



**One Council
Overview and Scrutiny Committee
24 July 2012**

**Report from
Director of Regeneration and Major
Projects**

For Information

The Move to the Civic Centre

1.0 Summary

The report provides a progress update on plans for the move to the Civic Centre.

2.0 Recommendations

Overview and Scrutiny Committee note and consider the contents of this report.

3.0 Background

The Move to the Civic Centre project was set up in 2010 to facilitate a smooth transition and ensure that the Council is ready to occupy the Civic Centre in 2013. This includes managing the impact on services during the move; ensuring that staff are able to work in new ways with modern technology prior to the move; and keeping relevant stakeholders informed about the project.

The key elements of this project can be considered as follows:

- Promoting and developing a paper-lite method of working
- Promoting and practicing behaviours of flexible working
- Maximising community use and income generating activities within the building
- Ensuring a smooth decant of services staff and members to the Civic Centre.

This One Council project sits alongside the Civic Centre building project within the Regeneration and Major Projects department. The project is a key driver and catalyst in a number of other changes taking place across the council that support One Council Programme aims and contribute to a saving figure of £2.5 million attached to these Civic Centre catalyst projects. As such, the Move to the Civic Centre project operates as a Programme within its own right to coordinate over 40 different workstreams. Appendix 1 shows these main

projects as themes in the programme.

4.0 Key deliverables and milestones:

The Move to the Civic Centre Programme is responsible for delivery and /or oversight of the following:

4.1 Preparing departments for the move:

Departmental Move Action teams

- Every department has set up a Departmental Move Action Team (DMAT) to lead on and champion their preparations for the Move to the Civic Centre. These teams meet regularly and receive updates from the Civic Centre team through Civic Centre Coordinators assigned to each department.
- Key activities taking place within departments in mid 2012 include maintaining clear desks, holding office clear outs, and identifying papers for disposal, scanning or storage.
- The DMATs will support the Civic Centre team in inducting staff into the building in 2013.
- DMATs are working with the Civic Centre team to maintain accurate and detailed lists of the staff and items that will be moving to the Civic Centre.

'Ready Steady Go' officer training

- In order to prepare staff for the environmental and cultural changes of the Move to the Civic Centre, a training programme has been developed titled 'Ready Steady Go'. This phased training uses a blended approach of workshops, e-learning and supporting material to deliver key messages to staff moving to the Civic Centre.
- Training includes discussion on flexible working, performance management and information about the Civic Centre working environment. A number of departments have already been through this training and all staff moving to the Civic Centre will receive this training by October 2012.

Model Office

- The Model Office was an area of Brent House that was set up with furniture loaned from 7 suppliers. Staff were invited to attend one hour Model Office tours between September 2011 to March 2012. As part of the tour staff had an opportunity to feedback on the furniture types that they would like in the Civic Centre, as well as getting to see IT that will be in the Civic Centre. Over 900 staff attended these sessions.

Induction plans

- Plans are already in place for inducting all staff and members (and any council partners that will be moving into the building) into the Civic Centre building prior to their move to ensure a smooth transition of services.

There are a number of dependency projects that regularly report into the

Move to the Civic Centre governance structure, producing regular reports for the Move to the Civic Centre Sub Group:

4.2 Business process / service reviews and improvements:

- **Flexible Working** – People and Development have recently revised the Flexible Working policy which has been agreed by CMT. . This policy stresses the need to meet service delivery needs and improve productivity through effective flexible working arrangements. Flexible working will support the 10 members of staff to 7 desk ratio to be adopted in the Civic Centre.
- **IT changes to support flexible working** – There are a number of ITU projects that support flexible working, these include a move to wireless technology, changes to telephony, remote access and rolling out thin client devices across the council. These roll outs are also a key enabler of ‘paper-lite’ working and have associated financial savings in paper reduction.
- **Bulk scanning and file reduction** – ITU are working with services across the council to support them in clearing old files as appropriate within Information Governance guidance. Scanning and storage contracts have been let and are available to service units to support their preparations.
- **I-procurement** – This project aims to bring procurement processes online and reduce the need for paper documents, therefore contributing to the Civic Centre’s ‘paper-lite’ aim.
- **Project Athena** – this project is working in collaboration with five other London Boroughs towards an integrated Oracle system for Finance, Procurement, HR and Payroll processes. This will support paper-lite working in the Civic Centre as well promote staff self sufficiency.
- **Digital Post room** – The Digital Postroom project is working with service units to develop a process whereby mail coming into the council is, wherever possible, scanned and sent to the appropriate staff member, to reduce the flow of paper around the council and improve information management. An implementation team has recently been appointed and is in consultation with services to establish the Digital Postroom model.
- **Realignment of Corporate and Business Support** - This is a project seeking to develop a model to maximise the benefits of co-location in the Civic Centre looking primarily at Corporate and Business Support. It has a key dependency with the Civic Centre project, given the opportunities offered by the collocation of the majority of staff.
- **Review of Cash arrangements project**
A project to review arrangements for handling cash payments both received and paid out, with a view to identifying the actions that need to be taken to enable these payments to be serviced from June 2013.

