

UCL School of Management



NHA



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I wanted to thank you and your entire team for doing such an amazing job. It looks absolutely brilliant; it is amazing to see what your team can achieve with a relatively modest budget. This addition to our estate will be a real game-changer for the UCL School of Management.

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Bert DE REYCK, Director  
UCL School of Management



## UCL School of Management

In 2015, the University College London (UCL) School of Management (SoM) was established out of the Dept. of Management Science and Innovation - part of the Faculty of Engineering. In 2016, the School moved to Level 38 of One Canada Square at Canary Wharf, which now houses its research and postgraduate education activities.

One Canada Square is an iconic tower building with 50 floors, holding a striking position on the London skyline. The building has 6 service levels, including 2 below ground. There are 45 further levels above ground made up predominantly of office use. At lower ground level (concourse) is retail space, with a double height lobby space at ground level, accessed from the street.

Canary Wharf stands on the Isle of Dogs on the north bank of the River Thames, 2.5 miles (4 kilometres) east of Tower Bridge, within the London Borough of Tower Hamlets.

Aerial view of Canary Wharf  
image courtesy of Canary Wharf  
Group. Photographer: Peter  
Matthews



## The academic need: project opportunity

The decision to relocate to Canary Wharf was taken to enable the continued growth of the School, and to establish itself as one of the world's leading business schools.

SoM's new home is in the heart of London's business and finance centre, with easy transport links to UCL's central London Bloomsbury campus. The Canary Wharf location enables SoM to foster close relationships with London's leading business and financial organisations, providing benefits in terms of research, education (e.g. practice-based education), impact (e.g. impact case studies, executive education) and students (e.g. internships and placements).

The move to Canary Wharf has proven to be a great catalyst. Such was the School's success that the facilities on Level 38 quickly reached capacity and additional space was sought by UCL. Discussions with Canary Wharf Group provided the opportunity to acquire additional space on the top floor of the One Canada Square building: Level 50.



## Transforming UCL

The project has been developed by UCL Estates Development as part of "Transforming UCL" - an extensive 10-year building and refurbishment programme that began in 2014. Through the programme UCL are investing £1.25bn to transform its Estate into innovative buildings and world-class facilities and spaces, empowering its staff and students to discover more about the world and solve global problems.

As of the end of the 6th year of the programme, 182 projects have been completed including 97 "Major" projects. A total of 92 teaching spaces have been created or refurbished resulting in 6,170 newly created or refurbished teaching seats.

