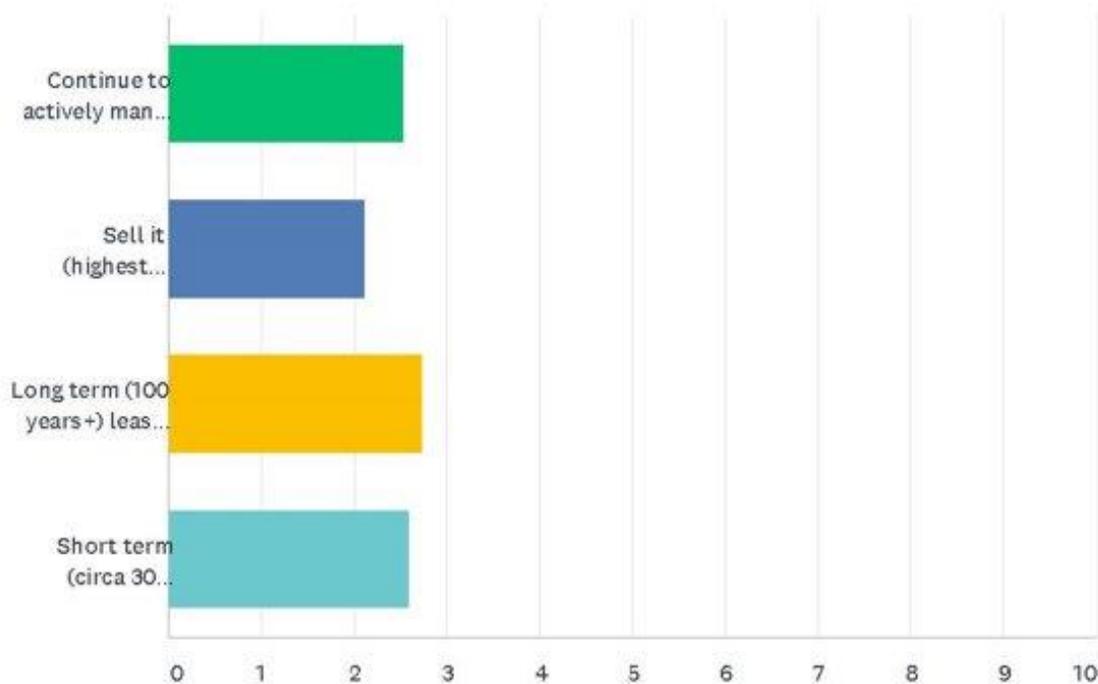
Q12 If relocate would you support investing in a new London based headquarters of a similar size or a series of regional 'hubs'?

Answered: 67 Skipped: 28



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| London HQ | 53.73% | 36 |
| Regional Hubs | 46.27% | 31 |
| TOTAL | | 67 |

REAL ESTATE STRATEGY GROUP QUESTIONNAIRE



- No 3 Birdcage Walk (3BCW) is no longer needed by the Institution for office space.
- It has until recently been largely rental space but is now in a poor state of repair
- Members were consulted on what they would like to do with 3BCW

SOCIAL MEDIA

Social media and website used to engage with members

Lots of responses so far



Institution of Mechanical Engineers
77,822 followers
3d · 🌐

"The goal is to create a modern, inspiring HQ which allows us to maximise our impact on government and society at large. A building which is welcoming to our members and the public and is accessible to all."

Our headquarters is 122 years old and needs extensive refurbishment for us to continue to be able to use it. Canvassing of our members shows a strong attachment to the building and a desire to retain it as our HQ. We are proposing to grant a long-term lease of 3 Birdcage Walk to fund the refurbishment of 1 Birdcage Walk, which was our original HQ in London. The Trustees have agreed this is a significant decision which needs to go to a member vote.

Valued members, we need you.

Find out more details by logging into the members' area of our website to see a recently updated and dedicated page about the project.

[#IMechE](#) [#MechanicalEngineering](#) [#BirdcageWalk](#) [#StJamesPark](#)
[#SecuringTheFuture](#)

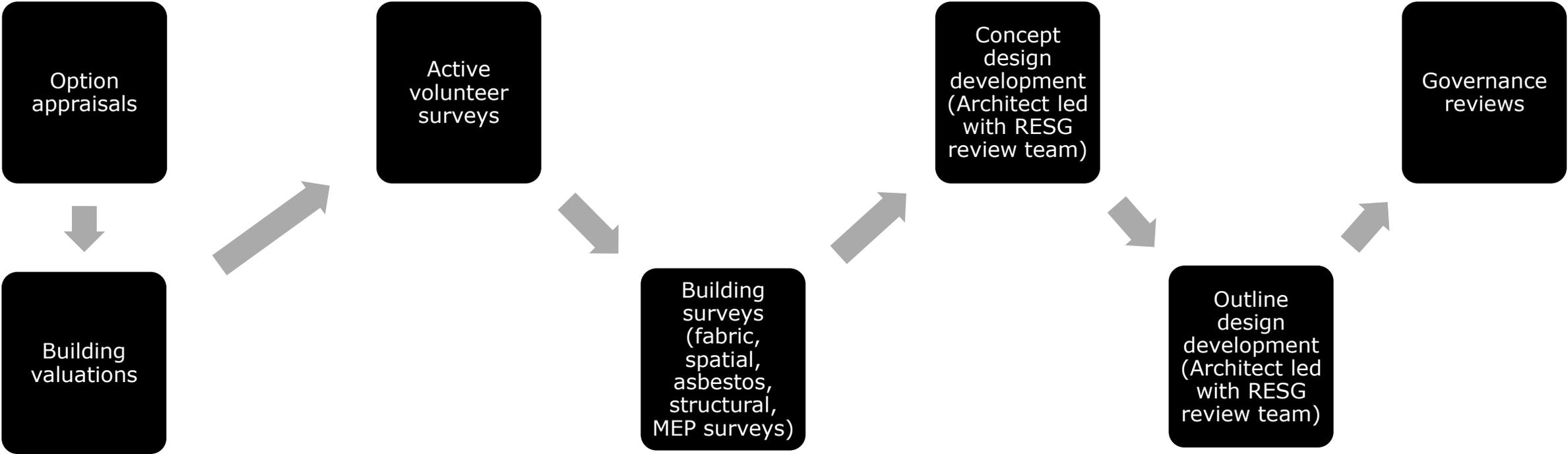
SECURING THE FUTURE OF OUR HQ.
imeche.org/bcw

