

## **Bath and North East Somerset Council**

### **Office Rationalisation Project**

*Working Document on the accommodation strategy*

### **Office Rationalisation Report - Outline Business Case**

**October 2009**

Document Information	
Document Name	BaNES – Office Rationalisation Business Case
Version Date	
Author(s)	
Owner	

Document Control		
Contributors		
Version History	Version Date	Summary of Issue
1.0	16 September 2009	Preliminary Draft
2.0	12 October 2009	Preliminary Draft
3.0	23 October 2009	Preliminary Draft

Distribution List		
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## EXECUTIVE SUMMARY

Further to the Replacement of Council Offices Cabinet Report, approved in January 2009, Mace was commissioned to work with Bath and North East Somerset Council (BaNES) to prepare a business case associated with the existing office accommodation of BaNES. This strategic property review is designed to capture the high level strategy for rationalising the office property portfolio by examining the existing situation and evaluating the feasibility of an alternative office solution that would provide: a more efficient use of space, a more effective way of working, and address the problems associated with the existing building stock and reduce the overall running costs.

The aspiration is to provide an alternative to the existing property solution that is more cost effective and create an environment that will facilitate improved business efficiencies that will sustain and support services delivery. This includes analysing and delivering a strategy which will ensure a council presence is maintained in all three major centres; Bath, Keynsham and Midsomer Norton.

The recommended property solution offers an exceptional opportunity for Bath and North East Somerset Council (BaNES) to review their current ways of working and to design and implement some organisational change to further increase efficiencies.

The review identifies proposals that would relocate the existing office staff into new facilities to control the increasing running costs of the currently inefficient office building stock.

The focus of the project is to reduce future revenue expenditure in order to increase the Council's ability to provide its core services and to generate capital receipts from the property disposal programme.

The alternative property solution offers an exceptional opportunity for BaNES to review their current ways of working and to design and implement some organisational change to further increase efficiencies.

There are three key dependencies that are fundamental to ensure the delivery of the recommendations in this report with respect to time and cost:

1. BaNES must provide the right information at the right time.
2. BaNES must be able to make key decisions in a timely fashion.
3. That BaNES "buy in" to the concept of new ways of working and the change management programme that will inevitably follow.

## 1. Introduction

In January 2009 the Cabinet reviewed the 'Replacement of Council Offices' report and approved that Bath and North East Somerset (BaNES) should proceed with implementing Option 2 (Keynsham New Build plus the retention of Lewis House and the Hollies). This approval was, however, on the proviso that a detailed viability appraisal was assessed.

Subsequent to the approval of the January Cabinet report the Council is on the verge of implementing its wider 'Change' programme which looks to improve efficiency and create savings across the council. This programme is split into four key workstreams (Workplaces, Service Redesign, Support Services and Customer Services). The aim of this 'Change' programme is to improve the service to our customer by changing the way we deliver our services and ultimately the way we work. This 'Change' programme will have an effect on the long term accommodation strategy, resulting in the need for further options which consider how the council may operate in the future.

Therefore the aim of the December Cabinet report is to provide the results of the viability appraisal as well as presenting a high level strategy for rationalising the office property portfolio which is sufficiently flexible to accommodate either the existing council structure or a more strategic based delivery and provider arm. King Sturge have produced a detailed report on the viability of a Keynsham new build, whilst this business case will concentrate on the wider accommodation strategy.

This report will address the organisational transformation agenda with the property element at the core, as well as considering the options available which will act as a catalyst for an organisational change that will transform council service provision and public perception of the Local Authority. The report also evaluates the feasibility of the Council's vision of an alternative office solution that would;

- Create a more joined-up approach with other public service providers to improve services for the public;
- Provide a better working environment to improve performance;
- Reduce the Council's carbon footprint;
- Support Regeneration of the local community;
- Maintain strong leadership and civic pride;
- Produce a sound business case for any changes in office accommodation.

This includes analysing and delivering a strategy which will ensure a council presence is maintained in all three major centres; Bath, Keynsham and Midsomer Norton.

The various options take into account the requirements of the Bath and North East Somerset PCT as they integrate with the Council's Health and Social Care Teams.

The purpose of this report is therefore to provide a property strategy which is sufficiently flexible to accommodate the changing council. The report also reviews and refreshes the vision for the council in light of new ways of working, which will ultimately identify how the space reductions will be generated.

In summary this report sets out the next steps and seeks formal approval to initiate the preferred option.

## 2. Background

The Cabinet and the Council approved the initial progression of the previous Replacement of Council Offices Options Analysis Report. That report looked at how the provision of office accommodation had developed since the creation of the unitary authority and how the existing accommodation limits open and efficient working practices.

The recommendation made by Cabinet was to progress with Option 2 which involved the rationalisation of office space via flexible working to three locations in Bath, Midsommer Norton and Keynsham. Option 2 identified the Keynsham office being a council new build and the new headquarters of the council. The decision was taken due to the closure of Cadbury's and the negative impact on the local economy should the council also vacate Keynsham. However in light of the current issues with the global economy, Cabinet requested the production of a viability report focussing on Keynsham to be submitted in November prior to full implementation of the property strategy.

## 3. Existing Situation

### 3.1. Building Stock

The Council's office portfolio consists of 12 properties distributed throughout the area, 4 of which are leasehold with the remainder being freehold. A high proportion of the currently occupied buildings are not fit for purpose as efficient 21<sup>st</sup> century office spaces and many of them are reaching the end of their economic life.

Office space has been acquired incrementally over the course of time to accommodate the Council's changing requirements for an office based workforce of approximately 1,600 staff. This has led to the accumulation of inflexible working areas and inefficient buildings. A very significant capital investment will need to be made in order to maintain these properties in an appropriate condition. The current forecast capital investment does not cater for bringing these properties up to the standard of modern office accommodation as they could not support a change to a new style of working.

At present limited budgets allow only for urgent backlog issues to be addressed on a reactive basis. Such a strategy is unsustainable and eventually a significant capital expenditure would be required to address particular issues associated with the building stock or services infrastructure.

The existing situation can be summarised as follows:

- Backlog maintenance spend is based on budget and restricted to reactive emergency measures only.
- Churn costs are considered very high.
- The office properties are not appropriate for a forward thinking Council and it is evident that many buildings will require a significant capital expenditure in the foreseeable future.
- Workplace environment is not conducive to efficient and effective working.
- The building services infrastructure associated with many buildings are considered to be passed their economic life.
- Legislation with respect to health and safety, the environment, and the workplace will place ever increasing pressure on existing maintenance budgets if a major capital works programme is not planned to address the condition of the existing building stock.

- Very little is spent on significant dilapidation obligations associated with existing leased buildings.
- The profile of the office portfolio has been acquired incrementally and does not afford an efficient and effective work space, one that will provide flexibility in workstyle and agility with respect of business need.
- A significant number of cellular offices reduces the flexibility of the floor plate and has therefore led to an inequitable distribution of space.
- The current buildings do not appear to coincide with the government's carbon footprint targets and sustainability aims.
- The buildings appear dated and this has a negative impact on BaNES public image.

### 3.2. Usage of Space

It is thought that the current use of space can be streamlined in the following areas;

**Filing and document management:** Much of the current space usage issues stem from paper based document management systems. Within some departments there is a huge local area storage requirement for filing. A certain percentage of this filing is necessary to have readily accessible, however we believe that there is potential to reduce this requirement significantly.

**Office layouts:** The 12 properties constituting the portfolio provide office space of all shapes and sizes. Generally, the office arrangement is based on traditional layouts with one work setting for one person. There is evidence that support space within the buildings has reduced over time to facilitate the need for additional workstations and as a consequence the quality of the office environment has suffered. Many of the existing properties are not fit for purpose as modern office buildings. They do not allow flexibility and have a large proportion of cellular office spaces which inhibits communication between the teams. The new office arrangements will be designed to the principles of 'new ways of working'.

## 4. Vision/Objectives

The Vision is to:

### **Create a more joined-up approach with other public service providers to improve services for the public**

- Integrate other public service strategic and commissioning roles in the broad-based partnership with NHS Bath and North East Somerset but also, over time, potentially involving the police and others.
- Develop a combined public sector approach for contact with the public

Benefits that can be achieved;

- Increased customer satisfaction by enabling the public to make one visit to deal with several issues as well as improving the service to making it more efficient
- Provision of easier and simplified access for customers
- Incorporation of partner working

### **Provide a better working environment to improve performance**

- Consolidate all strategic and administrative functions into as few offices as possible.
- Use the office integration as a catalyst for further development of a 'one Council' culture
- Develop a modern working environment making best use of information technology and flexible working.

Benefits that can be achieved;

- As discussed earlier in this paper, it is thought the current Council offices are operating at 50% under use. Therefore by shifting from a staff to work station average ratio of 1:1 to 3:2 it is feasible to achieve a 40% reduction in both floor area and workstations
- Not only will this floor area reduction allow the Council to consolidate the property portfolio by releasing 9 properties and ultimately eliminating £2m backlog maintenance, but it will create a better working environment for the staff and consequently increase office based staff productivity by approximately 20% (WorkSMART Business Case)
- A more conducive working environment is known to have an overall reduction in staff sickness and increase in staff retention which leads to a reduction in number of agency staff

### **Reduce the Council's carbon footprint**

- Reduce the Council's carbon footprint by improving energy efficiency of its buildings and by reducing business travel
- Reducing the space required for new offices through flexible working
- Enable the public to gain access to services locally more effectively by web, phone or through one- stop-shops.

Benefits that can be achieved;

- The Council's carbon footprint in 2007/08 was 26,500 tonnes with 21% of that emitted by the Corporate Estate sector. However, by reducing the property portfolio, improving the energy efficiency of the remaining buildings and reducing business travel it is aimed that this percentage will be reduced in line with the Council pledge to cut Council carbon emissions by 30% over the next 5 years.
- By achieving a cut in the Council offices energy consumption it will contribute to saving the Council between £5.7m and £8.3m over the next 5 years.

### **Support regeneration of the local economy**

- Rationalise office provision in a way that supports and develops the local economies taking into account relative levels of need and prosperity.

Benefits that can be achieved;

- Any premises that the Council vacates will be available for private sector use. This could equate to a maximum £9m to £10m per annum for the city depending on the current economic market.

### **Maintain strong community leadership and civic pride**

- Retain the Council's democratic decision making presence in the centre of Bath within the Guildhall
- Retain the Hollies in Midsomer Norton.
- Enable public sector and voluntary sector partners to make better use of the Council's facilities for public and partnership meetings.

Benefits that can be achieved;

- Provision of easier and simplified access for customers
- Incorporation of partnership working in one building
- Rural access points for those who cannot make it to the main towns.

### **Produce a sound business case for any changes in office accommodation**

- Improve the standard of offices, reduce energy use and help protect the Council from rising energy costs, with no net increase in the ongoing cost of administrative and strategic office accommodation.
- The pattern of office provision emerging from the achievement of this vision could be: - No more than two/three strategic and administrative headquarters occupied by the Council and NHS Bath and North East Somerset.



- A multi-agency one-stop-shop in each of the three main settlements – Bath, Keynsham and Midsomer Norton.
- Improved access to Council services through other local Council facilities, such as libraries.
- The extent to which post offices and other local facilities can be involved in this vision has yet to be assessed. The Council has already agreed that it wishes to explore options.

Benefits that can be achieved:

- Cost Neutral Cashflow over 30 years
- Reduction in costs associated with internal staff movements through the strategy of a flexible workplace design
- It is possible to achieve a 50% reduction in paper records thus reducing the outgoing costs
- The project offers the Council the opportunity to restructure the management of records including the use of a managed archive facility providing scanning and 24hr hard copy file retrieval
- If the restructuring is adapted it could achieve a reduction in time spent searching for files by as much as 1/6<sup>th</sup>
- Reduction in costs of delivering and supporting ICT services across the property portfolio.
- 5% reduction in number of calls to the ICT support desk
- 5% reduction in time taken to respond to IT issues
- Increased performance of running and maintenance costs
- Reduction in number of calls to help desk
- Reduction in time taken to respond to issues
- Increased recycling

## 5. Workstream Visions – Summary

### 5.1. One Stop Shop – Customer Services

The intention behind the One Stop Shop is to provide one point of access for the public to communicate with the council. At present customers need to visit different offices depending on what they require and often confuse the services offered at the various offices resulting in superfluous visits and the need to travel elsewhere.

The One Stop Shop however will provide customer with simple, clear and obvious ways of contact the council and plans to integrate with other public services and thus provide one point of contact with all Public Services.

The intention is to provide a facility within each of the three main conurbations of Bath, Keynsham and Midsomer Norton.

In order to establish a One Stop Shop there are a number of issues which are required to be resolved during the consultation stage. This includes the availability of fit for purpose accommodation as well as the changes which are required to the future design of services and the way the individual services interact with the customers.

The One Stop Shop will provide a cultural change by moving away from ‘silo working’ to a wider focus on customers’ key life events and their need for wider linked services and it is therefore essential that this change is accepted together with the co-operation of the services working across each other. However, this transition will only be accepted if the correct infrastructure and technology is in place from the outset. Therefore it is imperative that these requirements are researched over the course of the next phase.

## 5.2. New Ways of Working (Flexible Working)

This property review assumes that there will be a move towards a new style of working, sometimes referred to as 'new ways of working', that focuses on an open office environment, maximises the use of IT technology and that a new set of corporate property standards will be put in place.

It is possible to consider either a conventional approach to office planning, or one that adopts new working methods and techniques to make more intensive use of space.

Conventional office planning practise is to allocate space on the basis one person one desk. The traditional approach to meeting headcount growth or to reducing space is based on a combination of increasing the work station layout density and eroding ancillary and support space, resulting in a general deterioration in the working environment and an increasing loss of flexibility.

The alternative is to take a more flexible approach to the allocation and use of space based on staff work patterns and functional need, sometimes referred to as new ways of working.

The major advantages from adopting new ways of working include the ability to achieve higher occupancy levels through more intensive use of space, while at the same time protecting the working environment and provision of support facilities. It will reduce the space and cost per person housed, and facilitate an overall reduction in occupancy costs. It will also reduce the cost of organisational change.

The basic premise behind the flexible use of space is that office resources are no longer individually allocated, but are available to all within a group or function on the basis of practical, day to day need. The number of workstations provided is based on optimum rather than maximum requirements, and are a reflection of the day to day work patterns within an organisation. Personal association with an individual workplace is replaced by an increased sense of team or group identity. In turn, each workstation will be capable of providing any occupant with the facilities they need to do their job, regardless of where they chose to sit. The workstation itself may become only one of several different work settings. It should be noted that while team working/shared workspace reduces the overall demand for space, it is not about reducing space standards.

