

 Brent	<p align="center">One Council Overview & Scrutiny Committee</p> <p align="center">22 January 2014</p> <p align="center">Report from the Strategic Director of Regeneration & Growth</p>
<p align="center">Wards Affected: ALL</p>	
<p>Civic Centre and Move to the Civic Centre – Programme Updates</p>	

1.0 Summary

- 1.1 This report provides an update for members of the Overview & Scrutiny committee on progress in respect of the Civic Centre and the Move To The Civic Centre programmes, setting out the outstanding risks and issues, the work underway to mitigate those and the movement to a 'business as usual' regime for the building.

2.0 Recommendations

- 2.1 To note the progress made against both the Civic Centre and the Move To The Civic Centre programmes.

3.0 Detail

- 3.1 The delivery of all aspects of the Civic Centre has been managed through two inter-related One Council Projects:
- The Civic Centre Project – covering all aspects of the design and build of the new building
 - The Move to the Civic Centre Project – covering all aspects of the move into the new building, including the transition to a 'business as usual' regime.
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The Civic Centre project remains a 'live' project within the One Council programme, whilst the 'Move To The Civic Centre' project has now been formally closed. Each will be discussed in turn within this report.

3.2 *Civic Centre Project*

The scope of this project is to ensure the design and delivery of the new Civic Centre building to time and within budget. The project has been overseen by the Civic Centre Board which was originally chaired by the Chief Executive and included senior representatives from all of the Council departments. From October 2012 the Board has been chaired by the current Strategic Director of Regeneration & Growth, who is also the project sponsor.

3.3 The project had a Project Manager (at Assistant / Operational Director level) and was overseen by a small, dedicated team of 4 staff, largely made up of secondees from elsewhere in the Council.

3.4 The building was substantially completed in the summer of 2013, and a decision was made to occupy the building from July 2013. Full occupation was achieved by October 2013. This is within the timescales set out within the original inception documentation and has ensured that other buildings within the portfolio have been vacated in time for their disposals in line with the Civic Centre business plan.

3.5 However, the project has not yet formally closed as there remain a number of outstanding issues with the building. Skanska, the contractor responsible for delivering the building, remain on site and are committed to resolving the outstanding issues as quickly as possible. Responsibility for overseeing the outstanding works has now transferred to the Operational Director of Property & Projects. Some of the remaining issues to be resolved include:

- Contractual documentation necessary for ongoing operational requirements are not yet fully documented
- A small number of defects are proving problematic to resolve
- A larger number of snags also remain outstanding
- Certain aspects of the building remain under the direct control of the main contractor

3.6 Specific examples of the above issues which are visible to occupiers, staff, residents and users of the building and which can affect the operation of the building, include the variable heating output, the various leaks particularly in the Atrium roof, the AV screens and water supply. All of these plus other mechanical & electrical issues are being actively reviewed with an agreed programme of remediation.

3.7 Only when these issues have been fully resolved will the Council be in a position to negotiate final account with Skanska. Until then it is not possible to discuss the project financials, as the detail is clearly commercially sensitive. Notwithstanding this, the project sponsor remains very positive about the project being delivered well within the resource envelope identified for the building.

- 3.8 Once final account has been agreed a full project closure report can be prepared which will summarise the deliverables on the project and set out the lessons learned. It is hoped that this will be achieved during the spring of 2014.
- 3.9 Notwithstanding the contractual situation, a number of improvements and enhancements have been made post occupation of the building, to rectify things that were overlooked during the design phase or that only became clear as a result of occupation. This has included additional signage in all areas, the introduction of an ATM adjacent to the library entrance, opening an additional refreshment area adjacent to the Drum (due to the success of the Melting Pot), and a commemorative memorial tree in the gardens. Basement car park hours have been extended and road works outside the building have been completed. There is now a secure eating area immediately behind the Melting Pot for staff use.
- 3.10 Future improvements to be introduced in the near future include changes to the reception both in physical and operational terms, a new Starbucks café on the ground floor adjacent to the main entrance (opening in the Spring) and new retail units on the eastern flank of the building next to the library.
- 3.11 A schedule of ongoing works and a rolling programme of improvements is being developed with the intention of ensuring that the building is maintained so far as possible at an 'as new' standard. This will include, for example, a rolling programme of carpet replacement.
- 3.12 Despite inevitable teething problems, reaction to the building from both users and staff has been overwhelmingly positive. Additionally the building is building a foothold in the market place as an events venue, and has hosted a number of high profile and successful events, including receptions for the UEFA Champions League Final, a VIP NFL event, X Factor filming and a National Disability Awareness event. The building has been accredited as BREEAM Outstanding Status and as such is one of the greenest and environmentally friendly buildings in the UK. The Civic Centre has already been nominated and won various awards.
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3.13 *Move To The Civic Centre Project*

The Move to the Civic Centre was established by the One Council Programme in 2011 in order to direct and coordinate the tasks needed to ensure that the council was ready to move into the Civic Centre and to operate in new ways of working from day one. The project was developed to ensure a single point of accountability in recognition of the key behavioural, technological and cultural changes required to facilitate a smooth transition into the building and ensure that the building facilities are used to their full potential.

