



## Transformation Committee 17th April 2019

### Update on the Office Transformation Programme

#### Purpose of report

This report is a standing committee item, and provides an update on the key elements of the Office Transformation Programme (OTP)

#### 1.0 Introduction

1.1 At its meeting on 26<sup>th</sup> March 2018 the Finance Sub Committee agreed a report requesting the transfer of £150k of funding into the Capital Programme to support the OTP. This decision was taken within the context of the Commercialisation Strategy and the Asset Management Strategy, with particular reference to:

- Supporting the best use of assets to improve the working conditions of staff and delivery of services whilst also generating income.
- Setting the tone for new ways of working to ensure that staff have the best possible working conditions to drive effective delivery of services whilst preparing for proposed changes resulting from local government reform.

In addition to the £150k, £21k was transferred from the ICT Transformation end user computing budget and 45k was added from the Asset Management reserve. This creates a total budget for the Office Transformation programme of £216k.

Subsequently, at its meeting on 2<sup>nd</sup> July 2018, the Transformation Committee agreed a report detailing the project mandate, structure, scope, finances and governance.

1.2 The Office Transformation Programme's principles are:

- To create accommodation designed to meet the needs of staff
- Accommodation re-organisation co-ordinated with advances in paperless and mobile working
- To make better use of the glass concourse between reception and Red Brick – creating break-out/meeting room space
- Future proofing – implementing technology for now, to assist with the future
- To increase the number of formal bookable meeting rooms
- To increase the number of informal meeting spaces
- To create office spaces with minimal walls between teams to aid in communication and resilience around interlinked processes and projects but with noise levels acceptable to their occupants
- To retain open spaces within teams to avoid the feeling of clutter and associated stress
- The creation of break out areas away from desks for informal meetings, creative thinking or relaxation
- Utilisation of effective Wi-Fi throughout to support staff/teams to leave their areas to work in the most appropriate location/with the most appropriate people
- Workstations that make more effective use of space yet still allow enough room for Officers to comfortably complete their role

1.3 The OTP has currently been broken down into four phases:

- Phase 1a – Planning Services
- Phase 1b – ICT, Corporate Support, Senior Management, Finance/ENCOR, Customer Services, Land Charges, Communications and Community Safety
- Phase 2 – Environmental Services and Revenues and Benefits

- Phase 3 – All remaining teams/areas

1.4 On the completion of the OTP Phases 1a and 1b the Red Brick element of the ENC Cedar Drive facility will be empty and available for leasing.

## **2.0 Update on Office Transformation Programme**

Since the last meeting of this Committee progress has been made on the following areas:

- Remedying issues communicated in the feedback regarding Phase 1a
- Preparation and delivery of OTP Phase 1b and 2

A more detailed update is provided in the following sections.

### **2.1 Remedying issues communicated in the feedback regarding Phase 1a**

2.1.1 As detailed in the previous OTP Committee Paper there were two aspects that needed addressing before Phase 1a can be signed off.

- Additional sound insulation in the newly created meeting rooms
- Additional ventilation in the newly created meeting rooms

These two elements, plus the addition of vision panels to a number of doors to meet DDA requirements, have been put into a Phase 1a retrofit specification with accompanying plans. This was shared with the lead contractors involved in Phase 1a on the 27/03/19 with a request for a quote and schedule. The specification included direction that the work is to be completed in evenings and over weekends to avoid any further impact on staff.

### **2.2 Preparation and delivery of OTP Phase 1b and 2**

2.2.1 Organisational clear out

During Phase 1a an understanding was gained that all ENC storage areas outside of dedicated office spaces were at capacity. During implementation, storage is needed to house furniture and equipment that will be reinstated into the newly redesigned and refurbished areas.

In conjunction with Facilities Management, a plan has been instigated and progress has been made on the disposal of this waste. Any items of equipment or furniture that are not broken and do not have a perceived use in the future OTP designs are being assessed and advertised for re-use.

2.2.2 Phase 1b – Procurement

Due to the increased interest in leasing the remaining element of Red Brick and the ability to meet the associated client's schedule, a procurement exemption has been sought and authorised. This has enabled early engagement with a lead contractor and allows the aim of implementing Phase 1b during June/July 2019 to be achieved.

To offset financial risk associated with this approach, any quote received would still be scrutinised through a comparison of the unit costs against those associated with Phase 1a and utilising the industry knowledge of our contracted chartered surveyor.

2.2.3 Phase 1b - Engagement and evolution of design

Engagement with Service Leads and Middle Managers of all teams and departments involved in Phase 1b has been completed and the design has evolved to its ninth iteration. The next steps will be to get input from all staff within these teams to complete further refinement and then seek sign off from Programme Board. This will allow the completion of final layout and technical drawings and the creation of a detailed specification against which a quote can be requested.