Experience with other local authorities has shown that on average buildings are often no more than 50% occupied during a typical working day. This has enable staff to work station ratios of 3:2 or greater to be achieved in a number of recently refurbished public sector buildings, delivered a space per workstation of 12 m<sup>2</sup> NIA but an average space per person housed of c8.5 m<sup>2</sup>. (Note -This is an overall average - space sharing/team working will not necessarily be appropriate for all groups and its application would vary according to specific departmental work patterns, with certain specific job types making it more appropriate for staff to be given an allocated work station).

## 5.3. Flexible Workplace – time and place

This is seen as an approach to modernising the way staff work to enable the Council to deliver more appropriate and better services to its customers, while at the same time helping to reduce the need for office space.

To achieve this, Banes is looking at ways to make the best possible use of its resources – people, offices and technology. This involves taking a team based approach to meeting customer needs, which should also mean that staff can have a better work life balance too.

Flexible Workplace concentrates on where and when people work and the technology that they need to enable them to work effectively in those locations.

Some of the drivers are seen as:-

- cost of workplace accommodation
- cost of travel (for both staff and the organisation)
- customer expectations of service availability
- working hours legislation
- changing work patterns within families
- increasing competition for staff with organisations that do work flexibly
- environmental issues

Reviewing the need for these staff to come into the team office each day is seen as likely to result in savings in time and cost (particularly mileage). Enabling them to work from home and/or to use open desks and landing sites in locations closer to their clients likewise should cut down on travelling time and give the option of either seeing more clients during the week or covering workload for absent colleagues, with resulting improvements in overall productivity and better work/life balance.

### **The benefits**

The main business benefits are seen as coming from the ability to make better, more flexible use of staff time, avoiding unproductive travel, and improving staff moral and therefore motivation. Ultimately the flexible use of location will enable staff to spend more time with customers.

### **Links to New Ways of Working/Flexible Use of Space**

New, flexible office space based on new ways of working concepts will help to facilitate this by providing staff with a better working environment, designed around the needs of flexible workers.

Staff, subject to their role and work pattern, will have the option of either working from their designated base office, in drop-in space in other Banes offices, from home or in 'landing sites' within the unitary authority's area. Offering staff the opportunity to work at home or in other locations will to some extent help reduce the need for space, but experience shows that this will not have a major impact.

### **5.4. ICT**

The objective of this Workstream vision is to move towards ICT being a more open working environment by providing support to the new ways of working being implemented by the council and thus enhancing productivity and offer staff a better work life balance. Ultimately this will mean:

- Better communications
- Faster flow of information
- More informed decisions
- Improved customer service
- A better and more flexible working environment for staff
- More effective use of space and resources

In order to achieve these benefits further clarity is required on the position of the strategic partners and their future requirements for ICT provision and the extent of integration with the Council systems.

## 5.5. Records Management

It is the vision to develop and implement a new records management system for all office staff in line with the new ways of working.

The Council is dependent on its records to operate efficiently and effectively and current records management and archiving is inefficient and as a result uses a large proportion of office space.

The office relocation project offers BaNES a unique opportunity to define a structure for the management of all Council records and standardise records management and archiving to ensure that;

- The Council retains only those records required to efficiently conduct its business in order to make improvements in the office space utilisation;
- Those records which are retained are managed and controlled effectively and at the least cost, complying with statutory, regulatory, and legal requirements considering operational and information needs; and that they are securely protected from loss, inappropriate destruction and falsification.

To ensure that this vision is realised, the Council intend to initiate a phased approach to the implementation of the records management system;

Phase 1: Reduce the paper filing by approximately 50%

Phase 2: Instigate a managed archive and retrieval service

Phase 3: Employ an electronic storage

This phased method will result in a number of benefits for the Council, including;

- the Council to comply with the legal requirements for records management and protect the Council and its employees against litigation
- To support the delivery of more effective and economic frontline services by providing appropriate access to full and accurate records
- To minimise accommodation and information storage costs of records
- To instil good practice in record keeping across the Council
- To categorise records into types and provide a centralised electronic index of records held
- To ensure storage systems are chosen so that required data is retrievable in an acceptable timeframe and format

To accomplish these benefits it will be necessary to establish the infrastructure to collect and deposit the physical files to and from the various sites as they proceed through their lifecycle.

This phased approach offers an opportunity to for the Council to invest in the records management structure and ultimately provide a new, efficient resource which will achieve long term savings for the Council.

## 5.6. Facilities Management

A key dependency in maximising the efficiency and effectiveness of Banes' property assets is that it should move away from the split, largely departmental control and administration of space to a fully centralised, corporate ownership of property, facilities and procurement. Without this it will not get the maximum benefit from and effective control of its office property and costs. Most significantly Banes will not be able to achieve the space and financial savings from the adoption of new ways of working and flexible use of space as recommended in the Office Review.

Efficient day to day management of Banes' office properties and strategic space planning is impeded by the degree of autonomy given to the individual business groups and the corresponding lack of corporate control over the use of space, building services and procurement. As a result there is a lack of consistent corporate standards, leading to inefficient

and inconsistent use of space and wide variations in the quality of the working environment. It also results in staff being diverted from front line services. Support services are delivered by a number of organisations, making cost accountability and supplier performance more difficult to manage.

The creation of a true corporate FM function will provide an opportunity to drive out costs both corporately and at a departmental level, make better use of resources and improve facilities management performance and customer service, especially in response to organisational and business changes. Other Local Authorities who have adopted this approach have achieved significant success in terms of organisational efficiency and cost savings. From experience with other corporate and public sector bodies the savings are likely to be in the order of 15% to 20% of the current cost of service delivery.

## 6. Options Analysis

Whilst it has been noted that this report considers the wider change programme and the influence its implementation will have on the long term strategy, it also considers the significant issues in the form of lease expiries and budget cuts which require immediate resolution. It is for this reason that the report has been split into proposals for a medium and long term plan.

### 6.1. Medium Term Office Plan – Up to 2013

#### **Option 1: Do Nothing - Retain All Current Council Offices**

The existing buildings are considered to be inefficient with regards to the use of space, office layout, separate internal offices and the need to replicate reception facilities. In addition, the accommodation provided is under utilised due to the ways of working employed by Council staff and services. There are also impending lease expiries which provide an opportunity to rationalise space whilst also achieving a revenue reduction in advance of the 2011 budget cuts. The Carbon Management Plan also targets the office portfolio for a reduction in energy use, which will be unachievable with this option.

There is the possibility for the Council to extend the leases; however, this does not achieve any of the strategic objectives set out in the vision and the wider 'Change' programme agenda. Therefore 'Do Nothing' is not considered to be an option which the Council should approve and its inclusion within the report is for financial analysis comparisons.

#### **Option 2: Rationalise Office Space**

This option resolves the immediate issues surrounding the impending lease expiries and also helps to reduce revenue outgoing prior to the budget cuts in the 2011/12 financial year, whilst not committing BaNES to any long term property solution.

In November 2010 and August 2011 Trimbridge and Plymouth House leases expire requiring alternative accommodation to be sought for over 350 members of staff.

There is the possibility of extending these leases or finding alternative accommodation elsewhere in Bath but this will not be seen as being cost effective for the council as the office portfolio is already under utilised.

In contrast, implementation of this option will refurbish Lewis House enabling the execution of the workstream visions and implement new ways of working which in turn will result in the creation of sufficient office space to accommodate all of the staff on a 3:2 staff to workstation ratio from Trimbridge and Plymouth House. This will enable the council to dispose of Trimbridge and Plymouth House whilst reducing the office portfolio prior to the budget cuts.

The plan will also see Bath Street close with staff moving into the remainder of Lewis House and generating savings on running costs and a rental income.

**Key Findings:**

Staff/Workstation Requirement:

Existing Portfolio	1951/c1951
New Portfolio	1951/1586

Change in size to Office Portfolio (net internal area)

Existing Size	23,902sq m
New Size	19,551 sq m
<b>Space Reduction</b>	<b>4,351 (18.2%)</b>
<b>Average Area/Workstation</b>	<b>12.3 sq m</b>
<b>Average Area/Person Housed</b>	<b>10.0 sq m</b>

**6.2. Long Term Plan – 2013 onwards**

The options outlined below take into account the objectives of the wider change programme and thus provide flexibility to the long term office accommodation.

**Option A: Do Nothing: Retention of all current council offices**

As with the ‘Do Nothing’ option within the medium term plan, the existing position is a benchmark against which to compare the other options for financial modelling purposes. With the changes that are being faced by the council in terms of the need to reduce spend, integrate with the PCT and other public sector bodies and the effect of the ‘Change’ programme, it is considered that the ‘no change’ option is not feasible.

**Option B: Keynsham New Build plus retention of Lewis House and the Hollies**

This is the original option approved from the ‘Replacement of Council Offices’ report in January 2009 aimed to locate council staff across 3 locations – Bath, Keynsham and Midsomer Norton. The intention was to develop a new headquarters for the council in Keynsham, which would help to regenerate the area.

A phased approach is necessary to develop this option;

Phase 1: demolition of the Town Hall and some retail outlets and replacing it with a mixture of new shops, a One Stop Shop, a new library, Council offices and space for third parties

Phase 2: development of the remaining retail outlets and fire station site

Phase 3: redevelopment of Riverside. The council staff would remain within Riverside whilst the development takes place.

This option achieves all of the objectives inherent within the vision and is supported by the Keynsham viability report and urban regeneration.

The relocation of the main body of the council away from Bath will result in premises being made available for use by the private sector, for which there is a demand, although it should be noted that in the current market these properties may not be occupied immediately as the landlord will need to undertake refurbishment works and undergo lease negotiations.

The Hollies and Lewis House will house the One Stop Shops and the Guildhall, whilst not providing accommodation for staff, will remain as the democratic decision making centre.

The Keynsham New Build is also of interest to the Police Authority as the new headquarters and one floor of Lewis House could be made available for a local Police base within Bath.

### Key Findings:

Staff/Workstation Requirement:	
Existing Portfolio	1951/1586
New Portfolio	1951/1306
Change in size to Office Portfolio (net internal area)	
Original size	23,902 sq m
New size	13,804 sq m
<b>Space Reduction</b>	<b>10,098 (42.3%)</b>
<b>Average Area/Workstation</b>	<b>10.5 sq m</b>
<b>Average Area/Person Housed</b>	<b>7.0 sq m</b>

### Option C: Keynsham New Build plus Lewis House, the Hollies and Northgate

This option is an adaptation of Option B above, which was the preferred option by Cabinet in January 2009, it however looks at a reduced size of new build office. The future outlook for the council is still under development and will be influenced by the next general election. There is a risk inherent within Option B that should the council reduce in size, vacant space in Keynsham may not be filled by other organisations. This will result in the council having to pay rent on empty floors.

This option looks at retaining Northgate House in order to accommodate the existing staff number and avoid committing the council to the risk of having vacant space.

### Key Findings:

Staff/Workstation Requirement:	
Existing Portfolio	1951/1586
New Portfolio	1951/1307
Change in size to Office Portfolio (net internal area)	
Original size	23,902 sq m
New size	13,641 sq m
<b>Space Reduction</b>	<b>10,261 (43%)</b>
<b>Average Area/Workstation</b>	<b>10.4 sq m</b>
<b>Average Area/Person Housed</b>	<b>6.9 sq m</b>

### Option D: Riverside Refurbishment plus retention of Lewis House and the Hollies

It was requested at the previous Cabinet meeting that this option was reviewed as a comparison against Option B – Keynsham New Build.

The viability report shows that, if the council remain in Riverside, the regeneration of Keynsham would be postponed for the foreseeable future, resulting in a vacant town hall site. It is unclear as to whether the Keynsham economy is likely to attract a developer to the site without a 'blue chip' client.

Whilst BaNES will maintain a presence in Keynsham, it is unlikely to attract other public and private sector bodies to the area to maintain or increase the local economy once the Cadbury's site closes. All other visions set out previously in this report will be achieved.

For this option Lewis House, the Hollies and Northgate House will be retained to ensure that the existing staff number can be accommodated before any future changes are realised.

The Hollies and Lewis House will house the One Stop Shops and the Guildhall, whilst not providing accommodation for staff, will remain as the democratic decision making centre.

The option will also generate sufficient space within Riverside for the new Police Authority headquarters and one floor of Lewis House could be made available for a local Police base within Bath.

### Key Findings:

Staff/Workstation Requirement:	
Existing Portfolio	1951/1586
New Portfolio	1951/1359
Change in size to Office Portfolio (net internal area)	
Existing Size	23,902sq m
New Size	14,477 sq m
<b>Space Reduction</b>	<b>9,425 (39.5%)</b>
<b>Average Area/Workstation</b>	<b>10.6 sq m</b>
<b>Average Area/Person Housed</b>	<b>7.4 sq m</b>

### Option E: Bath New Build

This provides the Council with a new headquarters on the Bath Quay South site, including accommodation for public sector partners, with a one stop shop retained in the centre of town. Retention of the Hollies, Riverside and Keynsham Town Hall is required until the future formation of the council is known.

The previous Cabinet Report issued in January reviewed new build opportunities within Bath but they were not considered to be suitable sites, however, the Bath Quay South site has subsequently become available. This south side of Bath is in need of redevelopment and the site available is of significant size and could easily attract other developers/'blue chip' clients.

Out of the current Keynsham facilities BaNES would only retain Keynsham Town Hall in the longer term as a One Stop Shop and this does not support the vision/objective to 'support regeneration of the local economy'. All other visions set out previously in this report will be achieved.

The Hollies and Lewis House (ground floor only) will house the One Stop Shops and the Guildhall, whilst not providing accommodation for staff in the longer term, will remain as the democratic decision making centre.

This option will not provide the Police Authority with any incentive to relocate from their current Manvers Street site and will therefore not achieve the vision of the public service coming together other than in the One Stop Shops.

### Key Findings:

Staff/Workstation Requirement:	
Existing Portfolio	1951/1586
New Portfolio	1951/1306
Change in size to Office Portfolio (net internal area)	
Existing Size	23,902 sq m
New Size	15,451 sq m
<b>Space Reduction</b>	<b>8,451 (35.4%)</b>
<b>Average Area/Workstation</b>	<b>11.8 sq m</b>
<b>Average Area/Person Housed</b>	<b>7.9 sq m</b>



## 7. PCT Requirements

The PCT and Adult Care are currently in the process of integrating their teams as part of a new partnered approach to customers. As a result of this integration the PCT plan to accommodate staff within Council and PCT properties.