👍 🌟 🗨️ 96 - 10 comments

Reactions

👍 👍 👍 👍 👍 👍 👍 👍 👍 +88

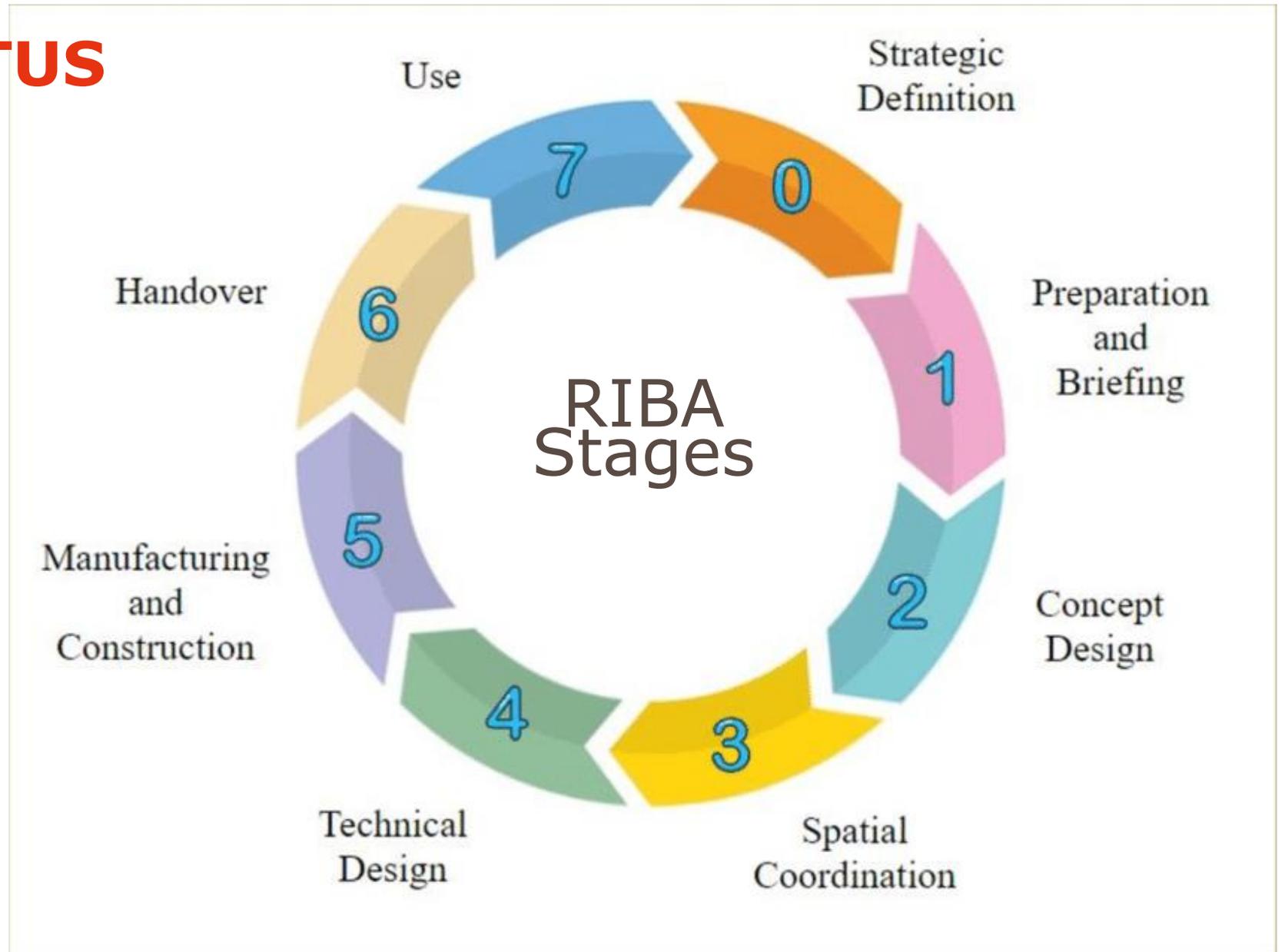
WORK DONE TO DATE



CURRENT STATUS (TECHNICAL)

To test our cost and design assumptions we have developed the proposals to RIBA 2.

If members wish to go ahead, there is a lot of refinement still to come.



OUR PRIORITIES.

Listening to your feedback

Welcome members

- Creating a dedicated members' lounge
- Exhibition space and café seating in reception

Making the building accessible to all

- Building a ramp for wheelchair users adjacent to the main entrance
- A new lift accessing all floors

IMechE | Look & Feel / Initial Ideas

02 MEMBER'S AREA CONCEPT



OUR PRIORITIES.