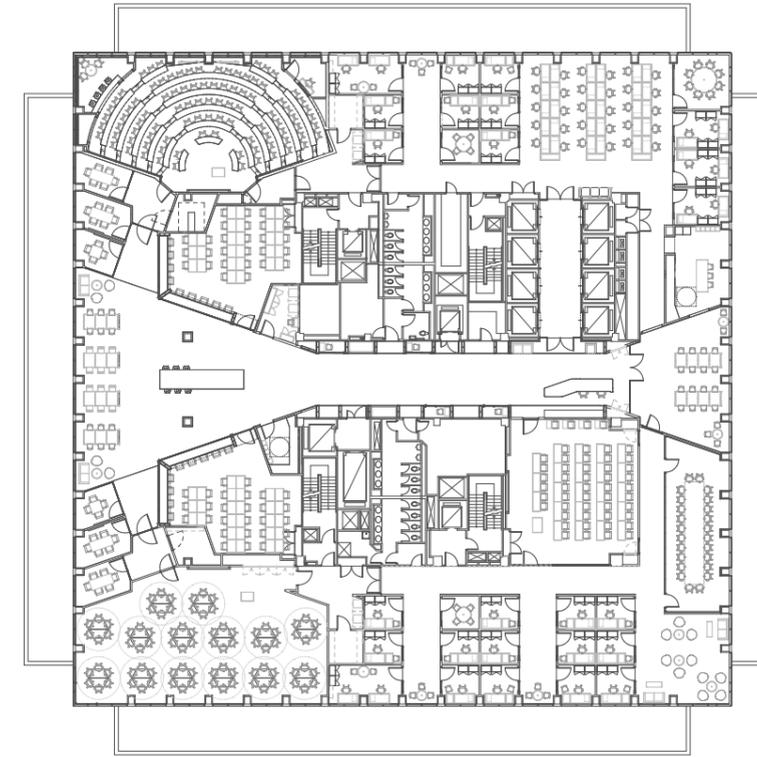
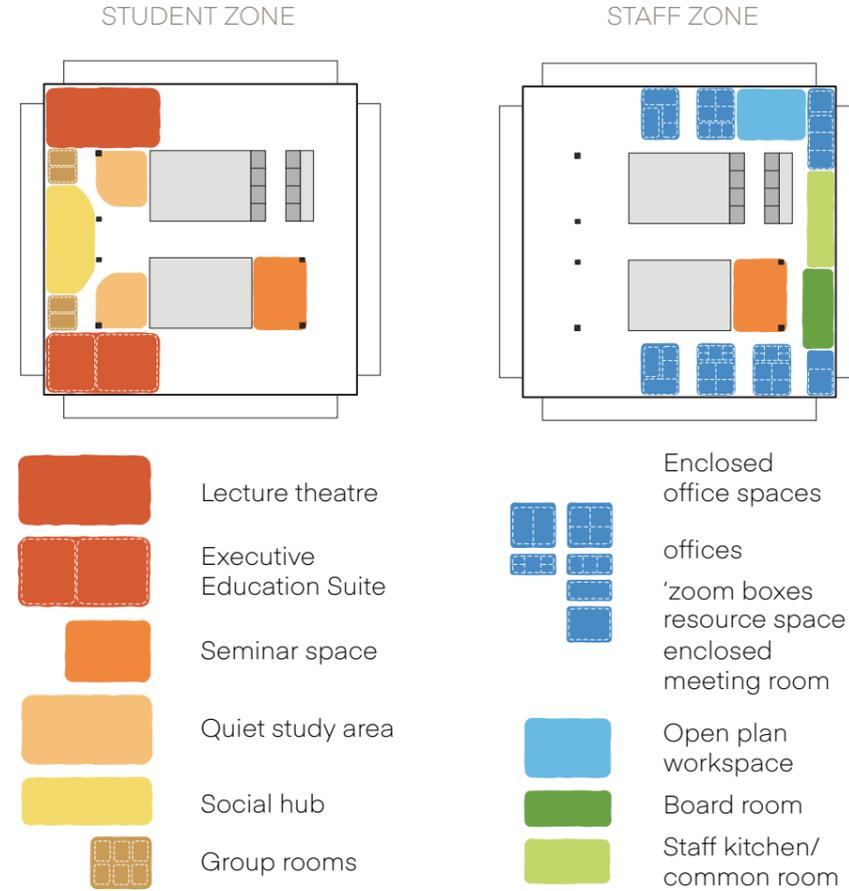