This report is based on the following assumptions:

The current PCT plan is to temporarily co-locate the commissioner arm in St Martins. There is an urgency for these teams to co-locate in order to start realising the benefits and delivery of the new customer service. St Martins is the only available accommodation big enough to do this. The longer term plan is for these commissioners to be based in the councils main office.

The plan for the provider arm of the PCT is not currently agreed; however the desire is to house the Provider Management arm in Lewis House and the community teams within St Martins, Keynsham Health Park and The Hollies.

## 8. Issues and Opportunities

### 8.1. Business Case rejection by Key Stakeholders

We need to ensure that there is a focus on effective communication from the outset of the alternative property solution project. It is important that we foster a sense of ownership in the scheme for all stakeholders. The rejection of the scheme by key stakeholders will have large scale implications on the continuity and value of the process.

### 8.2. Staff Numbers

The business case has been determined on information with respect to current staff numbers and will require detailed corroboration during the consultative stage. Accuracy with respect to staff numbers is fundamental in the determination of the new space requirements.

During the formation of this business case, updated information on staff numbers has been established. These numbers will be interrogated and finalised during the consultation stage.

### 8.3. Workstation Requirements

For the purpose of this report workstation numbers were established for each property and where this information was outstanding a one workstation to one person ratio was agreed.

The business case for the proposed solution has been based on achieving an average 3:2 staff to workstation ratio. Further opportunities to improve this ratio will be developed during the consultation stage.

### 8.4. Synergies with Operational Services

Further consideration should be given to the operational staff and services during the next stages to enable a greater understanding of co-location opportunities and synergies with other departments. This will also be further developed through the use of open forums and workshops to understand how to implement the culture change required to embrace new ways of working.

### 8.5. Remote Touchdown and Public Access Points

The alternative property solution consolidates the portfolio and as such there will be a need to provide:

- touchdown facilities for staff who are mobile and are working remotely away from the office and need to complete a piece of work before their next appointment
- access points for the public who require general information
- client meeting places for Children's and Adult Services

To fully understand the requirements for the provision of staff touchdown facilities and public access points would require detailed consultation with the appropriate service departments.

Libraries and Civic Centres are possible locations for public access points. Children's centres could also hold Client (Children's Services) meetings and Civic Centres Client (Adult Services) meetings.

A detailed review in respect to the number and location of touchdown facilities and public access points is currently underway as part of the Customer Services Workstream. It is the intention that these facilities will also be shared with other public sector/charitable agencies and/or community bodies. It is thus hoped that potential site will be identified on a 'quid pro quo' basis. As a contingency we are aware of several services already working from libraries, civic centres, schools, nurseries, health centres etc., which will ultimately be made redundant by the service redesign and thus be available for potential touchdown and public access points.

Another possibility is to consider partnership arrangements with other public sector organisations such as the health service. The PCT provides a potential opportunity, however differing cultures, agenda's, strategies, networks and timelines all need to be considered.

#### **8.6. Consultation with Service Departments**

The recommendation for an alternative property solution requires testing with service departments for organisational fit. A Communications strategy has been developed and a plan will follow once the project has been approved.

### **9. Next Steps**

- Refine the programme for the business case and identify priority redevelopment requirements
- Develop and enhance organisational fit
- Validate property and staff data and fully incorporate new staff numbers
- Consultative stage to develop workstreams to deliver fully operational buildings

**Existing Main sites**

<b>Address</b>	<b>Riverside</b>	<b>Lewis House</b>	<b>Trimbridge House</b>	<b>Guildhall</b>	<b>Plymouth House</b>	<b>Northgate House</b>	<b>Hollies</b>	<b>9/10 Bath St</b>	<b>Keynsham Town Hall</b>	<b>Palace Yard Mews</b>	<b>Abbey Chambers</b>	<b>16A Broad Street</b>	<b>Total</b>
<b>Staff numbers</b>													
Childrens Services	212	108					8		32				
Customer Services	150	2	111	4	3		2	66	9		11		
Adult Care		91	23		52		62		6				
Development & Major Projects								1		28			
Support	124	6	31	102	142	86	8	1	10	6	2		
Improvement and Performance	48			9									
Chief Execs				6									
Council Solicitor	24			34		14	1						
<b>Total</b>	<b>558</b>	<b>207</b>	<b>165</b>	<b>155</b>	<b>197</b>	<b>100</b>	<b>81</b>	<b>68</b>	<b>57</b>	<b>34</b>	<b>13</b>		<b>1635</b>
<b>Freehold / Leasehold</b>								Long Lease - 125 yrs from 1988					
	Leasehold	Freehold	Leasehold	Freehold	Leasehold	Leasehold	Freehold		Freehold	Freehold	Freehold		
<b>Area - NIA in m<sup>2</sup></b>	<b>5,553</b>	<b>1,753</b>	<b>2,100</b>	<b>4,386</b>	<b>1,309</b>	<b>1,673</b>	<b>1,961</b>	<b>632</b>	<b>980</b>	<b>355</b>	<b>800</b>	<b>310</b>	<b>21,812</b>
<b>Area - GIA in m<sup>2</sup></b>	<b>6,670</b>	<b>2,137</b>	<b>2,495</b>	<b>5,757</b>	<b>1,454</b>	<b>1,848</b>	<b>2,181</b>	<b>852</b>	<b>1,284</b>	<b>430</b>	<b>1,241</b>	<b>503</b>	<b>26,852</b>
<b>Other occupiers</b>	Mouchel		Business West	Charter Trustees		Mouchel	Nrtn Rdstock College, Dial A Ride, Mouchel, PCT, BCRPaerial		Dial a Ride, CAB, SWAN BCRPaerial		BTP, Festivals Trust, IGF, Film Festival		
<b>Lease expiry dates</b>	October 2006		November 2010		August 2011	April 2016							

Key Findings

Chief Exec	6
Solicitor	73
Improvement	57
Support	518
Customer	358
Adult	275
Children	360
Major Projects	29
Mouchel	64
Council Staff	1740
PCT Staff	211
<b>Total Staff</b>	<b>1951</b>

Option B				Option C				Option D				Option E			
Wkst	Staff	Building	Size	Wkst	Staff	Building	Size	Wkst	Staff	Building	Size	Wkst	Staff	Building	Size
22	45	Keynsham HC	220	22	45	Keynsham HC	220	22	45	Keynsham HC	220	22	45	Keynsham HC	220
187	260	St Martins	1870	187	260	St Martins	1870	187	260	St Martins	1870	187	260	St Martins	1870
647	971	Keynsham N.B	8000	497	745	Keynsham N.B	6164	540	811	Riverside	7000	933	1400	Bath Quays	11200
300	450	Lewis Hse	1753	300	450	Lewis Hse	1753	300	450	Lewis Hse	1753	150	225	Hollies	1961
150	225	Hollies	1961	141	211	Hollies	1961	150	225	Hollies	1961	14	21	Keynsham Town Hall	200
				160	240	NGH	1673	160	160	NGH	1673				
<b>1306</b>	<b>1951</b>		<b>13804</b>	<b>1307</b>	<b>1951</b>		<b>13641</b>	<b>1359</b>	<b>1951</b>		<b>14477</b>	<b>1306</b>	<b>1951</b>		<b>15451</b>

Average Area/Workstation	10.57
Average Area/Person Housed	7.08
Original Size (m.sq NIA)	23,902
Revised Size (m.sq NIA)	13,804
Reduction (m.sq NIA)	10,098
Reduction (%)	42.3%

Average Area/Workstation	10.44
Average Area/Person Housed	6.99
Original Size (m.sq NIA)	23,902
Revised Size (m.sq NIA)	13,641
Reduction (m.sq NIA)	10,261
Reduction (%)	43.0%

Average Area/Workstation	10.65
Average Area/Person Housed	7.42
Original Size (m.sq NIA)	23,902
Revised Size (m.sq NIA)	14,477
Reduction (m.sq NIA)	9,425
Reduction (%)	39.5%

Average Area/Workstation	11.83
Average Area/Person Housed	7.92
Original Size (m.sq NIA)	23,902
Revised Size (m.sq NIA)	15,451
Reduction (m.sq NIA)	8,451
Reduction (%)	35.4%

Buildings	Size (sq.m NIA)	
	Existing	New
Keynsham N.B.		6164
Bath Quays		11200
Guildhall	4386	
Lewis House	1753	
The Hollies	1961	
Trimbridge House	2100	
Plymouth House	1309	
Northgate House	1673	
Abbey Chambers	800	
Palace Yard Mews	355	
16A Broad Street	310	
Riverside	5553	
Keynsham Town Hall	980	
Bath Street	632	
St Martins	1870	
Keynsham Health Clinic	220	

(Option B increases the NIA to 8000 to accommodate all staff)

(Options D assumes that we will acquire additional space from the landlord)

(Space utilised by council/PCT integration - Not Complete Building)

(Space utilised by council/PCT integration - Not Complete Building)

## **Bath and North East Somerset Council**

### **BaNES Office Accommodation Workplaces Programme**

#### **Workstream Visions**

**October 2009**

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## **1.0 Customer Services**

### **1.1 Vision**

At present Council Connect only covers certain services:-

- Council Tax payments and benefits
- Concessionary Travel and Discovery cards
- Planning enquiries
- General enquiries

It is the Council's vision to improve their customer service by increasing the number of services the Council deliver in one place. This ensures the customer has a simple, clear way of contacting the Council and direct access / appointments with specialist support staff. This should allow the customer to be able to resolve all their queries at the first point of contact.

#### **1.1.1 Objectives**

There are a number of objectives which can be achieved by implementing this vision;

- To provide a 'one stop' environment for the customer to complete all Council tasks
- To reduce the space required by each service in line with the accommodation strategy
- To give the customer a sense that the Council cares about it's customer service
- To provide simplified services for the customer
- To provide better access for most vulnerable, hardest to reach members of the community
- Incorporation of partner working in One Stop Shops
- To improve staff and Customer Satisfaction

#### **1.1.2 Scope**

- Provide a cost benefit analysis
- Investigate options for flexible resourcing and 24 hour operation
- Identify an appropriate location
- Move away from 'silo working' to wider focus on customers' key life events and their need for wider linked services that this may generate.
- Roll-out in line with accommodation strategy
- Customer research in the community to establish and test customer needs and reaction to concept, plus evidence from proposed Guildhall pilot prior to full implementation.

#### **1.1.3 Benefits**

- Increased customer satisfaction
- Provision of easier and simplified access for customers
- Incorporation of partner working

### **1.1.4 Key Issues**

- Need to test concept to identify issues associated with this type of service delivery
- Services provided may differ depending on customer demand and demographics
- Requires change to the future design of services and the way Services currently interact with customers across the organisation
- Acceptance of cultural change together with co-operation across Services essential
- Development and testing of the new way of working model will identify what resources and systems will be needed to deliver the the system efficiently
- Availability of fit for purpose accommodation – timing dependent of lease expiries, availability of new space
- Need to have the right technology and infrastructure in place
- Will require resource and financial input from the Services. Cost v savings analysis to support investment case
- Will also be influenced by output from Lean Reviews
- Discussions on processes and procedures with the individual Services

## **1.2 Methodology**

### **1.2.1 One Stop Shops**

To increase the number of services the Council offers to the public in one place the Council Connect offices will evolve into a One Stop Shop model. This will allow a Council presence in Bath, Keynsham and Midsomer Norton plus a presence in rural/‘country’ communities. This rural presence will be at specific access points co-located with other public sector, charitable agencies and/or community bodies.

### **1.2.2 Corporate Command Control Centre**

- Co-location of ‘Council Connect’ and single point of access contact centres
- Will require development and provision of appropriate IT and telephone systems
- To be staffed by Services

### **1.2.3 Self Service**

The introduction of a number of new ‘self service’ items enable the public to access more details and forms on line and thus reduce the number of visits required to the one stop shops.

### **1.2.4 White Mail**

A central mail room is required for the One Stop shops, with the ability to scan to allow documents to be uploaded to the system and retrieved at all Council locations. This will enable the customer queries to be dealt with at the various outlets as they will all have access to the required information.

### **1.2.5 Accommodation**

The facilities at Midsomer Norton will be retained and adapted to provide the One Stop shop with the remainder of the building to be leased to the market or made available to the new outsourced providers.

Depending on the option selected by the Council, the new build incorporating all the Council staff may be located in Keynsham, and the Council will provide customer services to the local



community out of this building. If an alternative long term option is approved by the Council, a One Stop shop will be situated in Keynsham and will provide similar facilities to the One Stop shop located in Midsomer Norton.

It is intended that subsequent to the office relocations and potential new build, Lewis House will provide the One Stop shop facility in Bath.

The rural or saltelite locations may be shared with other public sector or charitable bodies. Locations for these are yet to be confirmed.

## **2.0 New Ways of Working**

### **2.1 Vision**

Bath and North East Somerset Council needs to be flexible in its day to day operations to meet the changing demands of the business and its customers.

New ways of working – a combination of Flexible Working and Flexible Use of Space – is aimed at making better, more flexible use of resources to improve business efficiency, provide a better working environment for staff and at the same time reduce the overall demand for space.

#### **2.1.1 Objectives**

The principal objectives behind the introduction of new ways of working are:-

- To provide modern office accommodation for Banes' staff, with offices that are flexible and scalable to meet the future demands of the business.
- To make more efficient use of space
- For staff to have greater flexibility with regard to when and where they work.
- To provide staff with the right tools for the job – more appropriate, better utilised technology, a more supportive office environment, and improved support facilities and amenities.
- To give staff the ability to access information and systems from (almost) anywhere

#### **2.1.2 Scope**

New ways of working concept is seen as a key enabler to the Council's property strategy to consolidate into four sites, and will involve all B&NES, NHS (PCT) and its other partners' office-based staff.

There are two inter-connected strands to new ways of working:-

Flexible use of space - the allocation and use of space based on current staff work patterns and functional need.

Flexible working - the opportunity for Service areas to improve the services they offer to customers by enabling staff to work flexible hours and in alternative locations to their team base (future work patterns)

The basic principals are that equipment, facilities and workplaces will be allocated on the basis of function or need rather than hierarchy, status or traditional practise. Staff will be free to use work setting and locations most appropriate to their work and the time they spend in or out of the office. The appropriateness of space sharing and space sharing ratios and the equipment they use will be based on individual departmental work patterns and operational needs and will vary by group or department.

The Flexible Working programme will improve service to customers by enabling staff to be more flexible in where and when they work and would naturally complement the introduction of flexible

use of space. It will achieve this by changing the way that teams work together, putting a greater emphasis on communication, forward planning and managing performance through outputs rather than close supervision.