Listening to your feedback

Address carbon challenge

- Making 1 Birdcage Walk as low carbon as possible for a heritage building

Build in flexibility

- Retractable seating in lecture theatre
- Removable walls in meeting rooms
- IT infrastructure – all rooms equipped for hybrid meetings



DESIGN – KEY FEATURES

Lower Ground Floor – Opening up of space to join marble hall and dining area

Ground Floor – Retractable seating, wheelchair entrance, exhibition space, café style seating

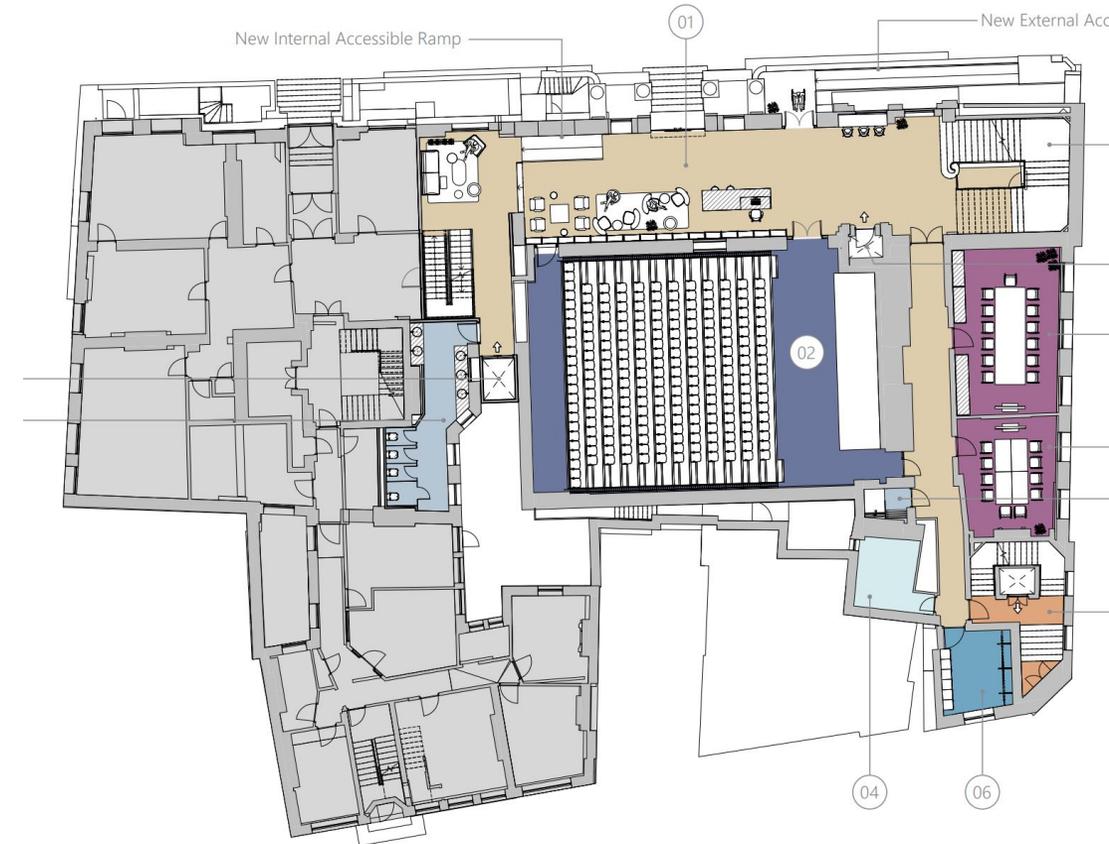
2nd Floor – New members lounge adjacent to library

4th Floor – New meeting rooms, new staff space

5th Floor – All new staff space designed for agile working.

Roof – Open up for roof terrace

Throughout – New lift, toilets on each level



GOVERNANCE

- Finance Board
- Strategy Committee
- Audit and Risk Committee
- Red Review
- Council
- Consultation and Vote
- Future Gateways





NEXT STEPS

Key dates in our plans

| Item | Date |
|---|-----------------------|
| End of consultation | Nov 2021 |
| Member vote | January 2022? |
| Design, planning, permissions, governance | March 2022 – Sep 2023 |
| Start of construction | Q4 2023 |
| End of construction and reoccupation | Q4 2024 |

Comms plans

- Webinars
- Website
- Email

QUESTIONS



THANK YOU.

Institution of
**MECHANICAL
ENGINEERS**

Birdcagewalk@imeche.org

For more information, please visit the Members' area of the website.

 /imeche

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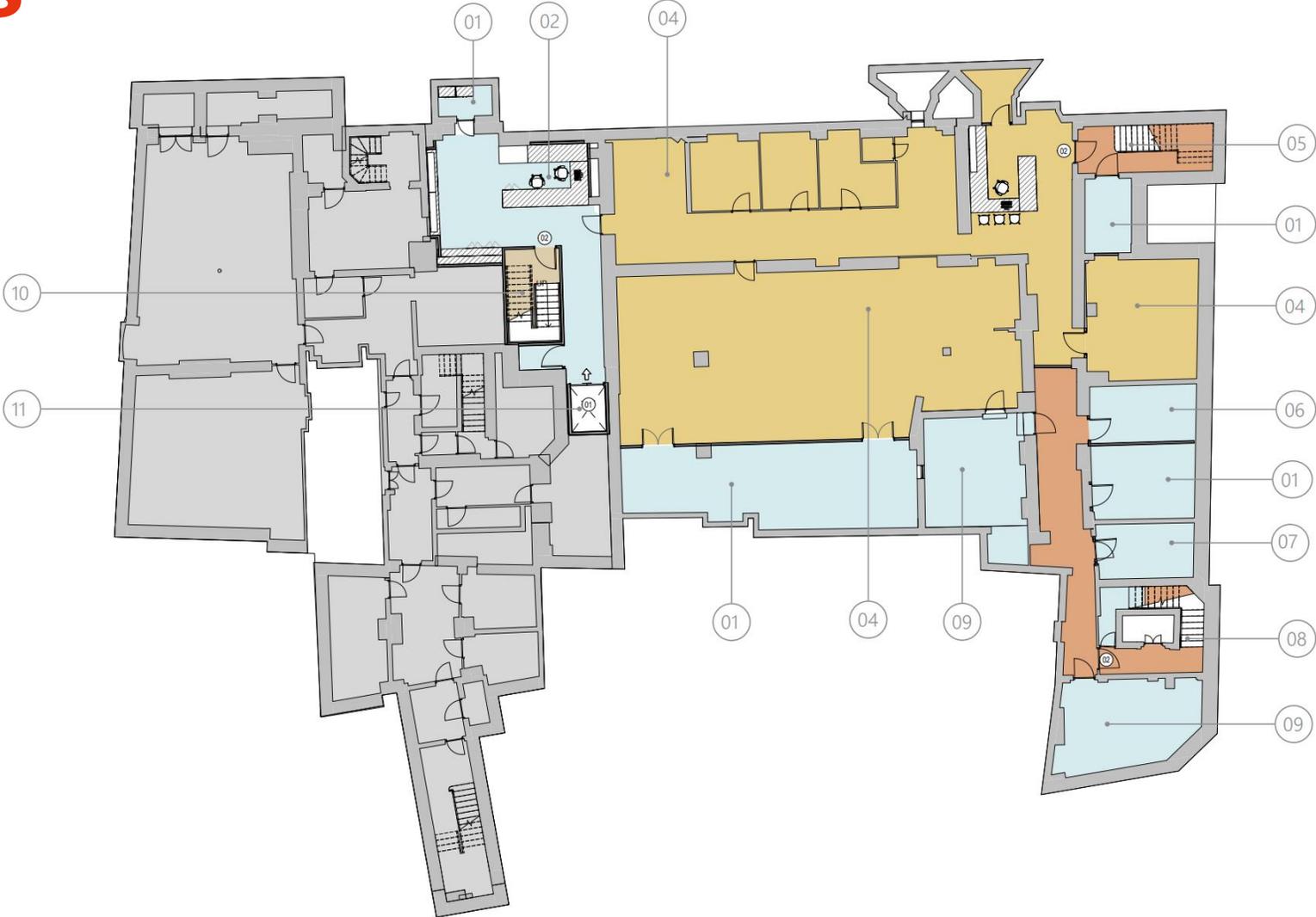
FLOOR PLANS