3.14 The Move to the Civic Centre Programme had a savings target of £2.6m per annum to fulfil the Civic Centre Business Case. The programme was also required to put plans in place to assure the Civic Centre business case income generation target.

3.15 Given the wide ranging nature and implications of the Programme, it was noted from the outset that the programme's success would depend on its ability to handle a large number of dependencies across concurrent projects and service changes.

3.16 The following outlines some of the key outcomes from the Move to the Civic Centre project:

- Completion of nine moves with minimal disruption to the public or the business and within budget.
- Clearance of old buildings in accordance with lease dates.
- Donation of furniture / office items to 57 council teams, schools, charities and voluntary organisations collected furniture from vacated offices.
- Staff working at 0.7 desk ratio in a hot desking environment throughout the building.
- Comprehensive staff communications and engagement, including over 900 people feeding into the furniture specification through the Model Office and induction sessions attended by over 2000 staff across 36 sessions.
- All staff working within the open plan environment – increased collaboration and cross-departmental working from consolidating onto one site.
- Clear desk policy in place throughout the Civic Centre.
- Civic Centre team supported FM and other colleagues to update / develop numerous policies and protocols ahead of the move.
- Filing reduced to fit within considerably reduced storage allowance in Civic Centre.

3.17 The Move to the Civic Centre was delivered as a cost of £1.1m, as against a defined budget of £1.37m. The main project costs related to removal and

clearance costs for vacated buildings and staff costs for the Move to the Civic Centre team. Management time to support the move itself, including the roles of the various Departmental Move Action Teams was absorbed within departmental budgets.

3.18 Four key outcomes were identified at the start of the project, namely:

- Adoption of paperless working
- Implementation of flexible working
- Decant
- Maximising income and facilities use

3.19 These outcomes are expected to deliver a number of benefits, including:

- £2.6m cost efficiencies during year 1 of the Civic Centre operation
- Reduced / rationalised storage
- Increased customer satisfaction
- Improved staff motivation
- The ability to generate income from occupation – with a target in excess of £1m for year 2 onwards.

3.20 In terms of project delivery, the project had three key objectives. The first objective related to embedding new ways of working within the organisation before the move to the Civic Centre actually took place. This led to a number of ICT changes being made in advance of the move – for example the introduction of ‘thin client’ devices to replace PCs, and the roll out of tablet technology and new arrangements for remote access to support flexible working. All of this was achieved. However, less successful has been the move to mobile telephony, which was largely rolled out concurrent with the move to the civic centre. The risks associated with this were managed by retaining desk phones for high volume users, and in some locations across the building, and by IT having floor walkers to support staff with technology during the first weeks of occupation. Nevertheless, telephony remains an area of weakness.

3.21 The second core objective to the project was to minimise any adverse impact of the transition on service delivery. One of the most impressive features of the move was the minimal amount of business hours lost, despite the complexities of the logistics. Meticulous planning went into ensuring that staff were required only to pack a single crate in the week before their scheduled move. Physical moves took place over the weekend. Staff had access to their IT until 4pm on the Friday before the move. On the Monday following the move staff were greeted at the Civic Centre, shown to their ‘zone’ where their crate was identified and a locker identified. Most staff members were working within half an hour of their arrival at the new building. Critical customer facing services, including customer services and housing, were given early access into the building to robustly test arrangements in advance of the move.

3.22 The final project objective was to ensure regular and consistent communication with staff, members and the public regarding the move. In the

year preceding the move all staff undertook a 'ready, steady, go' training programme, introducing them to the new ways of working expected within the Civic Centre. Move Action Teams were established within each department to champion and support these new ways of working, and practically help the preparations for the move (eg. to support the move to paperless working). Eight weeks before each department's move date, regularly weekly countdown communications were sent to all staff, and everyone was required to undertake a formal induction and familiarisation tour of the Civic Centre. Members received a similar introduction, tailored more to their needs. There was a rolling programme of customer communications advising them of the move.

3.23 In terms of governance, the Move to the Civic Centre programme was overseen by a project board chaired formerly by the Chief Executive, and in the year prior to the move by the Strategic Director of Regeneration & Growth. The Board included representatives of each department, as well as other key senior staff members responsible for Facilities Management, ICT and Customer Services. Various workstreams within the project were driven by task orientated groups, and the project was supported by a team of 4 people.

3.24 The key lessons learned from the project include:

- The importance of engaging staff early in the process
- The importance of regular and consistent internal and external communications, including member communications
- The importance of meticulous planning to ensure a smooth transition
- The value of early implementation of new ways of working in smoothing the transition process
- The risks associated with concurrent implementation of complex elements of projects – for example new telephony and FM arrangements
- The importance of a clear plan to 'business as usual' arrangements

3.25 The Move to the Civic Centre Project has now been formally closed by the One Council Programme. A formal 'transition plan' has been adopted which clarifies responsibility for various aspects of 'business as usual' activity. These arrangements will inevitably evolve as customers, members and staff learn more about how to get the best from the building, and a series of user groups have been established in order to ensure early identification of improvements that are required. A six month review of the building and its operation is currently under way and this will be considered by the Corporate Management Team (in the first instance) in the spring of 2014.

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