## The brief: a business learning hub in the heart of London's financial district

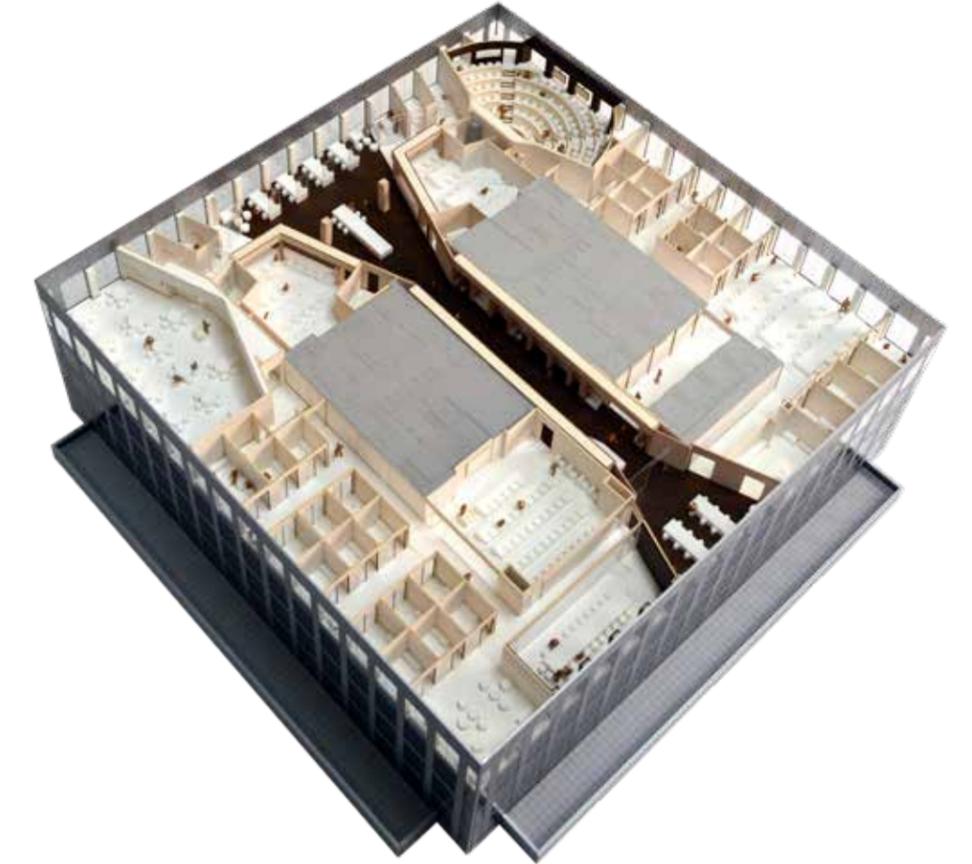
The design proposals for Level 50 complement and expand upon the SoM facilities on Level 38. The brief was apportioned almost 50:50 between student teaching, social and study space, and staff / academic office accommodation, accessed from a shared lift lobby and reception area.

A typical upper floor at One Canada Square has a net internal area of approximately 2,500m<sup>2</sup> (this varies according to the lift configuration on a particular floor), with a central Landlord core housing four escape stairs, passenger lifts, lifts for evacuation and goods, together with WCs, plant space and services risers.

On levels 47 to 50, the footprint of the building reduces, providing a net internal area of approximately 2,100m<sup>2</sup>. However these upper floors have a higher floor to ceiling height. The structural soffit and external window heads are 600mm higher with a typical floor to ceiling height of 3m.



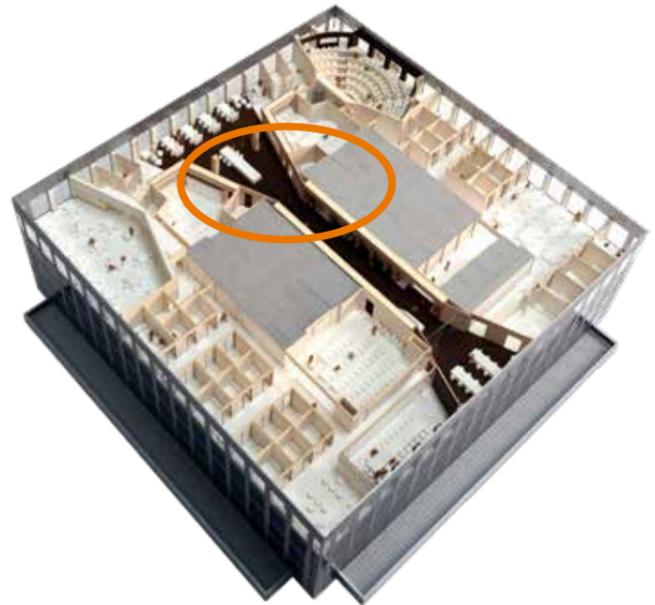
Level 50 floor plan  
Student and Staff functions



The student and staff zones are joined by an expansive communal "street", which provides a generous welcome and arrival space.