Layout Strategy Basement

- 01 Storage
- 02 Reprographics
- 03 Secondary Stairs
- 04 Archive
- 05 Staff Stairs
- 06 Comms Room
- 07 Bins Room
- 08 Staff Stairs
- 09 Plant Room
- 10 Secondary Stairs
- 11 Lift Access

- Members/ Visitors Circulation
- Staff Circulation (access controlled)

- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk



FLOOR PLANS

Layout Strategy Lower Ground Floor

- | | |
|---------------------------|---------------------|
| 01 Lounge | 12 Catering Kitchen |
| 02 Marble Hall | 13 Lift Access |
| 03 Main Stairs | 14 Toilets |
| 04 Cloak Room | 15 Secondary Stairs |
| 05 Furniture Storage | |
| 06 Catering Washing Area | |
| 07 Staff Stairs | |
| 08 Catering Storage | |
| 09 Storage | |
| 10 Catering Changing Area | |
| 11 Catering Staff Area | |

- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk

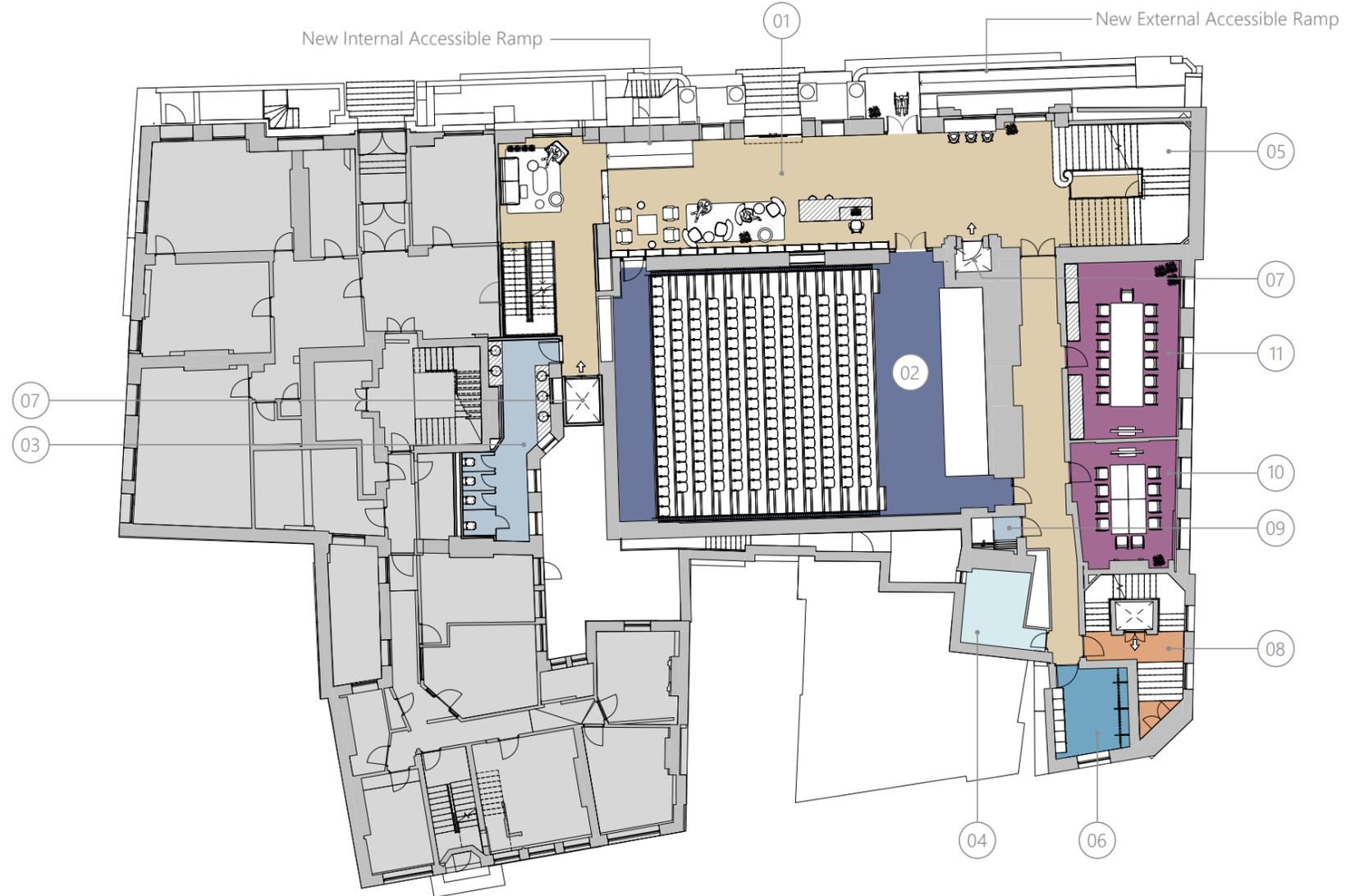


FLOOR PLANS

General Arrangement Ground Floor Level

- 01 Reception / Welcome Lounge
- 02 Lecture Theatre (retractable seating system)
