



## Finance and Performance Sub Committee 28<sup>th</sup> October 2019

### Office Transformation Project (OTP) Phase 2

---

#### Purpose of report

To report the completion of Phase 1b of the Office Transformation Programme, to seek endorsement of investment of the remainder of the budget in Phase 2 and to seek endorsement of an approach to enhancing the customer and staff experience in other parts of East Northamptonshire House.

Appendix 1: Base Plan

---

#### 1.0 Background

- 1.1 The Office Transformation Programme (OTP) mandate is to adapt and improve the look and functionality of the office spaces at the ENC Cedar Drive Facility through refurbishing the infrastructure, fixtures and fittings and providing new furniture, equipment and technology. The OTP will also assist in reducing the footprint of ENC's use of the facility so that the Red Brick section can be emptied and leased to pay for the improvements and provide ENC with additional income.
- 1.2 The key driver for the project is to improve the physical working conditions for staff so as to create a pleasant and attractive work space through which staff are inspired and able to effectively deliver services. The OTP will also help prepare staff for the changes to local government in Northamptonshire that will be happening over the coming years whilst making the best use of council facilities.

#### 2.0 Detail of proposals

- 2.1 Transformation Programme Board is keen to continue with OTP into Phase 2, adopting the same design principles as earlier phases. This will ensure consistency of appearance throughout the improved areas and consistency of treatment of the staff working in those areas. A base plan of all areas referenced in this report is shown at Appendix 1.
- 2.2 The scope of work for Phase 2 includes two floors of the south wing of the Modern Block:
- a) Ground floor (Revenues and Benefits) excluding the Members' Room, interview rooms and toilets.
  - b) Lower Ground floor (Environmental Services) including a portion of the server room, and excluding kitchen and toilets, Kasen Room.
- 2.3 The total space amounts to 732 sq. metres, compared to 375 sq. metres (Phase 1a) and 525 sq. metres (Phase 1b).
- 2.4 The areas currently accommodate 76 staff, compared to 48 (Phase 1a) and 81 (Phase 1b).
- 2.5 Work is expected to be carried out in two sections (one floor each) to optimise the construction process and the process of staff displacement during the works.

- 2.6 In parallel to this programme, there is a corporate desire to refresh two spaces on the lower floor that are under-utilised and suitable for redevelopment, along with the reception area of Cedar Drive building to capitalise on the glass atrium no longer being a thoroughfare to Red Brick. Together these offer the opportunity to improve the customer experience by creating a more welcoming and modern space for staff and their visitors and for supporting collaborative working as part of the Future Northants programme.
- 2.7 Three options are proposed for the reception area. A drawing will be presented to this Sub Committee in support of this section:
- 1) Level out the ramp towards Red Brick and remove the handrail, to create a full-width space, with basic redecoration, re-lighting and re-carpeting, to create a break-out and informal meeting space for ENC staff and their guests, such as residents or members, customers, suppliers, partner organisations, as well as “Future Northants” staff.
  - 2) As above, plus:
    - a. Refurbishment or replacement of the reception desk and space behind to make it DSE-compliant for staff and Equalities Act-compliant for customers. This relates to the depth and height of the desk respectively, for staff (distance between eyes and monitors) and for wheelchair users.
    - b. Refurbishment of the two more formal interview rooms opposite Reception, to better reflect customers’ expectations of a modern facility, including removing the glass screens and improving their ventilation and lighting
    - c. Create access to a refurbished space behind the lift and stairs for private customer meeting space.
  - 3) As above, plus extend the atrium space outwards:
    - a. To the north approximately 11 metres down towards the public entrance to the council chamber, re-modelling the building entrance(s) and creating a much larger public space with possible space for a café or vending area.
    - b. To the south, opening onto decking approximately 6 metres over the landscaping to maximise enjoyment of the south-facing garden and memorial area where there are trees planted in memory of councillors who have passed away.
- 2.8 Refreshing the current staff room on the lower floor and moving the staff room to the current Licensing Unit will allow modern collaborative working for Future Northants colleagues and others, in a private location near to the council’s corporate management team.
- 2.9 By completing these works in parallel with OTP Phase 2 there is an opportunity to achieve economies of scale in design, professional services (design, project management and cost management), procurement and delivery.

### **3.0 Equality and Diversity Implications**

- 3.1 This project has equality and diversity implications and therefore a full equality impact assessment has been completed which was signed off by the ENC Corporate Support Manager/Equality and Diversity lead at the start of the programme and shared with this Sub Committee. This assessment has been reviewed in lieu of the delivery of

Phases 1a and 1b and will be reviewed again in the design and delivery stage of Phase 2. A copy of the assessment is available on request.