Previous Banes' space utilisation surveys, based on existing work patterns (i.e. how staff currently work), have shown that on average its' buildings are often no more than 50% occupied during a typical working day, providing the opportunity to make significant space savings if new ways of working were to be adopted. By adopting flexible use of space at an average staff to desk ratio of 3:2 the Council will be able capture this potential, delivering the 40% space reduction required as part of the workplace transformation programme.

## 2.1.2 Benefits

New ways of working will provide an open working environment with the minimum number of barriers to the free flow of information and ideas while at the same time creating a sense of place/identity. It will provide staff with the right tools, technology, facilities and office environment to support mobile working and for any particular task, providing the means for them to work more interactively and productively.

The other benefits to staff would be a reduction in travel and a better work-life balance. The principal benefits to the Council would be improved service delivery - service areas are potentially able to offer more service hours, more appointments etc. - and increased staff motivation and productivity (there are also strong links with the Lean Reviews process). It would also further reduce the overall need for space.

The principal deliverables from the adoption of new ways of working will be:-

- A 40% reduction in office space and an overall reduction in occupancy costs while at the same time enhancing and protecting the working environment.
- More customer time through better use of staff time
- Increased flexibility to respond to changes in businesses direction
- A reduction in CO<sub>2</sub> as a result of a 40% smaller office footprint, modern more energy-efficient buildings and less 'dead' travel time.
- 'Virtual' IT and improved business continuity capability, for example if a building fails.
- More efficient organised filing/storage/archive and retrieval
- 'One stop' Facilities Management support

The office will be designed around providing greater flexibility and facilitation of change. Space will be replanned to provide better facilities based on the concept of team space rather than individual desks with related services/groups co-located. Offices will have new furniture and offer staff a choice of work settings. Support facilities will include a balance of conference and meeting rooms, break-out and informal meeting areas, and quiet rooms. There will also be print and resource areas and improved catering and vending facilities. Away from the office staff will be able to use district 'touch-down' sites to minimise travel.

## **2.2 Methodology: Implementation**

It is anticipated that both flexible use of space and flexible workplace would be promoted as a package, giving staff a significantly improved working environment and greater flexibility with regard to working hours and location in exchange for giving up individual desk ownership and managers and staff being willing to adapt to new ways of working. A fundamental key requisite will be the recognition of corporate ownership and control of space.

The process will be managed via a New Ways of Working Team, who report into the overall Workplaces Programme Office.

The starting point will be to hold One2One meetings with SDG/DDG in order to identify and engage with the key stakeholders and nominate a departmental representative to act as an information channel. The programme will be determined by the overall project timetable with the initial focus on Lewis House, Trimbridge House, Northgate House and Plymouth House.

From the beginning it will be essential to develop a Communications programme to promote, explain and get buy-in to the new ways of working concept and solutions. This programme will include team leader workshops, staff surveys and roadshows, intranet site etc.

Space utilisation surveys will take place in January for all the groups affected to confirm overall sharing ratios and space requirements, overall space requirements by building and the sharing ratios and space requirements for individual services, groups and departments.

In parallel the team will work with the departments to identify individual worker profiles to establish flexible working 'workstyles' (dedicated, team place, mobile, any place and home), the most appropriate supporting technology for their jobs, and to develop a supporting business case justification for the provision of new equipment. Departments will go through the BT portal to obtain equipment.

Generic layouts concepts will be developed for each building, with space allocated based on departmental relationships, sharing ratios and specific requirements as identified by the utilisation surveys. The project team would then work with departments to agree how they will use their allocated space and to identify/quantify allocated desks/team desks (within the rules of the generic concept).

A supporting Records Management programme will be put in place to rationalize departmental storage prior to the moves.

## **2.4 Flexible Working**

The work undertaken to date has been very successful with over 600 staff going through the flexible working portal resulting in around 250 desks being vacated. Attached is the supporting data.

Flexible use of space will now enable the re-planning of areas and provide space that reflects the working patterns of departments and ultimately achieve the space savings and business efficiencies.

## **3.0 ICT**

### **3.1 Vision**

The ICT vision is to assist the Council in creating an open and flexible working environment by providing support to the new ways of working being implemented within the office set up. The Council's current ICT infrastructure is considered suitable for its current needs; however the infrastructure will need to change to meet the new office requirements.

The ICT vision will adapt as the requirements of other workstreams and the wider programme develop and as new technical solutions reach the market.

#### **3.1.1 Objectives**

The objective of this Workstream vision is to move towards ICT being a more open working environment by providing support to the new ways of working being implemented by the council and thus enhancing productivity and offer staff a better work life balance.

#### **3.1.2 Scope**

- Changes necessary to the ICT in line with the office accommodation strategy and the move to introduce a more open working environment;
- Provision of new flexible work settings and ways of working intended to enhance productivity and offer staff a better work life balance.

#### **3.1.3 Benefits**

- To achieve better communications and a faster flow of information to the Council offices
- More informed decisions
- Improved customer service
- A better and more flexible working environment for staff
- Provide a more effective use of space and resources

In order to achieve these benefits further clarity is required on the position of the strategic partners and their future requirements for ICT provision and the extent of integration with the Council systems.

## 3.2 Methodology

The following initiatives consider the elements of the ICT infrastructure that will need consideration if the Council proceed with the office accommodation strategy. Feedback is required to confirm which are required and which are not.

### 3.2.1 Voice & Data Network

- VoIP Telephony
  - Market direction / future proof
  - Ideal for hotdesking / home working
  - Will make office moves easier in the future
  - Extra features (conf. facilities, call recording etc)
- Video Conferencing
  - All main buildings linked. Reduction in travel time
- Wireless Networks
  - Wireless capability in each main building. Initially in certain areas (e.g. breakout, hot desk etc), but eventually building-wide
- Increased capacity and performance
  - To support future richer content

### 3.2.2 Applications

- Virtual Desktop Infrastructure (VDI)
  - Access your desktop and individual applications from any Council PC
  - Improved Business Continuity capabilities
  - Reduced carbon footprint
  - Should allow an extended refresh cycle
  - Feasibility Study required though – immature technology
- Follow-me Printing
  - Staff ID card integration
  - Ability to print in any office you visit
  - Reduced waste
- Citizen self-service
  - Greater access to Council services via the web
  - Will need to be service led
- Corporate-wide Electronic Document Management
  - Ability to access scanned documents from remote locations
  - Significant cost and change to the organisation

### 3.2.3 Mobile / Flexible Working

- Microsoft Communicator (Instant Messaging)
  - Quick and simple tool for teams to keep in touch
  - Integration with VoIP telephony
  - *Could* enable video communications.
  - Secure and auditable.
- Exchange 2007 Push Email
  - Ability to push emails to any Windows Mobile-based handheld device (PDA)
- Citrix Gateway
  - Access to Council applications from Home or an offsite location (e.g. partner organisation)

### **3.2.4 ICT Service Delivery**

- Self-Service capabilities (e.g. password reset)
- Extended hours of support
- A ‘drop-in’ facility for ICT queries and issues.
- A corporate IT training room. Mouchel-provided training courses (inc. ICT induction).
- Online procurement of ICT equipment, via the CIS.
- Mouchel ICT staff split more evenly across Bath and Keynsham.

### **3.2.5 Disaster Recovery**

- Server virtualisation strategy will continue.
- This makes recovery of systems quicker and easier
- Applications and storage ‘mirrored’ across sites, providing a ‘fail-over’ capability in the event of a site being lost.

### 3.2.6 Data Centres

Working on the basis that we need to vacate the existing Guildhall data room (as well as those housed in other buildings being disposed) it will be necessary to establish new facilities.

There are a number of options potentially available:

Option	Description	Advantages	Disadvantages
Retain Guildhall Data Centre	The existing data centre in the Guildhall would be retained AS-IS. A new data room would still be required in Keynsham although the size and cost of this would be greatly reduced versus creating a new main data centre (the option below).	<ul style="list-style-type: none"> <li>Greatly reduced capital and revenue costs versus other options.</li> <li>Greatly reduces the risk of migration.</li> <li>The Council retains close ownership, with systems still on-site.</li> <li>Reduced space requirements in the New Build or refurbished building.</li> </ul>	<ul style="list-style-type: none"> <li>Doesn't meet longer-term strategy for the Guildhall?</li> </ul>
New in-house	<p>A data centre is established in the New Build or refurbished building.</p> <p>This <b>could</b> cater for both the Council and NHS's needs, with one IT support structure.</p> <p>There would also need to be a second smaller data centre for Disaster Recovery purposes (e.g. Lewis House basement).</p>	<ul style="list-style-type: none"> <li>Easier to implement than the 'external' options below.</li> <li>The easiest to cost-up now.</li> <li>The Council retains close ownership, with systems still on-site.</li> <li>Reduced support costs potentially (if Council and NHS combined).</li> </ul>	<ul style="list-style-type: none"> <li>Will require space in the New Build.</li> <li>Significant capital funding.</li> <li>Could be left with surplus capacity after Core Council implementation</li> <li>Lifecycle and maintenance costs rest with Council.</li> </ul>
Offsite Specialist	The Council's IT systems are located offsite in a 3 <sup>rd</sup> party provider's data centre.	<ul style="list-style-type: none"> <li>No space required in the New Build or refurbished building.</li> <li>Lower capital and lifecycle costs.</li> <li>Potential to move to different charging models with volume risk being passed to the provider..</li> </ul>	<ul style="list-style-type: none"> <li>Complex migration of equipment offsite.</li> <li>Some equipment would still need to remain onsite for operational reasons.</li> <li>Ongoing revenue costs higher than other options.</li> </ul>
Co-locate with neighbour	<p>The Council's IT systems are located offsite in a neighbouring authority's data centre or a new shared facility.</p> <p>There would also need to be a second smaller data centre for Disaster Recovery purposes (e.g. Lewis House basement).</p>	<ul style="list-style-type: none"> <li>No space required in the New Build.</li> <li>Lower capital and revenue costs potentially.</li> <li>Reduced support costs potentially.</li> </ul>	<ul style="list-style-type: none"> <li>No suitable neighbour is found, or terms not agreeable.</li> <li>Timescales don't marry.</li> <li>The lines of ownership and responsibility are blurred.</li> </ul>



Option	Description	Pro's	Con's
Co-locate on PCT site	<p>The Council's IT systems are located offsite at a NHS location (a building perhaps vacated as part of this or other programmes).</p> <p>This <b>could</b> cater for both the Council and NHS's needs, with one support structure.</p> <p>There would also need to be a second smaller data centre for Disaster Recovery purposes (e.g. Lewis House basement).</p>	<ul style="list-style-type: none"> <li>• No space required in the New Build.</li> <li>• Lower capital and revenue costs potentially.</li> <li>• Reduced support costs potentially (if Council and NHS combined).</li> <li>• Sets conditions for alignment of Council and NHS systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Possibly politically not acceptable, or terms not agreeable.</li> <li>• No suitable building exists.</li> <li>• Timescales don't marry.</li> </ul>
New in-house	<p>A data centre is established in the New Build.</p> <p>This <b>could</b> cater for both the Council and PCT's needs, with one IT support structure.</p> <p>There would also need to be a second smaller data centre for Disaster Recovery purposes (e.g. Lewis House basement).</p>	<ul style="list-style-type: none"> <li>– The most straightforward to implement.</li> <li>– The easiest to cost-up now.</li> <li>– The Council retains close ownership, with systems still on-site.</li> <li>– Reduced support costs potentially (if Council and PCT combined).</li> </ul>	<ul style="list-style-type: none"> <li>– Will require space in the New Build.</li> <li>– Significant capital funding.</li> </ul>
Offsite Specialist	<p>The Council's IT systems are located offsite in a 3<sup>rd</sup> party providers data centre.</p>	<ul style="list-style-type: none"> <li>– No space required in the New Build.</li> <li>– Lower capital costs.</li> <li>– Potential to move to different charging models.</li> </ul>	<ul style="list-style-type: none"> <li>– Complex migration of equipment offsite.</li> <li>– Some equipment would still need to remain onsite for operational reasons.</li> <li>– Ongoing revenue costs higher than other options.</li> </ul>
Co-locate with neighbour	<p>The Council's IT systems are located offsite in a neighbouring authorities data centre.</p> <p>There would also need to be a second smaller data centre for Disaster Recovery purposes (e.g. Lewis House basement).</p>	<ul style="list-style-type: none"> <li>– No space required in the New Build</li> <li>– Lower capital and revenue costs potentially</li> <li>– Reduced support costs potentially</li> </ul>	<ul style="list-style-type: none"> <li>– No suitable neighbour is found, or terms not agreeable.</li> <li>– Timescales don't marry.</li> <li>– The lines of ownership and responsibility are blurred.</li> </ul>
Co-locate on PCT site	<p>The Council's IT systems are located offsite at a PCT location (a building perhaps vacated as part of this or other programmes).</p> <p>This <b>could</b> cater for both the Council and PCT's needs, with one support structure.</p>	<ul style="list-style-type: none"> <li>– No space required in the New Build.</li> <li>– Lower capital and revenue costs potentially.</li> <li>– Reduced support costs potentially (if Council and PCT combined).</li> </ul>	<ul style="list-style-type: none"> <li>– Politically not acceptable, or terms not agreeable.</li> <li>– No suitable building exists.</li> <li>– Timescales don't marry.</li> </ul>

	There would also need to be a second smaller data centre for Disaster Recovery purposes (e.g. Lewis House basement).		
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For each of the options above it would be necessary for modern suppression equipment, UPS, backup generators and physical security to be in place.