To the west the street is open to a large student social hub that gives access to the principal teaching and study spaces.

At the eastern end glazed doors give controlled access to the staff social space. The opportunity to create this central street provides an important arrival and orientation space. This will hopefully engender a sense of clarity and facilitate more fluid interactions between staff and students within SoM.





Staff social space  
Student social hub





## Technology rich learning spaces

The primary teaching spaces are the Lecture Theatre and Executive Education Suite. Each offers a different type of learning environment, but both have sophisticated audio-visual provision and remote learning capability.

The Lecture Theatre has raked Harvard style desks and seating for approximately 100 students. The arrangement provides excellent sight lines and optimised acoustics. Each desk position is served by a three pin plug and USB power unit for charging devices.

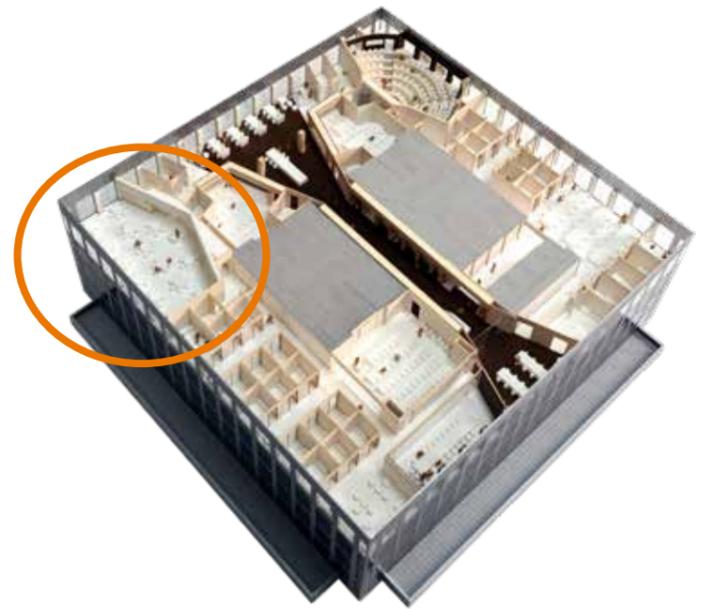
By contrast the Executive Education Suite is set up as a fluid and adaptable collaborative learning space for approximately 85 students. Furniture is flexible and power is provided across the floor and around the perimeter to cater for a variety of potential furniture arrangements.



Both spaces are Lecturecast and Zoom-enabled allowing teaching to be recorded, with capability for Students to join lectures remotely, or link the rooms to other teaching spaces within UCL or other institutions.

At the other end of the scale the “zoom booths” in the communal street provide single users with a location to perform ad-hoc video calls. The Boardroom, staff meeting rooms, and student group learning spaces have similar AV functionality.

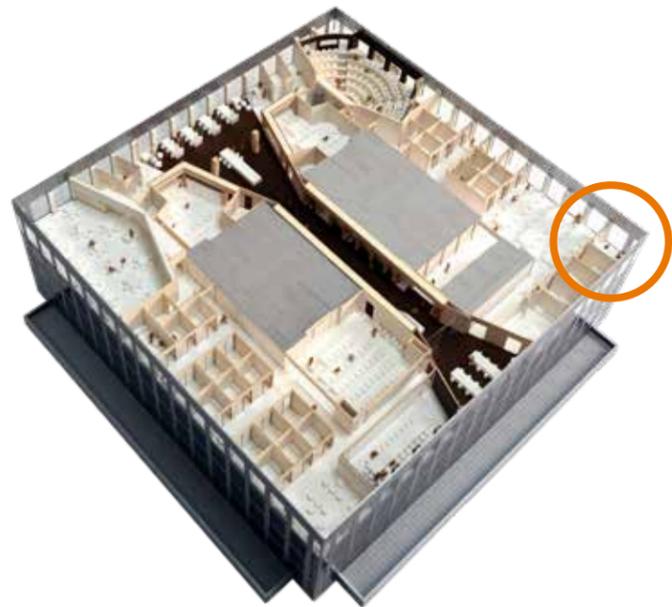
Supporting the student teaching spaces, the proposals provide a variety of quiet study spaces for both individual and group study. Support functions such as a student kitchen, and printer room are accessed from the street.