- 03 Gender Neutral Toilets (Incl. Accessible Toilet)
- 04 Storage
- 05 Main Stairs
- 06 Bike Store
- 07 Lift Access
- 08 Staff Stairs / Lift
- 09 Members' Changing Room
- 10 Joseph Whitmore Meeting Room
- 11 George Stephenson Meeting Room

- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk



FLOOR PLANS

General Arrangement Level 01

- 01 Manufacturing Room
- 02 Theatre Mezzanine
- 03 Lobby
- 04 Storage
- 05 Meeting Room
- 06 Gender Neutral Toilets (Incl. Accessible Toilet)
- 07 Lift Access
- 08 Staff Stairs / Lift
- 09 Flexible Meeting Room
- 10 Main Stairs

- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk

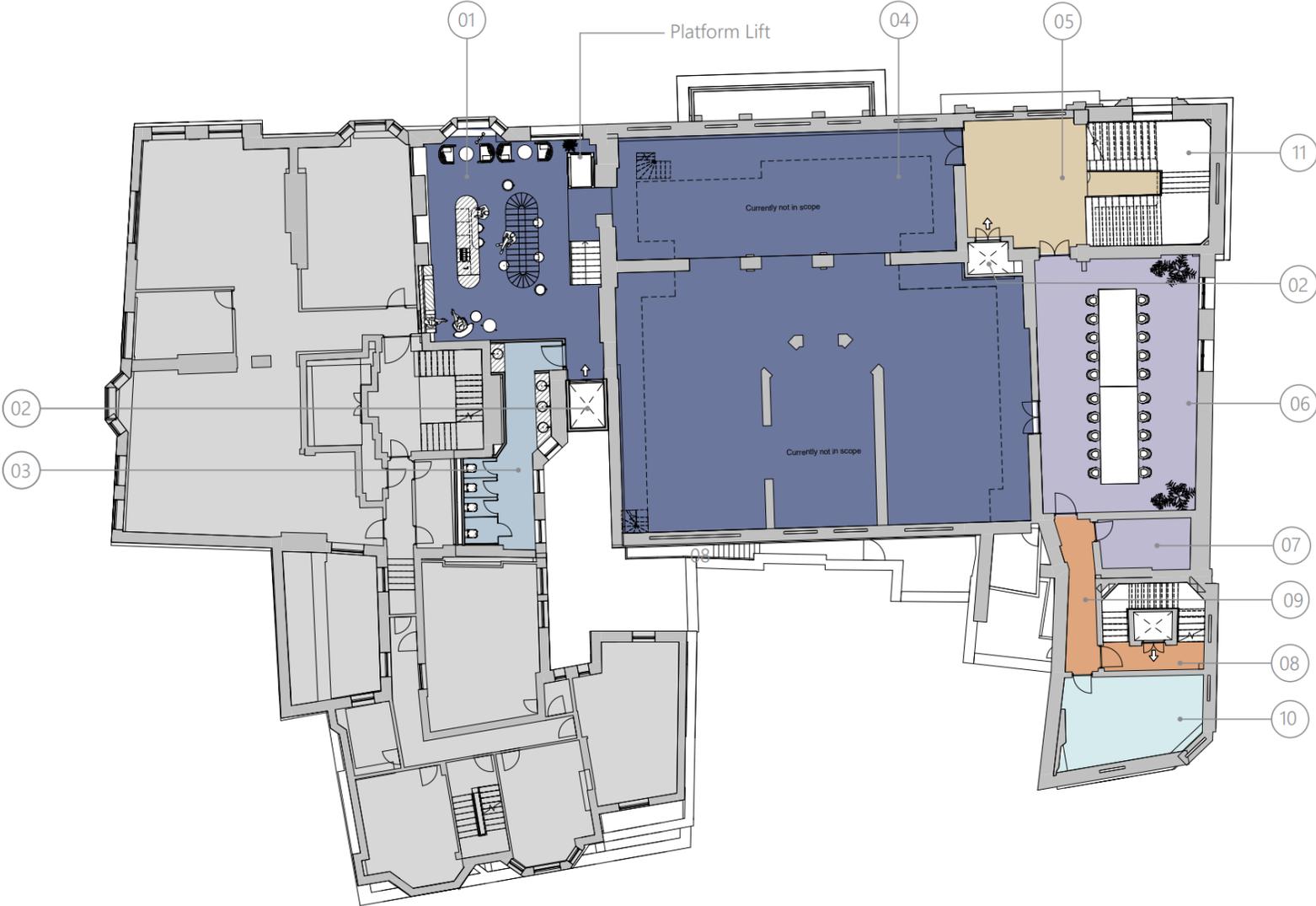


FLOOR PLANS

General Arrangement Level 02

- 01 Members' Lounge
- 02 Lift Access
- 03 Gender Neutral Toilets (Incl. Accessible Toilet)
- 04 Library
- 05 Library Lobby
- 06 Council Room
- 07 Catering Support
- 08 Staff Stairs / Lift
- 09 Staff Corridor (Access Control)
- 10 Furniture Storage
- 11 Main Stairs

- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk

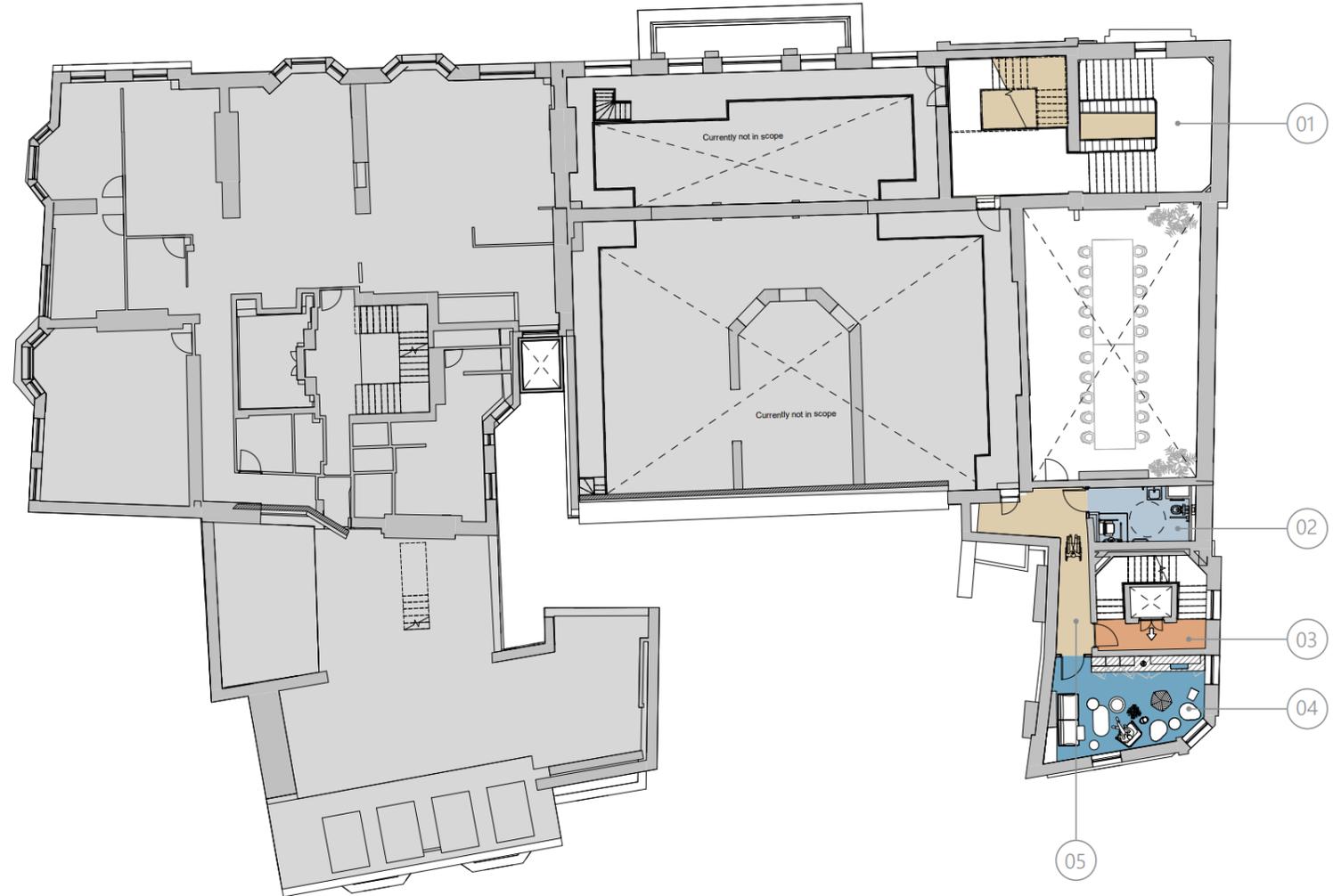


FLOOR PLANS

General Arrangement Level 03

- 01 Main Stairs
- 02 Accessible Toilet / Changing Room
- 03 Staff Stairs / Lift
- 04 Staff Relaxation or Quiet Prayer Room (TBD)
- 05 Staff Corridor (Access Control)

- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk

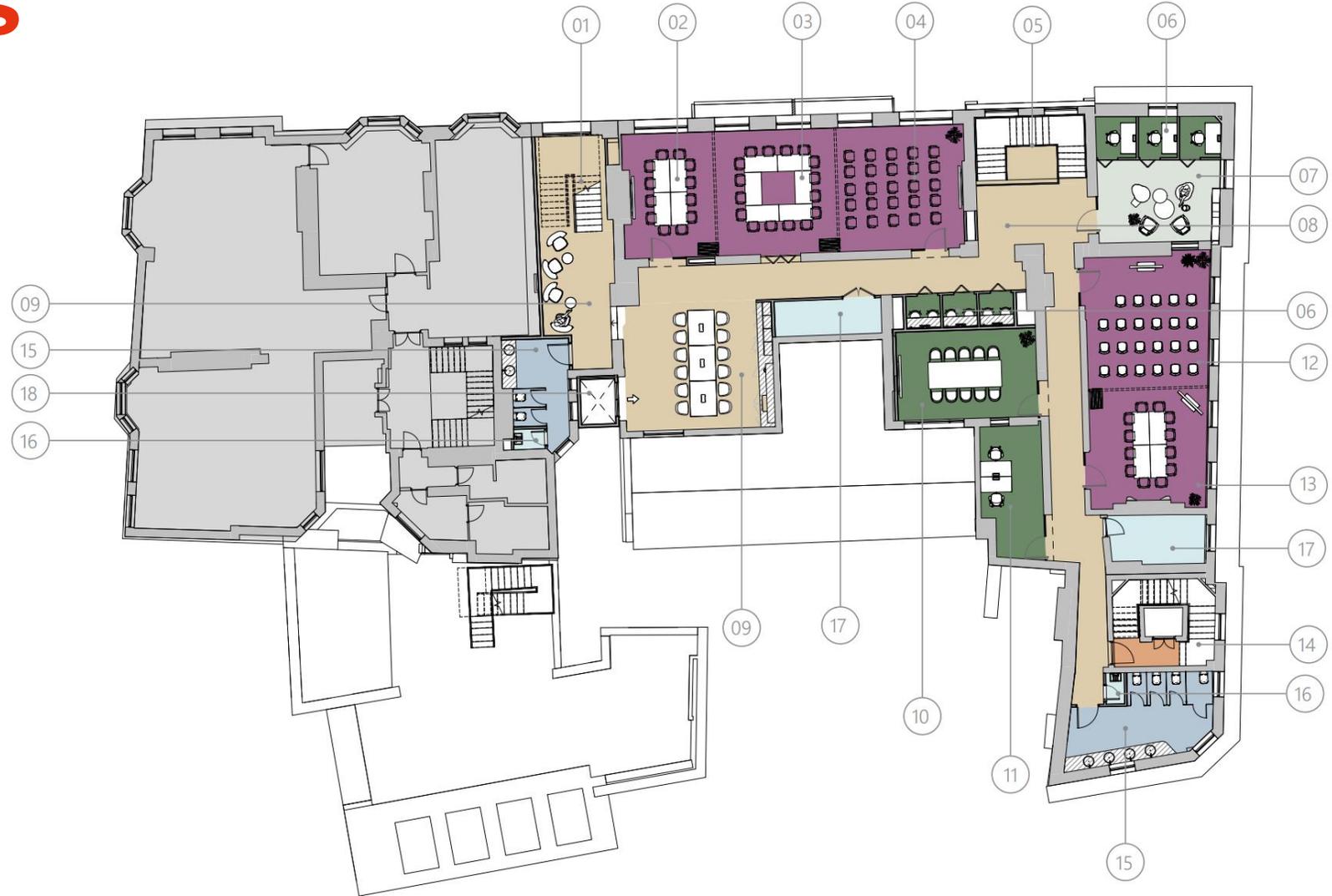


FLOOR PLANS

General Arrangement Level 04

- | | | | |
|----|-------------------------------|----|-----------------------|
| 01 | Workplace Stairs | 12 | Flexible Meeting Room |
| 02 | Flexible Meeting Room | 13 | Flexible Meeting Room |
| 03 | Flexible Meeting Room | 14 | Staff Stairs |
| 04 | Flexible Meeting Room | 15 | Toilets |
| 05 | Main Stairs | 16 | Cleaners' Room |
| 06 | Enclosed Workspaces | 17 | Storage |
| 07 | President and Deputies Lounge | 18 | Lift Access |
| 08 | Corridor | | |
| 09 | Breakout | | |
| 10 | Meeting Room | | |
| 11 | Support Network | | |

- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk



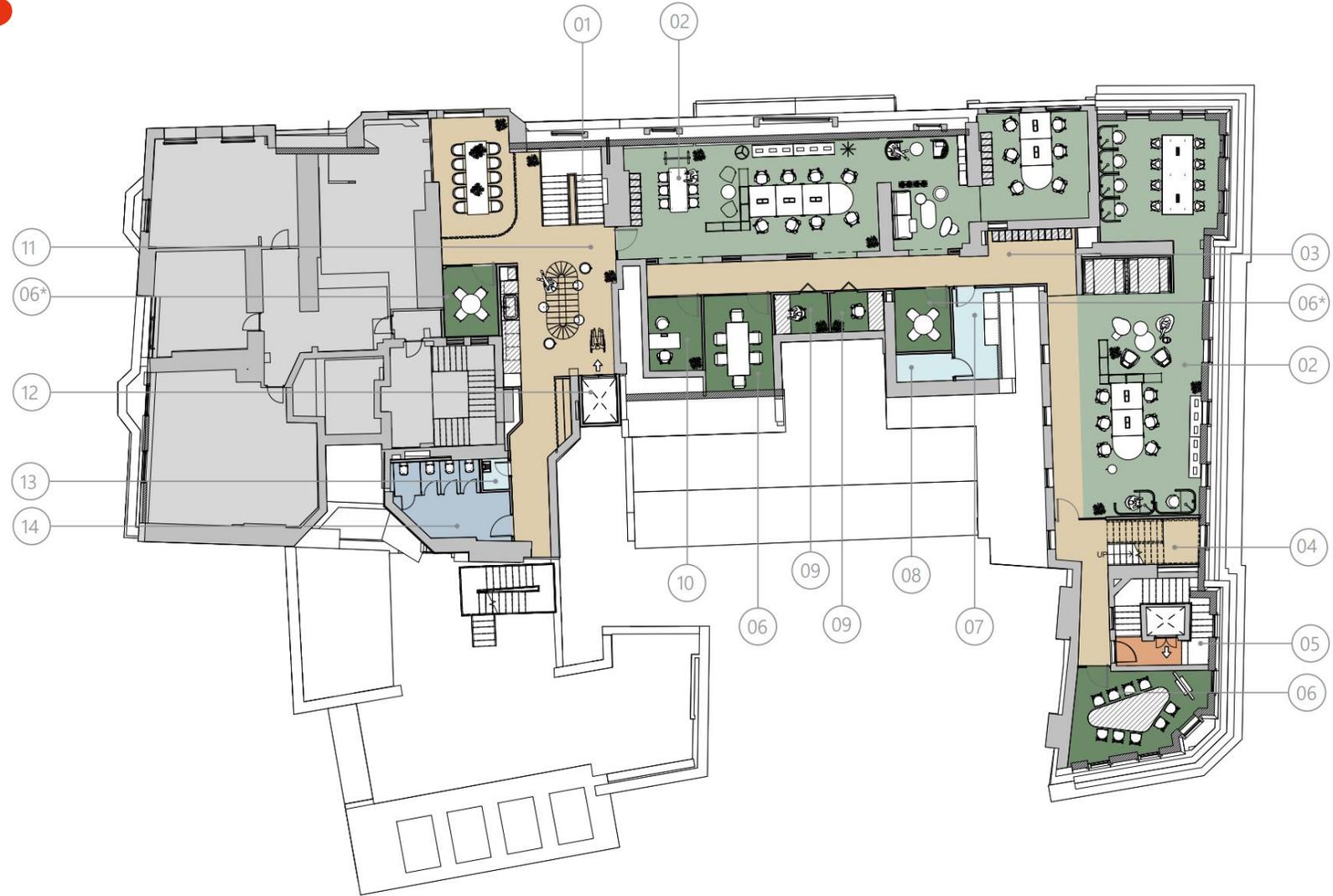
FLOOR PLANS

General Arrangement Level 05

- | | | | |
|----|--------------------|----|----------------|
| 01 | Workplace Stairs | 12 | Lift Access |
| 02 | Open Workplace | 13 | Cleaners' Room |
| 03 | Corridor | 14 | Toilets |
| 04 | Roof Garden Stairs | | |
| 05 | Staff Stairs | | |
| 06 | Meeting Room | | |
| 07 | Stationary Room | | |
| 08 | Storage | | |
| 09 | Focus Room | | |
| 10 | Enclosed Workspace | | |
| 11 | Breakout | | |

* Dedicated Meeting rooms for CEO + Directors

- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk



FLOOR PLANS

General Arrangement Level 06

- 01 Storage
- 02 Roof Garden
- 03 Roof Garden Stairs
- 04 Lift Access



- Members/ Visitors Circulation
- Staff Circulation (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk

LAYOUT STRATEGY FOR 1 BIRDCAGE WALK

Spatial Design Layout Strategy

Building Stack

- Members/ Visitors Circulation
- Members/ Visitors Stairs and Lift
- Staff Circulation (access controlled)
- Staff Stairs and Lift (access controlled)
- Meeting Space
- Catering
- Members Learning & Development
- Open Workplace
- Enclosed Workplace
- Roof Garden
- Storage / Support
- Facilities (Toilets, Changing Rooms, etc.)
- Wellness (Bike Store, Relaxation Room, etc.)
- Archive
- New Lease 3 Birdcage Walk
- Members/ Visitors Main Entrance
- Accessible Entrance
- Staff Main Entrance (access controlled)



REAL ESTATE REVIEW

Institution of
**MECHANICAL
ENGINEERS**

MEMBER BENEFITS

Improving the world through engineering



STRATEGIC OBJECTIVES FOR MEMBERS

- Establish a HQ for successful future Institution
- Make it work for members everywhere
- Create improved 'member priority space' and increase use of what we already have
- Create an exemplary zero carbon heritage building and target NZ by 2035 in support of LETI strategy
- Create an accessible building - inclusive for those with disabilities of any kind.
- Maximise useable space
- Create flexible spaces
- Provide ITC / AV for hybrid remote / in-person meetings
- Showcase ground breaking technology and remember past engineering
- Office space and facilities to optimise IMechE staff input.

Strategies for achieving an exemplary NZ building

Using HQ building as a showcase for new technologies

Strong staff – member contacts

STRATEGIC OBJECTIVES FOR MEMBERS

Strategies for achieving an exemplary NZ 'historic' London building – which can be an exemplar to many similar

Using HQ building as a showcase for new technologies. The building as a living lab and trial of emerging technologies. An inspiration for future engineering in construction

Strong staff – member contacts

Strong Institution – government links

Strong International leadership and links

ASHRAE HQ Atlanta is an example of what we can achieve



OBW AS A TEACHING AND LEARNING TOOL

Use our asset positively

Research tool for PhDs etc
Work with UKRI and others to support research initiatives

Note De Montfort example of 20 + PhDs gained using building as study vehicle.

Teaching resource for undergraduate courses

Technical visits and CPD videos

Using HQ building as a showcase for new technologies. ASHRAE HQ converted to use ground source heat pumps



USING HQ BUILDING AS A SHOWCASE FOR NEW TECHNOLOGIES

Carrington Building Reading University

Ground source heating

Low carbon building

Continued monitoring and data provided to students

Exemplar of heat pump technology



OBW AS A WORLD LEADING CONFERENCE AND WEBINAR FACILITY

- **Face to face plus digital**
- Install facilities that allow us to have face to face events – with an audience - **which is also broadcast across the UK and the world** so that we could have members attend elsewhere – maybe at their own computer or big screen TV or maybe at another conference centre facility – such as a university theatre in India, Dubai, USA, Canada, Hong Kong, your house, your pub meeting room
- on your phone/device ?????
- Stationary or on the move ????

Also in reverse too. If one of our prominent members is speaking in – say India – link to UK HQ.

Options for such events are many and varied.

Technology should be advanced but easy to use

Include a simple recording studio for a member to record a webinar session.

VIBRANT HUB TO PROMOTE MEMBER INTERACTIONS AND IDEAS

Institution of
**MECHANICAL
ENGINEERS**

**TOGETHER WE
CAN CREATE
AN EXEMPLARY
LOW CARBON
HERITAGE
BUILDING.**



Vibrant attractive, positive, informative spaces create interesting and productive environments



MEMBER IDEAS

- Encourage members to propose ideas
- Establish member teams
- Establish CBSD TAC for specific links to project
- Quarterly reports to Council
- Social Media push – dates / countdown / emotive vs factual.
- Email comms
- Events
- Technical sessions including ideas workshops
- Link to dedicated web page

AUGMENTED REALITY RECORD OF THIS CHANGE

An embedded digital record for future access – the project, the route, the issues, decisions – the whys and wherefores and what was done.

Record meetings and discussions

Record design sessions and presentations

Record the works

Record the documents

Record commissioning

Record hand over and start up

Improving the world through engineering