## 4.0 Records Management

### 4.1 Vision

Bath and North East Somerset Council (the Council) is dependent on its records to operate efficiently and effectively. This records management vision aims to define a structure for the management of all Council records to ensure that;

- The Council retains only those records required to efficiently conduct its business;
- Those records which are retained are managed and controlled effectively and at the least cost, complying with statutory, regulatory, and legal requirements considering operational and information needs; and that
- They are securely protected from loss, inappropriate destruction and falsification

#### 4.1.1 Objectives

There are a number of objectives which can be achieved by implementing this records management vision;

- To comply with the legal requirements for records management and protect the Council and its employees against litigation
- To support the delivery of more effective and economic frontline services by providing appropriate access to full and accurate records
- To minimise accommodation and information storage costs of records
- To support the long-term preservation of the Council's archival records
- To instil good practice in record keeping across the Council
- To ensure all records are maintained in an appropriately safe and secure environment
- To categorise records into types and provide a centralised electronic index of records held
- To ensure consistent naming of records across the Council to facilitate retrieval and management of the records
- To ensure storage systems are chosen so that required data is retrievable in an acceptable timeframe and format
- To track the movement and use of records to ensure accountability for records in possession of individuals and to minimise loss and unauthorised access
- Reduce the need to duplicate records (both in an electronic and paper format)
- To ensure storage and handling procedures take into consideration the possibility of deterioration of media used for records storage and consider future technology change
- To ensure that cryptographic keying material and programs associated with encryption and digital signatures are stored for the length of time the records are to be stored for
- Fully meet compliance with 15489 and 27002 (the Council intention is to comply with 27002 and all work is aligned to it)

### 4.1.2 Scope

In order to implement this revised records management structure it is considered that a phased approach would be appropriate:

- Phase 1 – Reduce Paper records by 50% and preparation for oncoming phases
  - Reduction in on floor filing
  - Robust policies to support all aspects of the changing face of records management and senior management support in monitoring compliance with Council policies
- Phase 2 – Implement a fully managed archive facility with retrieval service.
  - Fully managed record repositories with scanning capabilities.
  - Fully trained operatives to work within the records repositories
  - File retrieval from records repositories via scanning and also 24hr delivery, to provide for emergency retrieval.
  - Corporate support / funding for all aspects of records management for both physical and the electronic filing
- Phase 3 – Present Business Case for Electronic Records
  - EDRMS (Electronic Document and Records Management System) rolled out to key areas such as high volume / mass data users (Property services, HR, Education)
  - Software package to manage all the differing aspects of file retrieval / retention – with user look up interface to search files, This could be an EDRMS or bespoke package separate from an EDRMS
  - Postal scanning rolled out

Departmental records programmes shall be reviewed every two years to assess their effectiveness

### 4.1.3 Benefits

- Data shows the current length of paper storage in the Council is 16 kilometres. It is anticipated that with the implementation of the revised records management structure this figure will be reduced by 50%
- All staff, including home workers, could request and receive any physical file, in an electronic format very quickly (scanned) via the EDRMS or secure e-mail
- Teams would be able to manage their files more effectively via a web portal for ordering / searching
- Teams would not have to spend time trawling around the differing sites to locate files, not knowing if it even exists
- Time consuming activities such as disposal, logging, categorising, retrieval etc would be done by a small dedicated team
- All current regulatory compliance issues would be addressed
- All files would be managed from inception to disposal
- Sensitive and confidential information would remain in very secure environments
- The environment the records are to be housed in is a utility which has been designed with the storage of records in mind, rather than a dirty basement, or shed on the outskirts of the county
- Back scanning semi-current files would be done on site
- Reduce the likelihood of 'lost' file scenarios
- Most of the major costs to set up have already been met
- Supports the Council's carbon management plan, ensuring a sustained reduction of energy use and therefore lower carbon emissions

#### **4.1.4 Key Issues**

- Decision required as to whether the Council proceeds with EDRMS, the alternative is to have a very robust file structure and 'folder champions' on each and every team to manage the files effectively this is unlikely to be sustainable with staff leaving and current workloads expanding exponentially
- Corporate funding - there is an urgent requirement for funding to progress the records management project – to bring the records store at Riverside up to the required H&S standard and increase the storage capability there by 45%
- Corporate funding, to purchase a scanner and set up an IT connection and appropriate equipment at the Radstock site
- Corporate funding to provide security waste facilities, new corporate standard boxes to secure existing records and general ad hoc incidentals such as electricity / heating / maintenance
- General high level realisation that all of the above is worth doing and doing correctly, investing to save
- Infrastructure set up to collect and deposit physical files to and from the various sites as they proceed through their lifecycle
- Lack of change management acceptance
- Time hungry to set up
- Big change programme would be required to support the differing ways of working
- Ongoing costs for resources, equipment etc
- EDRMS can be difficult to manage without the correct structure in place
- EDRMS is expensive

## **4.2 Methodology**

Implementation via an EDRMS or Bespoke software package

### **Phased Approach**

- Step 1 – Reduce existing records by 50%
- Step 2 – Create records management corporate policy, off site managed archive facility with retrieval process for staff to access files. Create managed on site records stores.
- Step 3 – Gradual roll out of EDRMS

### **Indexing and classifying**

- All records will be classified according to the Council corporate policy
- Staff who receive, maintain or create a record are responsible for ensuring that record is placed into the corporate system. This includes indexing and classification of the record.

### **Use and tracking of records**

- The appropriate access and security restrictions for records will be agreed by business units in conjunction with the Records Management Service by using a common framework
- Custodians (i.e. business units who create or receive the records) of records must ensure that a system is in place to track the movement, and access to the records. This system could be EDRMS. Minimum data to be collected to support this is:
  - Date moved
  - Name of staff member or organisation responsible for record

### **Monitoring, Compliance and Review**

The Records Management Service will regularly monitor compliance of business unit record keeping systems

### **Storage**

- The Council will provide a chargeable storage and central retrieval service for paper records through the Records Management Service, using a combination of on-site and offsite storage facilities
- The authority will utilise the EDRMS which will store electronic records created and received by the Council
- Our long term aim is to ensure all relevant paper records received are transferred into an electronic format. Implementation and roll out of this will be supported by a business case. Paper records which have been scanned will either be destroyed or kept dependent on the advice received at the time from the Records Manager or the Information Governance team

### **Training**

Staff within the Council with records management responsibility will be trained in line with their needs. Departments will support this training in line with the corporate policy

### **Disposal of records**

- Records will be destroyed according to the Council's corporate records retention policy
- Records no longer required will be pulped, or shredded dependent on the confidentiality of the information
- Departments and the Records Management Service will transfer records of appropriate historical significance to the Council archives and Local Studies at the end of their administrative life as indicated on the teams' records retention schedule

## **4.3 Responsibilities**

### **Each Department**

- Will have a written policy for the management of its records which builds upon this corporate framework
- Will have an action plan to ensure the implementation of that policy through appropriate business plans
- Will nominate a senior officer to oversee the implementation of the policy
- Will ensure staff with Records Management responsibilities within their department are appropriately trained and skilled

### **Each department will require its business units to;**

(Implementation will be achieved as part of roll out of the EDRMS)

- Ensure the capture of records that provide evidence of its functional activities
- Ensure records contain only precise and relevant information which is appropriate and not excessive for its intended purpose
- Capture these records into the corporate record keeping framework. So that all records the business unit creates or receives are easily identifiable, correctly classified and accessible
- Identify personnel with responsibility for the creation, capture and management of records
- Retain records in compliance with the Council retention schedule (which addresses statutory, regulatory and administrative requirements)
- Ensure records which are no longer required to be retained, will only be destroyed in compliance with agreed departmental and corporate procedures

### **Council Records Manager**

Will ensure;

- Support and guidance is accessible to staff

- Staff within the Records Management Service have the appropriate Records Management skills
- Secure, cost efficient storage and retrieval is available
- Guidance is issued on best practice in records management
- Destruction of records by the service complies with Council policies
- Appropriate liaison with the Information Governance Team / Head of Audit and the county Solicitor on whether imaged records can be destroyed or kept

## 5.0 Communications

### 5.1 Vision

It has been known that large scale programmes can fail to achieve their objectives due to resistance to change.

One of the factors affecting people's ability to take on board change is lack of communication and information sharing, and lack of staff involvement and participation.

Therefore it is vitally important to keep all stakeholders informed of the changes that are occurring within the programme and how it affects them. Effective communication will be a critical factor in making the workplace transformation project a success. The prime objectives will be to communicate, promote and get buy-in from managers and staff at all levels the overall strategy and in particular to new ways of working and flexible use of space.

#### 5.1.1 Objectives

The communications plan has five inter-related strands **that will:**

##### **Gather and provide Information**

- Opportunities, hidden factors, informed decisions
- Best practice, experience elsewhere, design decisions
- Business awareness (remembering what the building is for)
- Move details, etc
- Building handbook and data

##### **Promote the project**

- Announce/explain to staff, external publicity, removing uncertainty, positive messages
- Progress, awareness, enthusiasm, managing expectations
- Capitalising on change – internal and external

##### **Encourage Dialogue**

- Testing assumptions, direction. Obtaining feedback

##### **Educate Staff**

- Explaining the opportunities, rules, changes, etc
- What the building offers, how it works

##### **Provide Training and Support**

- Learning how to use new tools, equipment, processes, etc.



## 5.2 Joint Approach

In conjunction with BaNES' wider Transformation Programme communications strategy we would suggest that the following are key factors in positively positioning the project and ensuring maximum buy-in:

- start early
- canvas opinion
- identify potential opportunity and areas of resistance
- involve people and encourage ownership
- integrate training and communications

Key considerations for a successful communications strategy are:

- define the business strategy in clear user-friendly language
- bring the change to life by pointing a picture of the vision
- break down information into bit size chunks and develop a practical timeline of delivery
- encourage buy-in to the change through dialogue and direct involvement.

## 5.3 Communications Audit

A first step in the process of defining and agreeing a communication strategy and plan would be to carry out an audit to:

- find out who know what (this provides a useful benchmark for future evaluation)
- identify current and preferred ways of communicating information in different parts of the business
- look at how staff training is organised – which approaches work best; establish levels of IT literacy and assess how receptive employees will be to new working practices/ culture change training
- identify the key needs/issues/potential barriers to success in different parts of the organisation and think through how these can be addressed
- establish who the key conduits of information are and how comfortable they are communicating the requirements of change to their teams

The results from the above would provide valuable input for developing an integrated training and communication strategy structured around the following headings:

### 5.3.1 Objectives

Establish business and communication objectives (focus on employee's perspective)

### 5.3.2 Approach

Utilise existing effective channels (and assess need for creative new channels) to communicate project development and issues to:

Build and maintain by support by targeting the right audiences with the right messages

Ensure understanding of the rationale for the change in business and people benefit terms

Create awareness of the value of new ways of working and advanced IT as enablers of productivity improvement

Generate enthusiasm and energy to overcome resistance to change, encourage effective team working and secure project delivery requirements

Audiences and messages - who needs to know what by when

Programme - The workplace communications programme would be an integral part of the wider BaNES communications plan and would target key groups and the wider BaNES audience in line with the key events in the overall project programme.

## **6.0 FM**

A separate business case is being developed on options around facilities management.

**WORKPLACES**

**PROGRAMME DIRECTORY**

**Version 6**

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## **CONTEXT:**

The Workplaces Programme is part of a comprehensive change programme for the whole organisation.

The change programme currently consists of the following four workstreams and four supporting projects:

### Work Streams

- Customer Services
- Support Services
- Work Places
- Service Re-design

### Supporting Projects

- Workforce Development
- Process & Systems Development
- Procurement
- Communications

## **BACKGROUND:**

The Pattern of office provision dates back to the creation of the unitary authority in 1996, when the Council occupied 20 offices. Over the years this has been reduced to 12 main offices which provide for circa 1600 staff.

The current type, location and mix of office accommodation limits open and efficient working practices needed to improve delivery of services, and are not suited to the strategic and operational needs of the Council. In particular, the present arrangements do not maximise the opportunities to:-

- Create a “one Council” culture,
- Integrate the strategic or commissioning roles of the Council and key partners on fewer sites,
- Integrate front office arrangements

The consequences of the current office arrangements include:

- Too much time travelling between sites
- Imperfect communication with excessive reliance on email
- Imperfect arrangements for meeting members of the public and co-ordinating services for the public
- Inefficient use of Council property assets

**Office transformation PROGRAMME OBJECTIVES:**

**The programme will:**

- Deliver modern and good quality office accommodation that is designed to effectively support those that work within it and the new ways of working
- Implement an ICT structure that supports the new way of working
- Implement an agreed approach to flexible/remote working
- Identify the needs of managers in the new ways of working and deliver a programme that supports these needs
- Deliver an effective and open relocation transition – people know when they are moving, where they are moving to and what the steps are in getting there
- Deliver a facilities management service that provides appropriate support and provides maximum resource efficiencies for the programme.
- Implement effective records management solutions that support the new ways of working
- Realise the business benefits for the council and staff
- Improve services for the residents of BaNES
- Assist in delivery of the green travel objective

**Through:**

- Effective programme management that delivers the Workplaces programme within tight budgetary targets whilst identifying and reducing risks
- Implementing a change management plan that facilitates the cultural and behavioural changes required to enable the new ways of working
- Engagement and involvement from departmental leads
- Providing specialist HR advice and support in terms of: employee legislation, learning and development, employee consultation and supporting staff through change
- Improved work systems/processes that utilise the opportunities created through ICT, new ways of working and co-location for 1600 council staff
- Partnership working

**Whilst:**

- Ensuring continuity of service during the transition
- Communicating all aspects of Workplaces programme consistently and in an open and honest way to all stakeholders and audiences

These are consistent with the objectives and core values set out in vision statement:

## **Workplaces : Vision statement**

### ***Create a more joined-up approach with other public service providers to improve services for the public***

- Integrate other public service strategic or commissioning roles in the broad based partnership with NHS Bath and North East Somerset but also over time, potentially involving the police and others.
- Develop a combined public sector approach for contact with the public

### ***Provide a better working environment to improve performance***

- Consolidate all strategic and administrative functions into as few offices as possible.
- Use the office integration as a catalyst for further development of a 'one Council' culture
- Develop a modern working environment making best use of information technology and flexible working

### ***Reduce the Council's carbon footprint***

- Reduce the Council's carbon footprint by improving energy efficiency of its buildings and by reducing business travel
- Reducing the space required for new offices through flexible working
- Enable the public to gain access to services locally more effectively by web, phone or through one- stop-shops.

### ***Support regeneration of the local economy***

- Rationalise office provision in a way that supports and develops the local economies taking into account relative levels of need and prosperity.

### ***Maintain strong community leadership and civic pride***

- Retain the Council's democratic decision making presence in the centre of Bath within the Guildhall
- Retain the Hollies in Midsomer Norton.
- Enable public sector partners to make better use of the Council's facilities for public and partnership meetings.

### ***Produce a sound business case for any changes in office accommodation***

- Improve the standard of offices, reduce energy use and help protect the Council from rising energy costs, with no net increase in the ongoing cost of administrative and strategic office accommodation.

The pattern of office provision emerging from the achievement of this vision could be :-

- No more than two or three strategic and administrative headquarters occupied by the Council and its strategic partners.
- A multi-agency one-stop-shop in each of the three main settlements – Bath, Keynsham and Midsomer Norton
- Improved access to Council services through other local Council facilities, such as libraries.



- The Guildhall in Bath remaining as the democratic decision making hub for the Council.

The extent to which post offices and other local facilities can be involved in this vision has yet to be assessed. The Council has already agreed that it wishes to explore options.