#### 2.2.4 Phase 2 – Procurement

In parallel to the progression of Phase 1a, the chartered surveyor employed to assist with OTP is developing the documentation for tender. Due to not having completed the engagement or final designs for Phase 2, this tender approach will be requesting a schedule of rates rather than a quote against final design specification.

### 3.0 Communications

3.1 OTP has continued its extensive and established Communications Strategy which contains, but is not limited to:

- Face to face engagement sessions with directly affected staff
- ENC HUB updates
- Monthly updates at the ENC Middle Managers meetings
- Quarterly updates at Xchange (Unison led employee forum)
- Bi-weekly updates at CMT
- Bi-monthly Transformation Committee updates
- Monthly OTP Working Group meetings

### 4.0 Finance and Resource implications

4.1 The following table shows the existing budgets allocated to the Phases of OTP and the current spend:

<b>Budget Progression (by Phases)</b>		
<b>Programme Phase</b>	<b>Original total allocated budget</b>	<b>Current spend</b>
Phase 1a	£52,127	£72,795.51
Phase 1b	£53,868	£1,708
Phase 2	£110,005	£0

### 5.0 Legal Implications

#### 5.1 Building Regulations

A Building Control application was submitted and all of the requests made by the Building surveyor are being met. A further inspection to sign off the works took place when implementation of the majority of Phase 1a was completed. The only outstanding element is the creation of vision panels in a number of doors. As stated in 2.1.1 this has been included in the Phase 1a retrofit specification document.

#### 5.2 Fire Risk Assessment

A fire risk assessment was ongoing during the implementation of Phase 1a. This has led to the inclusion of three emergency lights to improve visibility of the Fire Exit signage.

### 6.0 Risk implications

6.1 The project risks for the OTP are recorded and managed on the Business Transformation Risk Register. There are currently 9 risks/issues associated with the OTP that have being actively managed through documented actions/controls. The actions/controls to manage the risks are deemed sufficient to reduce or offset their impact. Detail of these risks/issues is available upon request.

### 7.0 Equality and Diversity implications

7.1 This project has equality and diversity implications and therefore a full impact assessment has been completed and signed off by the ENC Corporate Support Manager/Equality and Diversity lead. The equality and diversity impact assessment was presented to this Committee at its meeting on 2 July 2018. This report will be reviewed and a new report established in regards to OTP Phase 1b and 2.

## 8.0 Constitutional Implications

8.1 The report does not have any constitutional implications.

## 9.0 Implications for our customers

9.1 During the implementation stage of each phase of the OTP there is a potential negative impact that could affect staff's ability to provide their specialist service. This is recorded on the Business Transformation Risk Register and will be a key consideration in the implementation plan.

## 10.0 Privacy Implications

10.1 This project has privacy implications and therefore a full impact assessment has been completed and signed off by the ENC Data Protection Officer. The privacy impact assessment was presented to this Committee at its meeting on 2 July 2018 and will be reviewed in lieu of the design and delivery of future phases.

## 11.0 Corporate Outcomes

11.1 This report contributes to the following corporate outcomes:



- **Good Quality of Life** – A clean, safe and healthy working environment
- **Good value for money** – Better use of assets and basis for generating income and improving productivity.
- **Effective Partnership working** – Improve ways of working both internally and externally through having a more flexible approach which will include exploring shared facilities with partners.
- **High quality Service Delivery** – Enabling Service delivery with new technology
- **Effective Management** – Geographically amalgamating departments to improve management of Services and access to Service leads

## 12.0 Recommendations

12.1 The Committee is asked to:

(1) Note the progress being made on the Office Transformation Project;

*(Reason – To place the Council in the best position possible during a significant period of transformation and change)*

<b>Legal</b>	Power: Local Government Act 1972				
	Other considerations:				
<b>Background Papers:</b>		Report on the Office Transformation Project to Finance Sub Committee, 26 <sup>th</sup> March 2018 Report on the Office Transformation Project, Transformation Committee on 2nd July 2018 Report on the Office Transformation Project, Transformation Committee on 7th Nov 2018 Report on the Office Transformation Project, Transformation Committee on 16 <sup>th</sup> Jan 2019 Report on the Office Transformation Project, Transformation Committee on 6 <sup>th</sup> March 2019			
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<b>Date: 06 March 2019</b>					
<b>CFO</b> 04/04/19		<b>Deputy MO</b> 04/04/19		<b>CX</b> 04/04/19	