## Staff spaces

The staff accommodation provides a combination of efficiently arranged 1 and 2-person cellular offices complemented by an open plan working area and several cellular AV enabled meeting rooms.

To the eastern side of the plan, either side of the central staff common room, a large board room, staff break out and kitchen space can be found.





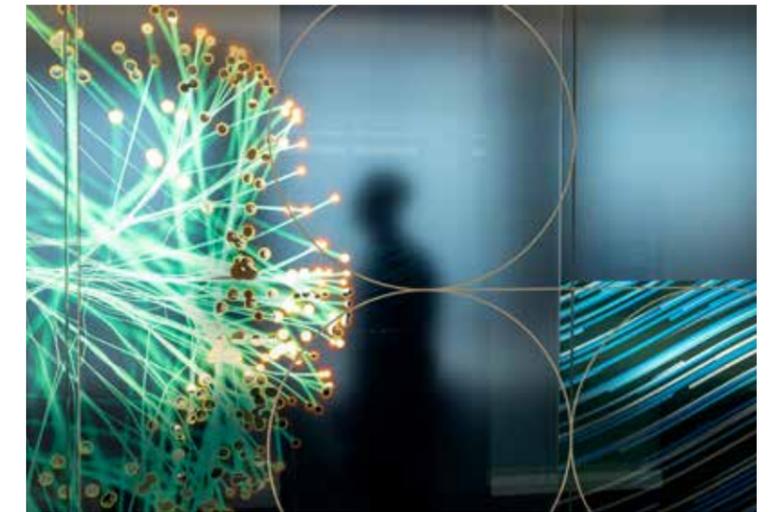
## Material quality and acoustics

High quality materials and finishes were selected to be in keeping with the prestigious top floor location in One Canada Square, and to appeal to the postgraduate and executive students that SoM wants to attract.

Bespoke glazing graphics and wayfinding signage was designed hand in hand with the SoM users and UCL's accessibility officer. The designs reflect the School's ongoing areas of research. Organic and naturalistic images and graphics were selected to contribute to psychological wellbeing by following biophilic design principles, as well as being sympathetic to the needs of neuro-diverse individuals.

Acoustic quality was a key design challenge, as well as forming an essential part of the Client's brief. Inserting educational functions and specialist teaching rooms into an office building with existing services and physical constraints demanded particular attention to services distribution routes and sealing effectively around penetrations.

The need for acoustic privacy between adjacent staff offices, meeting rooms, and video call booths called for careful sound separation between spaces. Room acoustics for teaching and learning spaces as well as more informal social spaces were carefully assessed and modelled to optimise the internal acoustic environment.

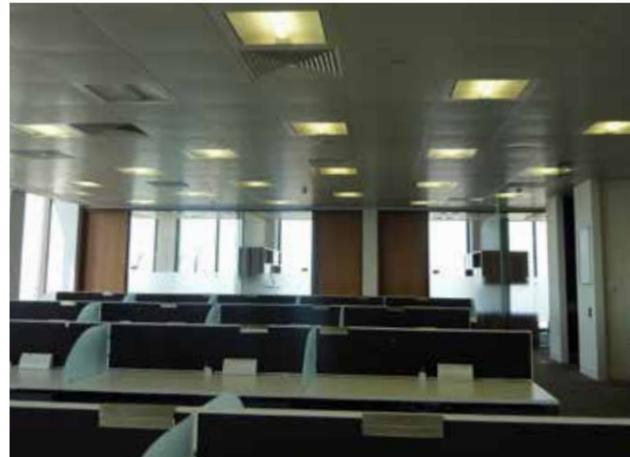


## Environmental aspirations - SKA, recycle and reuse

Materials and suppliers with the highest environmental credentials were specified to meet the projects Sustainability Goals and SKA requirements.