4.3 Customer Services

- **Customer Services – Operational model**

A Project Manager has been appointed to develop the operational model for delivering services from the Civic Centre to ensure that customers are greeted and directed appropriately to the services that

they require. This project includes managing the consolidation of face to face customer services that have previously operated out of separate sites. All staff will receive customer services training prior to the move to the Civic Centre and front line staff will receive additional training to familiarise them with the new environment.

- **Channel Migration**

The Future Customer Services project is working on a Channel Migration project which will contribute to both paperlite working (as more incoming items are moved online as part of the reconfiguration of the web offer project) and also consider front facing customer services in the Civic Centre.

4.4 Decant

- **Fit-out of the building**

The Civic Centre team is responsible for the fit out of the building with furniture and IT equipment as required. An OEJU procurement for Furniture, Furnishings and Equipment is underway, with a paper due to go to Executive in August 2012 recommending suppliers for contract award.

- **IT installation**

The IT unit are making plans for the installation of IT in the Civic Centre, this includes network and security; the data centre move; disaster recovery resilience testing; and piloting wireless systems prior to deploying wireless technology in the Civic Centre that will allow both staff and members of the public to access the web.

- **Move Management**

The Civic Centre team are responsible for managing the decant of staff and services into the Civic Centre and an experienced Move Manager has been appointed to develop the move plans. An Invitation to Tender will go out at the end of July to shortlisted removal and/ or disposal contractors (two separate lots are offered) as part of the OJEU procurement process.

- **Individual move projects**

There are a number of specific move projects within the Civic Centre move, these include the Library, members move, Registrars service, CCTV and Emergency planning services. As part of the move, systems and processes will be tested in the new building prior to opening.

- **Building Clearance**

As part of the removal tender procurement companies have been asked to provide options to resell, reuse for community use or recycle redundant furniture left in vacated buildings.

4.5 Operational

- **Transportation / travel plan**

The council's transportation unit is leading on developing an updated

post move council travel plan. This work includes developing and agreeing the charging strategy and car park space allocations, as well as developing / identifying a model for the operation of a car pool to cater for service vehicle requirements. This work will be presented to the Civic Centre Programme Board with recommendations, to have an agreed strategy by October 2012. A communications strategy is being developed to communicate this with key stakeholders and support customers, members, staff and partners in planning their travel to the Civic Centre.

- **Facilities Management arrangements for the Civic Centre**

This workstream is responsible for the appointment of an FM provider for the Civic Centre, as well as witnessing and testing prior to building handover. The project is in the later stages of procuring a Facilities Management provider as part of a framework procurement route.

Property and Asset Management

Through this workstream, the Civic Centre team are working with the Property team to coordinate move dates with lease expiry dates as closely as is possible. This workstream is also responsible for the sale of the Town Hall and securing income from the letting of commercial spaces available within the Civic Centre.