**Our Customers:**

- Are kept at the centre of everything we do
- Receive essential quality services where and when they are needed
- Benefit from joined up service delivery
- Are confident that we give good value for money

**Our Staff:**

- Deliver a quality, cost effective service
- Have the skills, confidence and opportunity to work in new ways
- Work jointly with colleagues
- Work flexibly to provide responsive services
- Achieve their own work life balance
- Are informed in an open way about changes
- Are positively supported through change

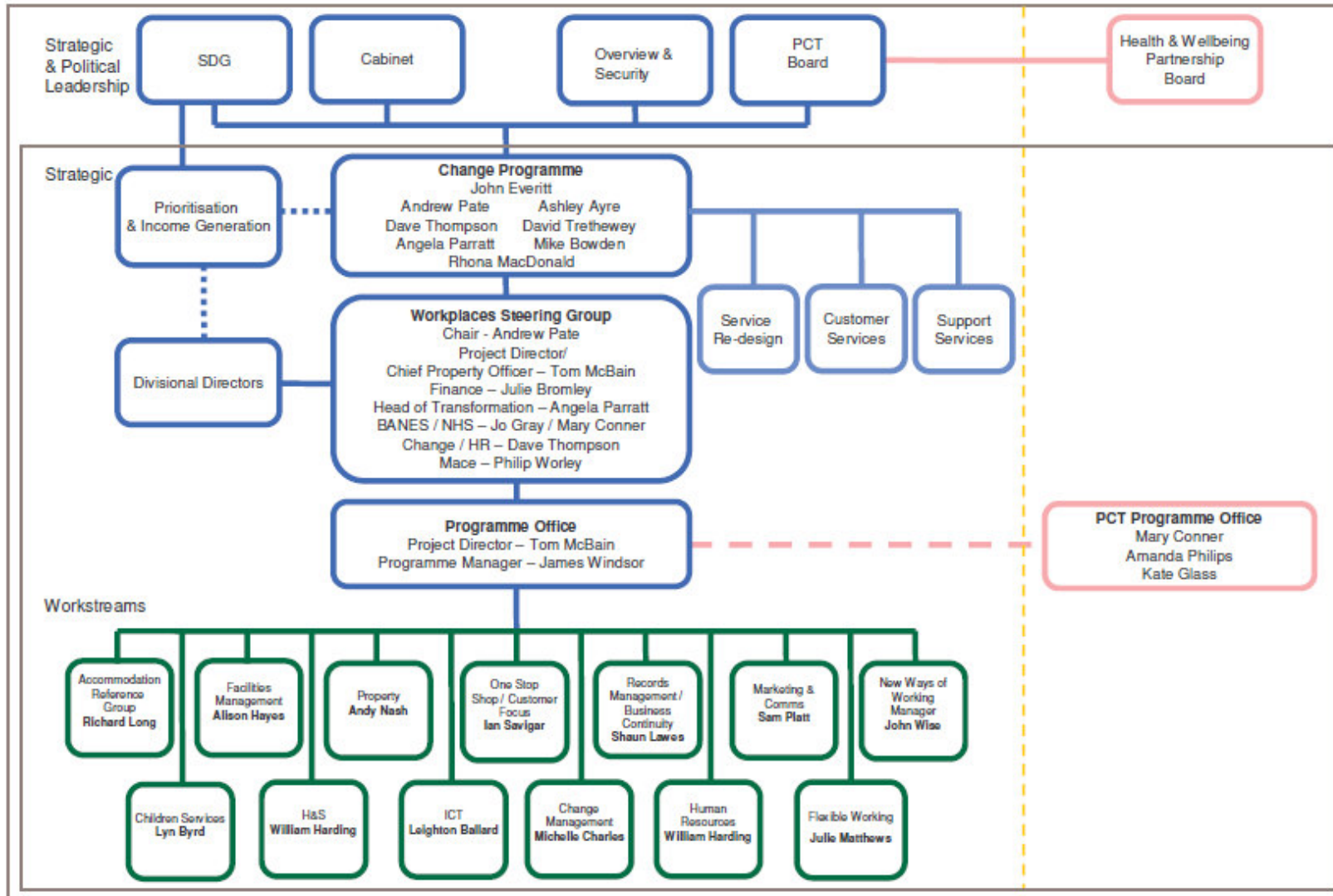
**Our Resources:**

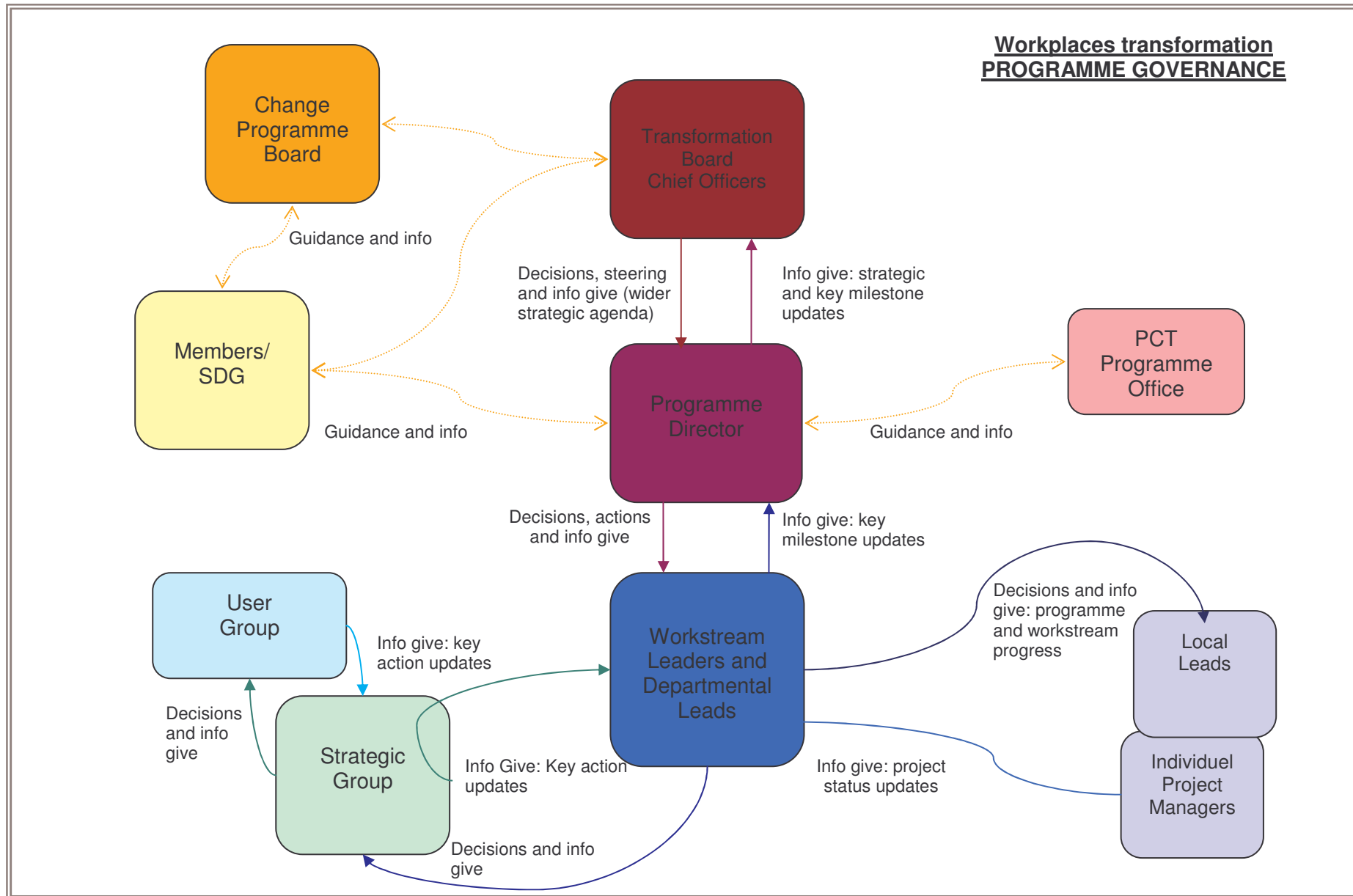
- We will secure efficiency in working practices and service delivery
- Remove duplication and unnecessary bureaucracy
- Make effective use of new technology
- Provide services from efficient and fit-for-purpose facilities

**Our Partners:**

- Work with us to deliver seamless services
- Secure the benefits of joined up and customer-centred working
- Ensure efficiency in the delivery of high quality services
- Are engaged with us in enabling these changes and benefits to be delivered

## Workplaces Programme Management Structure





GROUP OBJECTIVES					
Group	Objectives of group	Membership of group	Trigger for meeting	Level of information and reports utilised	Frequency of meetings
<b>Member Groups:</b> <ul style="list-style-type: none"> <li>• <b>Leader/Deputy Leader</b></li> <li>• <b>Cabinet Panel</b></li> <li>• <b>Local Members</b></li> <li>• <b>Topic Groups</b></li> <li>• <b>Overview &amp; Scrutiny Committee</b></li> <li>• <b>SDG</b></li> </ul>	<p>Provide direction and guidance for specific elements of the programme</p> <p>Objectives as per member group</p>	Members	Instigated and led by Members	<p>High level – Strategic steering group rep and risk register</p> <p>Overview &amp; Scrutiny Committee report?</p> <p>Dashboard report (MACE) also presented</p>	Resources Panel - annual
<b>Change Programme</b>	Provide direction and guidance. Link to SDG	John Everitt, Andrew Pate, Ashley Ayre, Dave Thompson, Rhona MacDonald, Jo Gray, Mike Bowden, David Trethewey, Angela Parratt	Instigated and led by Director of Resources	High level – Strategic	Monthly
<b>Workplaces Steering Group</b>	Leadership and promotion of the programme	Andrew Pate, Tom McBain, Paul Fox, Angela Parratt, Dave Thompson, Philip Worley	Instigated and led by Director of Resources	<p>High level – Strategic</p> <p>Steering group report</p> <p>Risk register</p>	Monthly

GROUP OBJECTIVES					
Group	Objectives of group	Membership of group	Trigger for meeting	Level of information and reports utilised	Frequency of meetings
<b>Workstream Leaders Group</b>	<p><b>Agenda:</b></p> <ul style="list-style-type: none"> <li>- Overall update</li> <li>- Milestones for current and next month</li> <li>- Workstream and Departmental updates</li> <li>- Are we on target to achieve our objectives?</li> <li>- Working together to identify and resolve key issues that may impact on other workstreams and departmental services</li> <li>- Risk register</li> <li>- Wider programme updates</li> </ul> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>- Co-ordinating activities</li> <li>- Gather and manage risks</li> <li>- Communicate pro-actively and consistently across the Programme</li> </ul>	Tom McBain, James Windsor, Richard Long, Alison Hayes, Ian Savigar, Andy Nash, John Wise, Leighton Ballard, Jonathan Mercer, Jeff Wring, William Harding	Instigated and led by Programme Director	<p>High/medium level - Critical milestones</p> <p>Workstream Leaders monthly report</p> <p>Programme risk Register and escalated project risks</p> <p>Strategic Group - Key note report (where and when applicable)</p> <p>Departmental leads update</p>	Fortnightly

GROUP OBJECTIVES					
Group	Objectives of group	Membership of group	Trigger for meeting	Level of information and reports utilised	Frequency of meetings
<p><b>Project Teams Grouped by workstreams</b> (e.g. Change Management Team Meetings, Departmental Lead Meetings)</p>	<p>Focused project progress updates (milestones/issues/risks)</p>	<p>As determined by workstream lead</p>	<p>Instigated and led by the workstream leaders</p>	<p>Medium/low level – milestones  Project milestones</p>	<p>Ad hoc</p>
<p><b>Strategic Group</b>  <b>One group for each base</b> - Bath - Keynsham - Midsomer Norton</p>	<p>Identify and resolve Strategic issues related to Workplaces quickly and simply</p> <p>Review and resolve issues escalated by the</p> <p>**Escalation process during and after programme needs to be defined</p>	<p>Membership of the strategic group is determined by the departmental leads and consists of the senior managers that represent the overall campus community.</p> <p><b>Representatives:</b> Senior Managers at base, HR Business Partner (initially supported by HR workstream lead), FM Senior Manager, Health and Safety local representative (initially supported by H&amp;S workstream lead)</p>	<p>Set up, instigated and supported by Workplaces</p> <p>Further meetings led by departmental strategic management</p>	<p>High/medium level – strategic discussion related to stakeholder engagement</p> <p>**Escalation process during and after programme needs to be defined</p>	<p>Monthly and after the User Group meeting</p>

GROUP OBJECTIVES					
Group	Objectives of group	Membership of group	Trigger for meeting	Level of information and reports utilised	Frequency of meetings
<i>Strategic Group (Continued)</i>		<p><b>UNION</b> presence – Agreed by departmental leads and strategic group</p> <p>Plus invited speakers/guests</p>			
<p><b>User Groups</b></p> <p><b>One group for each base:</b></p> <ul style="list-style-type: none"> <li>• Bath</li> <li>• Keynsham</li> <li>• Midsomer Norton</li> </ul>	<p>Identify and resolve issues related to each campus and act as focal point within their service area</p> <p>Also links into local health and safety group</p>	<p>Senior departmental lead from the strategic group (Chair) A nominated manager from each team within departments Facilities Management representative</p> <p>Adhoc: Property representative Records management representative Health and Safety representative (Union representative to be agreed) (Catering representative and frequency if attendance agreed)</p>	<p>Instigated and led by the departmental managers</p> <p>Set up supported by Workplaces</p>	<p>High detail – issues, actions and resolutions</p> <p>Action notes for group review and Strategic Group review</p> <p>Links into Health and Safety group</p>	<p>Monthly and before the Strategic Group meeting</p>

<b>WORKSTREAM OBJECTIVES</b>		
<b>WORKSTREAM</b>	<b>WORKSTREAM OBJECTIVE</b>	<b>WORKSTREAM LEADER</b>
<b>Programme Office</b>	<ul style="list-style-type: none"> <li>• To ensure we deliver Workplaces in accordance with the approved business case</li> <li>• To provide joint leadership to give clarity and direction that will promote motivation to the team.</li> <li>• To create a programme structure that will allow co-ordination to take place across workstreams / projects/ user groups etc</li> <li>• To ensure resource is available to achieve all recognised milestones to time, cost and quality</li> <li>• Progress reporting to steering group, members and outside organisations</li> </ul>	Tom McBain and James Windsor
<b>Stakeholder Engagement (Departmental Leads)</b>	<ul style="list-style-type: none"> <li>• To ensure strategic issues that effect the service are picked up by the departmental functional contacts (within each workstream) and if not are picked up by the stakeholder lead</li> <li>• To ensure co-ordination across the departmental functional contacts</li> <li>• Is the custodian of 'who goes where'</li> <li>• Liaise with and supports the departmental site specific change champion</li> <li>• Work with other team members to resolve emergent problems that may otherwise adversely impact the department</li> <li>• Is accountable for achieving the departmental financial requirements in line with the Workplaces business case</li> </ul>	Lyn Byrd, TBA