The project has achieved the highest SKA Rating of "Gold" in the Higher Education Scheme. Operated by RICS, SKA rating is an environmental assessment tool for sustainable fit outs. SKA Higher Education is the latest scheme, developed specifically for the higher education sector. It has been designed to meet the requirements of higher education interior fit outs and refurbishments to meet clear sustainable good practice.

Level 50 had an existing Cat. B level fit out - a mixture of open plan, cellular offices and meeting spaces for insurance company MetLife. A condition survey of the existing fit out was undertaken, as well as a pre-refurbishment audit, to assess retained elements of the fabric and to explore opportunities to reuse existing architectural elements and building services.



Despite the significant physical differences between the School of Management design and the previous office fit out, considerable success was achieved in reusing and salvaging existing elements and materials - for example:

**Glazing:** 65 linear metres of full height laminated glazing (195 sqm) was salvaged, surveyed and reused in new internal glass partitions.

**Doors:** 49 out of 53 existing 3m high walnut veneered timber door leaves were salvaged and reused in the new fit out. This equates to 67% of the timber doors in the project.

**Ceilings:** 771 sqm of metal acoustic ceiling tiles and diffuser grilles were salvaged, equating to just over 30% of the total ceiling area.

**Blinds:** 42 reused blinds - equating to approx 63 linear metres of full height blinds to the perimeter of the building.

**Mechanical & Electrical Services:** A full MEP condition survey was undertaken at the start of the design. Air terminals, busbars, fan coil units, ductwork & attenuators and sprinkler pipework were salvaged and adapted where possible.

## Timeline

- Jan 2019 - May 2019  
Feasibility
- 27 Sept 2019  
Design sign off by end user
- 10 Oct 2019  
Planning application submitted
- 10 Dec 2019  
Council approval of full business case
- 28 Jan 2020  
Planning approval granted
- Mar 2020 - May 2020  
COVID site shutdown
- 31 Oct 2020  
Practical completion
- Nov 2020 - Dec 2020  
UCL AV/ furniture fitout
- 18 Dec 2020  
Project completion

## Programme, cost and value

The project completed in December 2020, delivered during the course of the 2019-2020 Covid-19 pandemic. This had the potential to severely disrupt construction activities. However, through proactive engagement with Canary Wharf Contractors, and collaboratively working within the Government guidelines, this challenge was managed successfully.

Working in a live building on the 50th floor would always be challenging, but this was exacerbated by social distancing requirements. Restrictions on the use of the lifts impacted upon the movement of materials and personnel. For some of the construction period site visits had to be conducted via video call. Reduction in the number of operatives allowed on site affected productivity.

Despite these challenges the project has delivered excellent value for UCL. Innovative reuse of existing materials has enabled high quality materials to be salvaged to enhance the new accommodation, as well as achieving financial savings for the Client and meeting the project's ambitious sustainability goals.



Client Team: **UCL Estates**  
Architect: **Nicholas Hare Architects**  
Project Manager: **Gardiner & Theobald**  
Management Contractor: **Canary Wharf Contractors**  
Services Engineer: **BuroHappold Engineering**  
Cost Manager: **Aecom**  
Lighting: **BuroHappold Engineering**  
Acoustics: **BuroHappold Engineering**  
Fire Engineering: **Arup**  
Structural Engineer: **Conisbee**  
Principal Designer: **Nicholas Hare Architects / Aecom**  
SKA Assessor: **Rider Levett Bucknall**  
Planning Consultant: **Deloitte Real Estate**  
Branding/Wayfinding: **Studio Blackburn**  
Loose furniture: **JPA**  
AV integrator: **Reflex**

Photography: **(c) Alan Williams Photography, NHA**

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**...Fabulous.... Fabulous building....  
Fabulous team. Congratulations all.**

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Prof. David Price,  
UCL Vice-Provost (Research)

Nicholas Hare  
Architects

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