- **Bookable events project**

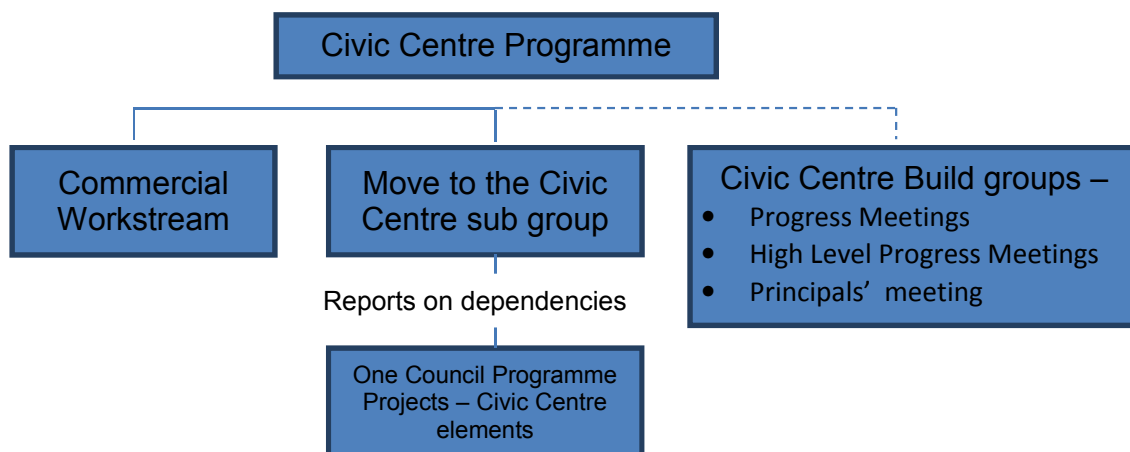
In order to ensure that the Civic Centre is host to wealth of community activities, a workstream has been set up to plan out events for the Civic Centre. This workstream is also looking at income maximising events and as part of this work, the event spaces will be marketed as an income stream for the council. An experienced Conference and Events Sales Manager is being recruited to develop the plans and manage the Events team in the Civic Centre. This workstream is also responsible for purchase of a booking system for use in the Civic Centre.

- **Business Continuity**

Business Continuity protocols are being reviewed in the light of the move to the Civic Centre. The council's Emergency Planning team are revising business continuity plans for both the move and post occupation to reflect the changes to the council's property portfolio.

5.0 Project Governance

The project's governance structure is depicted below:



The Programme Board is chaired by Gareth Daniel, the Senior Responsible Owner (SRO) and Sponsor. This structure sits within the wider governance of the One Council Programme

In addition to regular meetings, two Civic Centre Challenge Days have been held in 2012 to do a detailed run through of preparations and ensure that plans are on track for delivery. The agenda for these sessions is set by the Chief Executive who chairs the day. Further Challenge Days will be held quarterly in the run up to the move.

6.0 Project Status

The Move to the Civic Centre project's progress is monitored through a number of mechanisms:

- Monthly reports to One Council Programme Board
- Regular updates on Corporate Scorecard

All dependent projects / workstreams are required to complete and present Project Status Reports to the monthly Sub Group meetings. Move to the Civic Centre progress is then reported up to the Monthly Civic Centre Programme Board, chaired by the Chief Executive.

In its most recent Project Status Report, the project reported an 'Amber' status using the Red Amber Green reporting method.

This status reflects the following:

- The Red / Amber / Green status of the dependency projects reporting into the Move to the Civic Centre Programme.
- The amber status of a number of key risks. A risk workshop has been scheduled for the Move to the Civic Centre Sub Group to discuss the Programme Risks and provide assurance that these are being mitigated as far as is possible.
- Prior to commercial letting of space and taking event bookings, there is a need to monitor the business case and ensure that as the business case figures are established (for instance in the income from lettings), these meet the business case requirements. As such, the amber status reflects the need for close monitoring of these financials to ensure they remain within projections.

7.0 Timescale

A detailed project plan is in place for the Move to the Civic Centre Programme and regular status reports from dependency projects allow this plan to be kept up to date on milestone progress.

Should slippages take place (in either the move preparations or the building project) contingency plans have been considered at an early stage to minimise the impact of any slippages on services and budget

8.0 Budget

The Move to the Civic Centre budget was agreed in August 2011 by the One Council Programme Board. The overall budget is £1 391 000. This budget is managed by the Programme Manager, Move to the Civic Centre and is separate to the Civic Centre building budget.

The Move to the Civic Centre Programme is currently on budget for both its spend to date and projected spend based on remaining procurements.

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Appendix 1 - The bigger picture

How does the Civic Centre fit in with other projects across the council?

