



Transformation Committee 29th May 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)

Appendix 1 – Phase 1b plan v0.22

1.0 Introduction

1.1 The principle and initial budget for the OTP was agreed on 26th March 2018 by the Finance Sub Committee. 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.

The Transformation Committee agreed the project mandate, structure, scope, finances and governance for the project on 2nd July 2018.

1.2 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

1.3 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

2.1 Remediating issues communicated in the feedback regarding Phase 1a

2.1.1 As detailed in the previous OTP Committee Papers, 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. The work on delivering these changes began on 10/05/19 and the scheduled completion date was Wednesday 15/05/19. Due to the time of writing this report in relation to these dates, a verbal update will be provided at Committee on the completion of these works.

2.2 Preparation and delivery of OTP Phase 1b and 2

2.2.1 Phase 1b - Engagement and evolution of design

Engagement with Service Leads, Middle Managers and all staff directly affected by Phase 1b has now been completed. This has resulted in v0.22 of the Phase 1b design being signed off by CMT on the 14/05/19. This design has now been passed to our chartered surveyor who will add it to the specification of works and provide it to the lead contractor for detailed quotation and final scheduling. A copy of the design is available in Appendix 1

2.3 Managing a Health and Safety product issue

2.3.1 NNSRP raised a concern with the OTP team that some of the desks chosen as corporate products do not meet British Standard requirements due to their inadequate depth. Upon initial product assessment and selection, it was noted that the supplier stated that the desks did meet the appropriate British Standards. These desks have been utilised in Phase 1a and part of the design of Phase 1b.

As a result of NNSRP's concerns, an investigation took place and the concerns were validated. The supplier has admitted fault, offered to replace the desks at no extra cost and in a way that has negligible impact on ENC staff. Conversations are still ongoing with the supplier with the aim of repairing the relationship, which could lead to benefits in future phases. Further feedback has been gained from NNSRP, Unison and users of the desks that will be compiled into a report for Business Transformation Programme Board. This, coupled with the supplier's, response will act as a foundation for a decision to be made on the resolution of this issue.

This issue has meant that the design for Phase 1b has been revisited and overhauled to include desks of the appropriate size. This work has impacted on the programme schedule and is estimated to delay the programme between one and two weeks. A verbal update will be provided at the meeting.

2.3.2 Development of the concourse

Part of the impact of introducing larger desks to the Phase 1b design is the sacrifice of meeting space and soft-seated break out areas. Albeit not in scope of currently funded phases of OTP, one of the principles for OTP has always been 'To make better use of the glass concourse between reception and Red Brick – creating break-out/meeting room space'.

The concourse is a large well lit and underutilised space that could be developed to the benefit of both ENC staff and members of the public, introducing informal meeting spaces and offsetting the changes that have had to be made to the design of Phase 1b. However, currently there is no funding within the OTP budget to complete this development.

The next steps to develop the concourse would involve engagement, investigation and the creation of designs to gain an understanding of cost and benefits. These would be put to Business Transformation Programme Board and this Committee thereafter for consideration. The financial impact would also need to be considered by Finance & Performance Sub Committee, which will include reviewing potential funding sources.

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:

Phase	Allocated budget	Current spend
Phase 1a	£52,127	£72,796
Phase 1b	£53,868	£4203,78
Phase 2	£110,005	£0
Phase 3	No funding allocated	

5.0 Legal Implications

5.1 Building Regulations

A Building Control application was submitted for Phase 1a. The works listed in section 2.1 cover all outstanding elements and will allow a final inspection to be completed and the application being signed off. A Building Control Application has been completed for Phase 1b and all of the requests made by the Building surveyor will be met.

5.2 Fire Risk Assessment

The designs for Phase 1b have considered and included fire regulations in their design. As part of the Building Control application the Fire Authority will be consulted and any feedback incorporated either in a revision to the plan or managed through a fire risk assessment.

5.3 Health and safety

Please refer to section 2.3 regarding the concerns/issues related to the currently selected range of desks

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 10 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 was signed off by the ENC Corporate Support Manager/Equality and Diversity lead at the start of the programme and shared with Committee. This assessment has been reviewed in lieu of the delivery of Phase 1a and the design of Phase 1b on the 14/05/19. A copy of the E&D assessment is available on request.

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 services during that period.

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 privacy impact assessment (PIA) 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 has been reviewed in lieu of the delivery of Phase 1a and the design of Phase 1b on the 14/05/19. A copy of the PIA is available on request.

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) Support the development of proposals for the redesign of the concourse area as detailed in section 2.2.4 for consideration at a future meeting; and
- (2) Note the progress being made on the Office Transformation Programme

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

Legal	Power: Local Government Act 1972				
	Other considerations:				
Background Papers:	Report on the Office Transformation Project to Finance Sub Committee, 26 th 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 th Jan 2019 Report on the Office Transformation Project, Transformation Committee on 6 th March 2019				
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CFO 17/5/19		MO 16/5/19		CX 16/5/19	