WORKSTREAM OBJECTIVES		
WORKSTREAM	WORKSTREAM OBJECTIVE	WORKSTREAM LEADER
<b>Property</b>	<p><u>Property:</u></p> <ul style="list-style-type: none"> <li>To acquire “fit for purpose” office buildings which support Workplaces objectives. And dispose of redundant offices to:</li> <li>Obtain maximum capital receipts to support the Workplaces programme</li> <li>Reduce revenue liabilities</li> </ul>	Andy Nash / Richard Long
<b>Facilities Management</b>	<ul style="list-style-type: none"> <li>To provide a high quality, innovative and cost effective FM service that will support and harmonise with the objectives of the Workplaces project</li> <li>To enable BANES staff to carry out their business in an efficient, safe and timely manner</li> <li>Where possible to exceed expectations within set SLA’s and KPI’s</li> </ul>	Alison Hayes
<b>Relocation and Transition</b>	<ul style="list-style-type: none"> <li>Using best practice and ongoing consultation to ensure the smooth transition of staff to new locations while embracing the way we work philosophy, produce a co-ordinated transition plan</li> </ul>	Richard Long
<b>Records Management</b>	<ul style="list-style-type: none"> <li>To reduce the volume of storage (records and other) to be transferred and stored at the new site</li> <li>Ensure filing/ storage is held elsewhere and is quickly and simply accessible</li> <li>Ensure departments (operational teams) conform to the records management policy of the council.</li> <li>Ensure adequate space is available to support departments</li> </ul>	Shaun Lawes
<b>ICT and Technology</b>	<ul style="list-style-type: none"> <li>To supply the base infrastructure to support Workplaces</li> <li>To identify where technology can help enable the vision</li> <li>To identify cost savings provided by the use of technology</li> </ul>	Leighton Ballard

WORKSTREAM OBJECTIVES		
WORKSTREAM	WORKSTREAM OBJECTIVE	WORKSTREAM LEADER
<b>Health and Safety and Business Continuity</b>	<p><u>Health and Safety</u></p> <ul style="list-style-type: none"> <li>To ensure that so far as possible, the requirements of health and safety legislation and regulation and best practice are complied with in the design, transition and operational usage of the building</li> </ul> <p><u>Business Continuity</u></p> <ul style="list-style-type: none"> <li>To ensure that an incident management and business continuity framework is in place</li> <li>To ensure that 'fit for purpose' plans are in place to support this framework.</li> <li>To ensure departmental; engagement and commitment throughout the BCM cycle</li> <li>To adhere to the council policy on BCM</li> <li>To ensure that the council disaster recovery site meets the council's needs</li> </ul>	William Harding / Jeff Wring
<b>HR</b>	<ul style="list-style-type: none"> <li>Supporting the business in achieving the possibility/ efficiencies of the original business case for the project in relation to: <ul style="list-style-type: none"> <li>1) The relocation process: The right people with the right skills in right place at the right time</li> <li>2) Workplaces wider programme by managing people through change and supporting the new ways of working. Ultimately raising councils profile as an employer of choice</li> </ul> </li> </ul>	William Harding
<b>New Ways of Working Manager</b>	<ul style="list-style-type: none"> <li>To effectively translate the brief into a working model for new ways of working</li> <li>To support all workstreams in the</li> </ul>	John Wise

WORKSTREAM OBJECTIVES		
WORKSTREAM	WORKSTREAM OBJECTIVE	WORKSTREAM LEADER
	<p>development of their plans</p> <ul style="list-style-type: none"> <li>To support the change manager</li> <li>Consult and agree with service departments on departmental adjacency layouts</li> </ul>	
<b>Communications</b>	<ul style="list-style-type: none"> <li>To communicate all aspects of the Workplaces programme consistently and in an open and honest way to all stakeholders and audiences</li> <li>To link communications into each workstream ensuring appropriate, easy to understand, messages are released using appropriate communication channels</li> <li>Ensure consistency and accuracy of messages conveyed by the project</li> <li>Promote positives, minimise impact of negatives, manage expectations</li> <li>Support the organisation in changing the way it works by providing appropriate information at the right time and in the right way</li> </ul>	Sam Platt
<b>Change Management</b>	<ul style="list-style-type: none"> <li>Develop and implement a change management plan that supports people through change and facilitates the cultural and behavioural changes required to enable the new ways of working</li> <li>Design and facilitate periodic reviews to ensure that learning points are captured and incorporated into the future programme</li> </ul>	Michelle Charles
<b>Finance / Resources</b>	<ul style="list-style-type: none"> <li>Formulate, monitor and manage all Workplaces related budgets to ensure delivery of the project (and efficiencies) within the approved business case.</li> </ul>	Julie Bromley

PROGRAMME ROLES and RESPONSIBILITIES			
ROLE	RESPONSIBILITIES	WHO	Frequency
<b>Members</b>	Provide direction and guidance for specific elements of the programme	Leader – Deputy leader –	
<b>Change Programme Board</b>	Non-Decision Making, provide direction and guidance. Link to SDG	John Everitt, Andrew Pate	Monthly
<b>Workplaces Steering Group</b>	<ul style="list-style-type: none"> <li>• Leadership and promotion of the programme</li> <li>• Programme scope, funding, objectives, strategy</li> <li>• Ultimate accountability for the programme</li> <li>• Monitor and reinforce delivery of objectives</li> <li>• Resolve wider issues beyond the remit of the programme leadership</li> <li>• Provide visible support to the programme</li> <li>• Ensuring communication within their area is consistent with the Workplaces key messages</li> </ul>	Andrew Pate	Monthly
<b>Programme Office</b>	<ul style="list-style-type: none"> <li>• Provide consistent and accurate progress reporting to the programme board and workstreams</li> <li>• Manage overall programme timeline, milestones, budgets and dependencies</li> <li>• Manage programme baseline and scope</li> <li>• Manage programme risks and ensure mitigation strategies are in place</li> <li>• Manage programme issues and ensure resolution</li> <li>• Provide a central point for all communication within the programme</li> <li>• Support and coach the workstreams and projects</li> <li>• Delegated authority to take steps necessary to meet deadlines</li> <li>• Ensure all programme reports are located and managed within an agreed shared drive</li> <li>• Ensure delivery of the programme meets the overall objectives of the approved business case.</li> <li>• To manage risk throughout the programme</li> <li>• Ensure <u>all</u> aspects of the wider</li> </ul>	Tom McBain and James Windsor	Weekly

PROGRAMME ROLES and RESPONSIBILITIES			
ROLE	RESPONSIBILITIES	WHO	Frequency
	<p>Workplaces project are built into the timetable (i.e. shared service reviews)</p> <ul style="list-style-type: none"> <li>• Ensure there is sufficient capacity to manage the wider programme.</li> </ul>		
<b>Workstream Leaders</b>	<ul style="list-style-type: none"> <li>• Deliver workstream objectives</li> <li>• Co-ordinate activity of the projects within the workstream</li> <li>• Manage dependencies of projects within their workstream and beyond</li> <li>• Manage the budget within the workstream</li> <li>• Gather and Manage programme level risks and Issues</li> <li>• Act as workstream primary point of contact</li> <li>• Communicate proactively and consistently across the programme</li> <li>• Update workstream milestone plans</li> </ul>	Richard Long, Alison Hayes, Ian Savigar, Andy Nash, John Wise, Leighton Ballard, Jonathan Mercer, Jeff Wring, William Harding	Fortnightly
<p><b>Departmental Leads</b></p> <p>**proposed change – Lead role includes all (not separate ‘local change champion’)</p>	<ul style="list-style-type: none"> <li>• Identify departmental change leaders to represent their teams at service level and provide strategic support and direction.</li> <li>• Ensures co-ordination across the departmental functional contacts / stakeholder lead</li> <li>• Ensures co-ordination across the departmental functional contacts (e.g. ICT)</li> <li>• Is the custodian of ‘who goes where’</li> <li>• Liaises with and supports the departmental site specific change champion</li> <li>• Works with team to resolve emergent problems that may otherwise adversely impact the department</li> <li>• Is accountable for achieving the departmental financial requirements in line with the Workplaces business case.(needs clarity)</li> <li>• Regularly brief departmental board and get steer on priorities, budgets and developments.</li> <li>• Regular communication with Senior Management across the department</li> <li>• Working with team managers to deliver the</li> </ul>	Lyn Byrd, <b>TBA</b>	Fortnightly

PROGRAMME ROLES and RESPONSIBILITIES			
ROLE	RESPONSIBILITIES	WHO	Frequency
	operational changes required • Assist with departmental engagement initiatives		
<b>Project Managers</b>	<ul style="list-style-type: none"> <li>• Deliver project objectives</li> <li>• Develop and manage the implementation of all components within the project plan</li> <li>• Provide project status updates to workstream leader</li> <li>• Work with departmental leads to deliver the Workplaces timeline</li> <li>• Feedback pressure points to workstream leads / project office</li> </ul>	Ed Davis, Andy Nash	Fortnightly

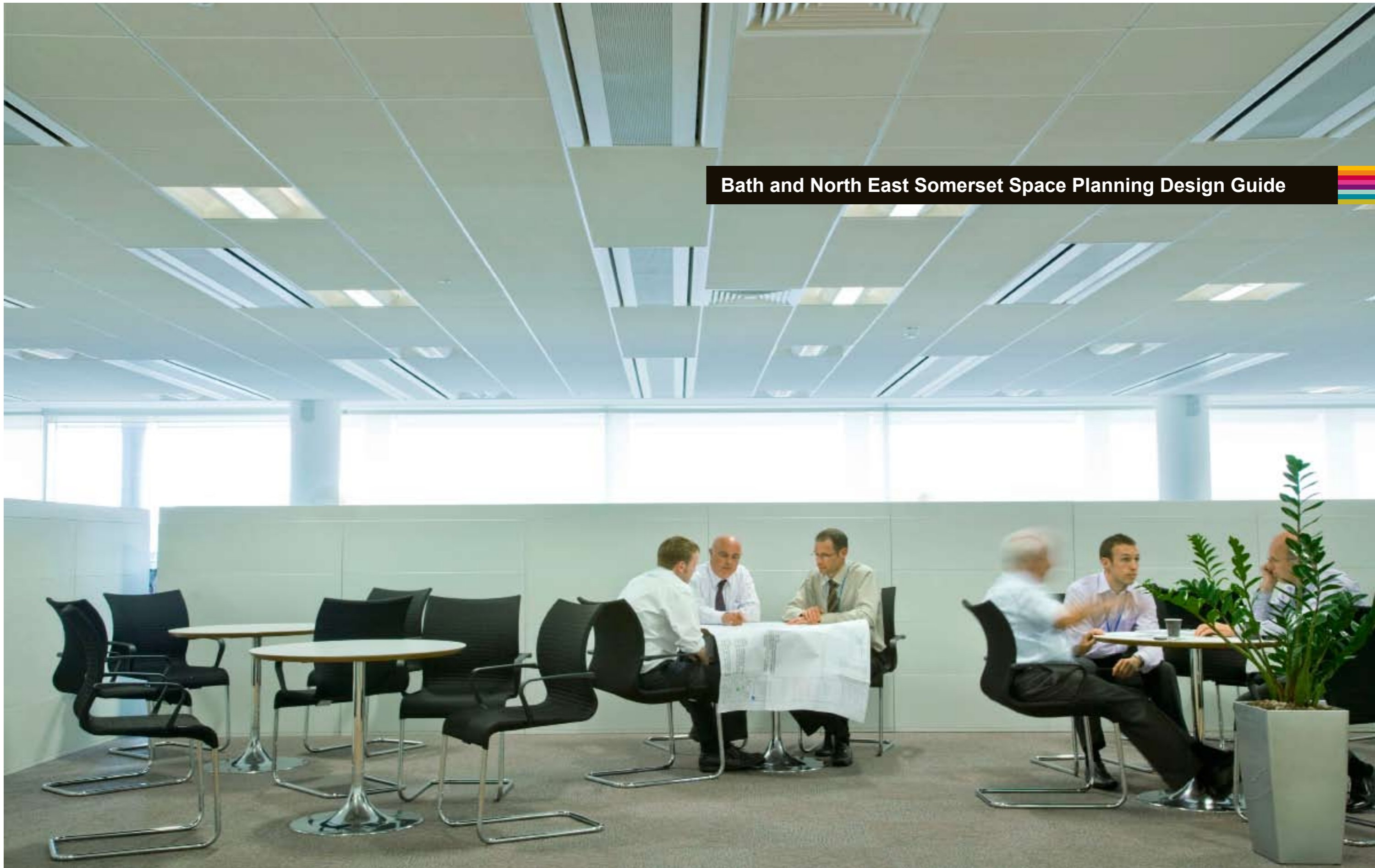
PROGRAMME REPORTING					
Report name	Report objective	Report content	Report to	Report author	Frequency
<b>Steering group report</b>	Raise issues requiring decisions, guidance and approval	Key issues, progress updates and strategic decisions required	Steering Group	Programme Director and adhoc input from workstream leaders	Monthly
<b>Programme monthly progress report</b>	Provide summary of key points/progress/issues/risks against agreed overall programme plan	<ul style="list-style-type: none"> <li>Executive Summary</li> <li>Programme plan</li> <li><b>Workstream monthly reports</b></li> <li><b>Programme risk register</b></li> </ul>	Change Board <i>(we will need something like this to come to Change Board every month)</i>  Programme Director and Programme Manager  Workstream Leaders Project Team-monthly email (PDF)	Programme Office (Mace)	Monthly
<b>Workstream monthly reports</b>	Provide summary of key points/progress against agreed workstream critical milestone plan	<ul style="list-style-type: none"> <li>Summary</li> <li>Progress against workstream critical milestones</li> <li>Key issues</li> </ul>	Programme Manager for consolidation into report	Workstream leaders	Monthly (same date as risk register)
<b>Workstream leaders meeting notes</b>	To provide progress, update and summary of direction at workstream leaders meeting	<ul style="list-style-type: none"> <li>Key action points</li> </ul>	Workstream leaders	TBA	Fortnightly
<b>Programme risk register</b>	Identify, assess and control Workplaces programme related risks	Programme associated risks, status and action to reduce	Programme Director and Programme Manager workstream leaders	TBA (Collates) workstream leaders input and update	Monthly (same date as risk register)
<b>Workstream risk register</b>	Identify, assess and control Workplaces workstream related risks	Workstream associated risks, status and action to reduce	Workstream leader, and escalated when required to workstream leader meetings	TBA (Collates) workstream leaders and project managers to input and update	Monthly
App_D Programme Governance.DOC					

**PROGRAMME REPORTING**

<b>Report Name</b>	<b>Report Objective</b>	<b>Report Content</b>	<b>Report to</b>	<b>Report Author</b>	<b>Frequency</b>
<b>Benefits register</b>	To identify and access the key benefits to the programme	List of benefits and actions required to achieve the efficiencies	Steering Group	TBA	Quarterly



Bath and North East Somerset Space Planning Design Guide





- 1.00 Business Background**
- 2.00 Introduction**
- 3.00 Office Concept**
- 4.00 General Design Principles**
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- 6.00 Circulation**
- 7.00 Principle areas by function**
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- 15.00 Appendix**
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  - Generic Model

## 1. Business Background

### Bath and North East Somerset Council



Bath & North East Somerset Council, as part of its drive for greater cost efficiency and improved service delivery, is pursuing a strategy to rationalise its existing property portfolio, reviewing its current ways of working and approach to the provision of office space.