#### **4.0 Privacy Impact Implications**

4.1 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 has been reviewed in lieu of the delivery of Phases 1a and 1b and will be reviewed again in the design and delivery of Phase 2. A copy of the PIA is available on request.

#### **5.0 Legal Implications**

5.1 There are no legal implications arising from the proposals.

#### **6.0 Risk Management**

6.1 Relevant risks are already included in the Risk Register from phase 1a and 1b of the OTP. The risk register will be updated as the project progresses. An initial assessment suggests there are no new significant risks expected at this time. The risk register can be inspected on request.

#### **7.0 Resource and Financial Implications**

7.1 The original budget for Phase 1a, 1b and 2 was £216,000.

7.2 So far, Phase 1a (Planning Services Corridor) and Phase 1b (Stone Wing and ICT/Customer Services Corridor) have been completed, at a total estimated cost of £152,553, leaving an estimated £63,447 to complete Phase 2. These costs have yet to be finalised.

7.3 A series of planned facilities management works took place in parallel to Phase 1a and 1b to maximise efficiencies while the transformation work took place. For Phase 1a and 1b budgets of £18,468 and £84,000 respectively were used to fund this work from the Asset Management Plan Reserve.

7.4 It is proposed to invest the remainder of the OTP budget in delivering Phase 2, alongside investing further AMP reserve funds in parallel. This work is under review at the time of writing and will be presented at the sub committee meeting.

7.5 High level cost estimates for the works to refresh the reception area and spaces on the lower floor are being prepared by a Quantity Surveyor (QS) at the time of writing, and they will be presented at the sub committee meeting. They will not have been market tested via a procurement process. The figures will be a good reference point for relative costs between the options based on industry standard figures but should be treated with caution until procurement. An additional estimated sum will be added for fit-out with items such as meeting space furniture and sound-inhibiting wall sections to segment the space.

7.6 The high level cost estimates would need to be included in the Development Pool of the Capital Programme which would require Council approval. The proposed funding source for these costs would be the LGR Reserve and/or the Asset Management Plan Reserve.

## 8.0 Constitutional Implications

8.1 There are no constitutional implications from this report.

## 9.0 Implications for our Customers

9.1 This report presents no negative implications for our customers. Refurbishing the reception area will improve the experience for our customers, in general terms with the fit and finish of the area, and more specifically for wheelchair users and customers who meet our staff in the interview rooms.

## 10.0 Corporate Outcomes

10.1 This proposal will contribute to the following Corporate Outcomes:

- Good Quality of Life – Creating a more welcoming, and Equalities Act compliant space for our staff, customers and visitors, and continuing the principles already demonstrated in earlier phases of OTP.
- Good Value for Money – Continuing the cost-effective delivery against industry standards achieved in Phases 1a and 1b.
- Effective Partnership Working – Creation of public space for collaborative working with other councils and partner organisations.
- High Quality Service Delivery – The new space will create a more modern and welcoming space for our customers and partners visiting our offices.
- Employees and Members with the Right Knowledge, Skills and Behaviours – This investment will create a more modern working environment for our staff, encouraging more modern and agile working practices that will set staff in good stead for the transition to unitary.

## 11.0 Recommendations

11.1 The Sub Committee is recommended to:

- (1) Endorse the approach to OTP Phase 2  
*[Reason - To secure the delivery of the OTP]*
- (2) Recommend an option to work up for the reception/atrium area for further consideration by this Sub Committee and Transformation Committee  
*[Reason - To improve public-facing areas of ENC House]*
- (3) **Recommend to Resolve to Council** that the budget and funding sources be added to the Development Pool of the Capital Programme.
- (4) Recommend working up the detail of the proposal for the two spaces on the lower floor as described in 2.8 above.  
*[Reason - To improve staff areas of ENC House to improve collaborative working with Future Northants]*
- (5) Seek endorsement of these recommendations at the next Transformation Committee  
*[Reason - To align with the wider Transformation Programme]*

<b>Legal</b>	Power:				
	Other considerations:				
<b>Background Papers:</b> Previous OTP Project papers to this Sub Committee					
<b>Person</b>	<b>Originating</b>	Jeremy Rawling, Business Transformation Manager			
<b>Report:</b>		☎ 01832 742033 ✉ jrawling@east-northamptonshire.gov.uk			
<b>Date:</b> 8 <sup>th</sup> October 2019					
<b>CFO</b> 18/10/19		<b>MO</b> 18/10/19 (Deputy)		<b>CX</b> 18/10/19	