This document offers a set of generic space planning guidelines, based on a review of BaNES operational and functional requirements and public sector best practise, to be used when planning and fitting out BaNES next generation of office buildings.

The drivers behind BaNES property strategy are:

- To rationalise and make more efficient and cost-effective use of office its accommodation
- To facilitate further improvement in staff performance
- To provide overall good value for money

The business model behind the new style of working assumes:

- Provision of a supportive working environment in line with the practical needs of the business and staff – new ways of working.
- Increased staff happiness and motivation
- Increased focus on supporting key services and improved customer contact
- Increased business efficiency and effectiveness.
- Reduced annual business costs

The refit of space in Keynsham for Children's Services is the first opportunity to adopt this new approach to office accommodation, and, while to some extent constrained by costs and time, goes a significant way towards the introduction and trial the new ways of working environment outlined in this guide.

**Bath & North East  
Somerset Council**



## 2. Introduction

### Planning

It is essential to establish a series of guidelines that assist Bath and North East Somerset council in planning and using the space effectively and which protect the quality of the working environment.

The guidelines must be logical and defensible, allowing for maximum flexibility with minimum disruption and cost to the user and the business.

They must address the need for change over time and must provide clear direction as to how the space may be arranged in a speedy, efficient and economical manner.

### One set of rules for all areas

The basic interior design framework (floor zones, office planning concepts, underlying layout patterns) is capable of being consistently applied to all Bath and North East Somerset office properties

### New ways of working-The Office Design Concept

This concept reflects the councils wish to give staff a better working environment and at the same time enhance productivity.

By creating a more open working environment, it should be possible to facilitate better communications and the faster flow of information, resulting in more informed decisions and improved customer service. The adoption of more flexible, activity based work settings will also allow more effective use to be made of space and resources, to the benefit of both staff and council.

The design challenge has been to provide a wide choice of work settings while retaining the ability to manage and protect the office environment over time, balancing the needs of the organisation with those of the individual or group. The aim has been to meet the differing needs and activity patterns of the organisation from a range of simple layout and furniture options based on a series of studies to identify similarities and differences between Bath and North East Somerset council departments, and from best practise elsewhere.

The Riverside office project is intended to pilot and develop new, simple, functionally based and consistently applied space standards for use in any future Bath and North East Somerset council office fit-out projects.



### 3. Office Concept

The interior design and office planning concept is intended to provide staff with a number of simple work settings and a degree of personal choice while protecting the overall working environment. The objective has been to provide staff with the means to work more interactively and productively, with the emphasis on flexibility and facilitation of change.

A uniform generic office concept has been adopted across and between floors, with layouts that can be fine tuned to the needs of individual groups or teams. The objective is to provide a degree of user choice, and to make future re-organisation and change simple and quick while preserving overall spatial and visual control.

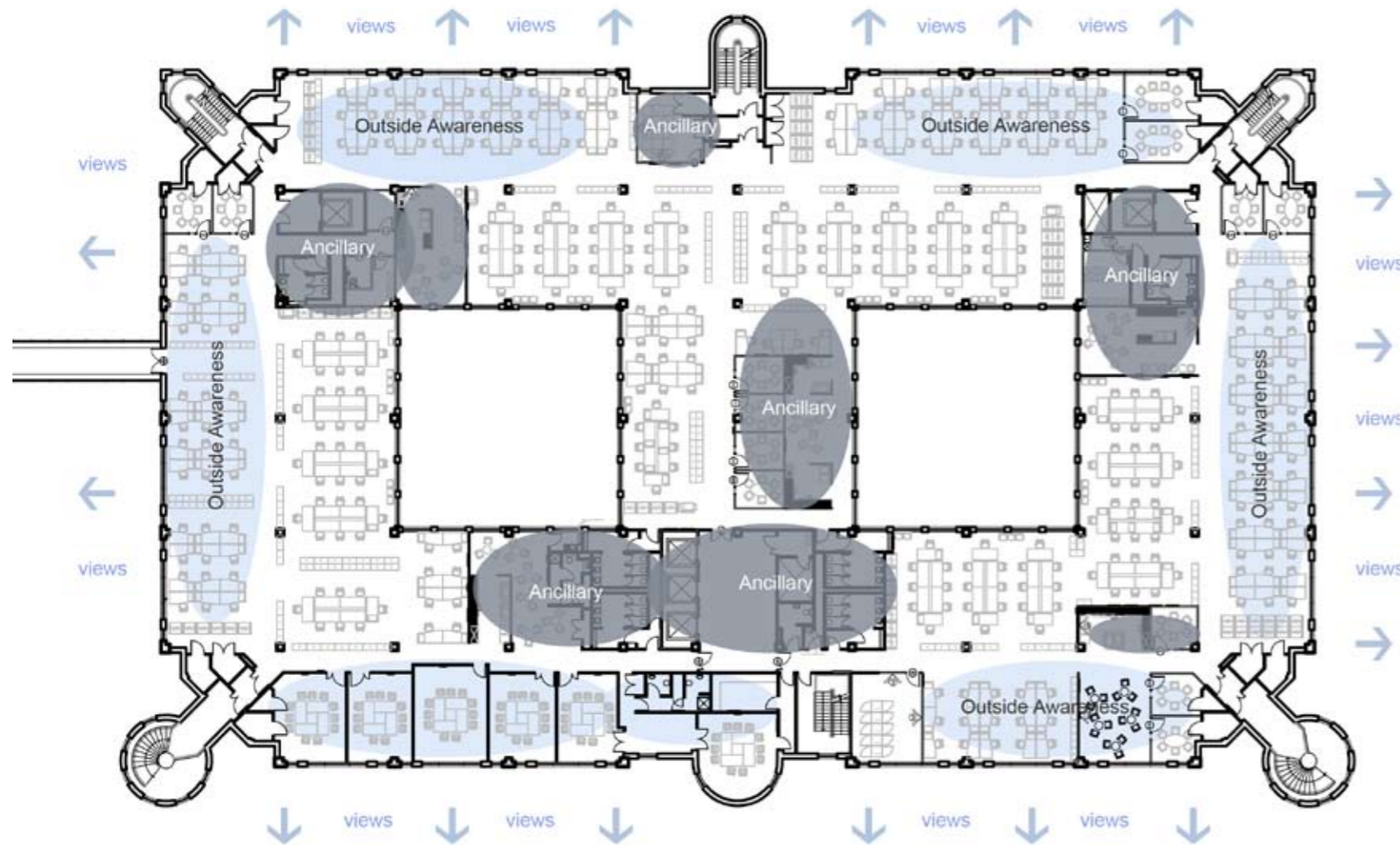


## 4. General Design Principles

The following design principles should be adhered to in any future fit out:

- A strong, clear, logical design framework within which interior design and office planning can take place, both now and in the future
- A concept that assists the business to use the space effectively and which protects the quality of the space
- Robustness of design solutions against full range of possible uses over time
- Basic principle of modularity and interchangeability for all layout and design elements
- The design must allow for quick and economical change, with fixed elements clearly identified to provide a framework of control
- Clear hierarchy of elements that allow for and enable change
- One set of rules for all areas
- The design must maximise the useable area, and minimise any avoidable impediment to efficient use of space
- Avoidance of in-built constraints
- Flexible work spaces that can respond to the needs of an individual, and of teams of varying size and configuration
- Simple, clearly defined circulation zones that permit easy movement within and between floors
- Clearly defined zones where cellular space can be sited
- Need to identify areas/zones where heavy items can be sited, or that are/can be highly serviced
- Outside awareness should be protected, with no high, solid elements blocking views
- Importance of relationship between interior elements, fixed and loose, and the exterior facade
- Maintenance should be of prime importance when specifying elements or materials.
- All elements/items specified should be standard within their section, obtainable at short notice, and interchangeable with minimum disruption
- Fitness for purpose
- Value for money
- Based on a thorough understanding and analysis of the needs of the business

## 5. Zoning



### Outside Awareness Guidelines

- Any space defined as an occupied work space should have outside awareness
- Open plan space should have priority over the best views accorded by the location
- Areas receiving the least natural daylight should be allocated to functions requiring the shortest occupancy e.g touchdown
- Staff should occupy prime space, nearest natural light, while ancillary facilities should be sited wherever possible in the central zones or in areas with restricted outside awareness
- No solid vertical surfaces above 1400mm (wall, screens, cupboards, etc) should be placed parallel to the windows (although they can be at right angles to the facade)
- Higher objects should be in the central zones or against blank walls
- Parts of the building offering special views, e.g corners or vantage points, should where ever possible be used for ancillary use to maximise their availability and amenity value, and to avoid contention over their allocation.



## 6. Circulation

### Cellularity

Cellular spaces are provided for the benefit of the whole office, formed around existing core areas and predominantly used as meeting spaces, breakout areas and storage. No individual will have their own cellular office.

Where new partitions are being added to form new cellular spaces, these will mainly comprise glazed partitioning to maintain maximum light distribution, and the principles of open plan working

### Circulation

The main circulation route through the building are fixed. They are the principal means of escape to the fire exits and must be kept clear at all times.

The design objective has been to provide the shortest routes between different parts of the building, to minimise the space used for circulation, and to limit the impact of circulation routes within the office areas (and the traffic they generate). Due to the nature and shape of Riverside and where the existing core is positioned this falls naturally as a central circulation zone through the office with principal areas located either side.



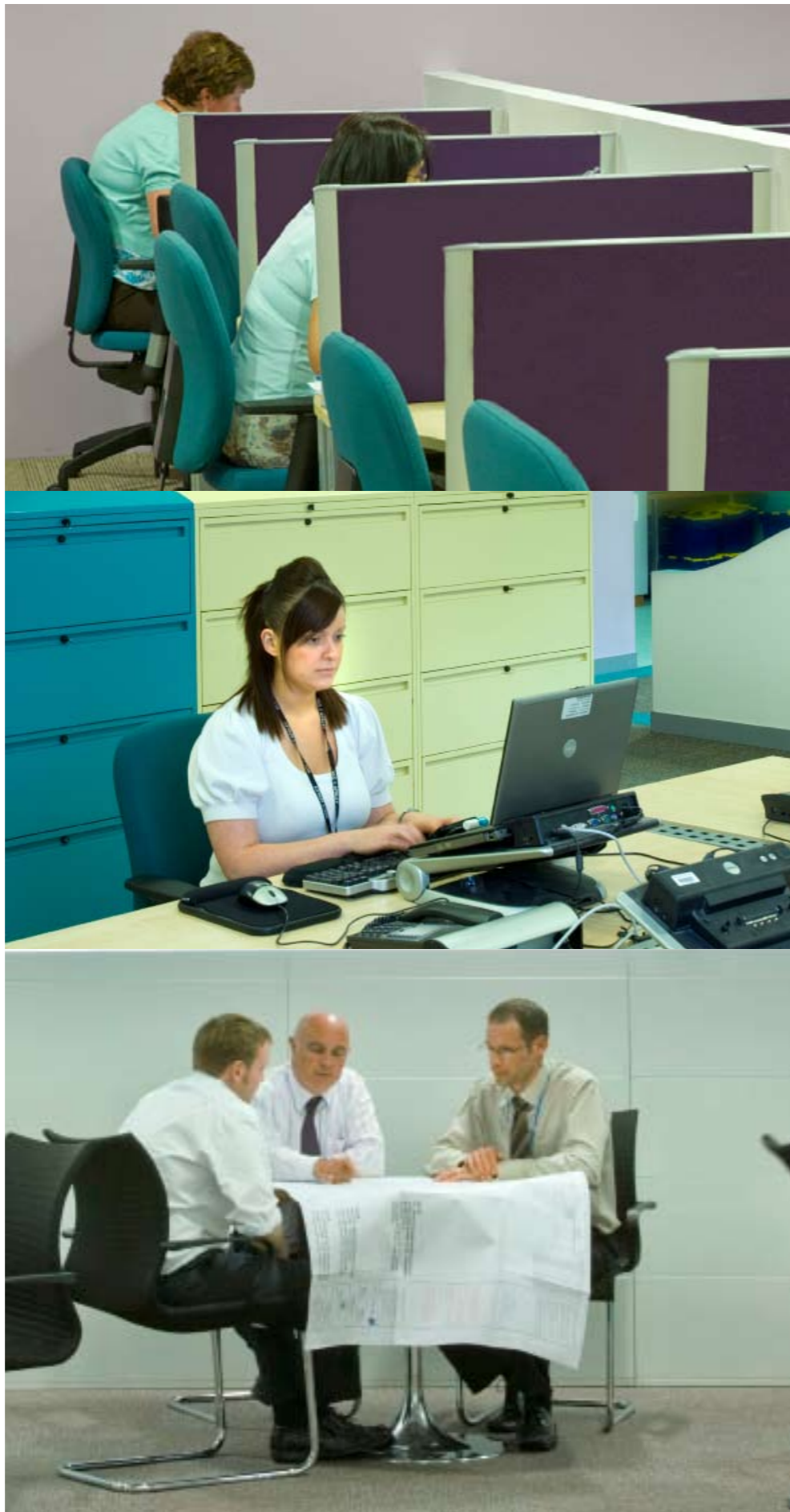
## 7. Principle Areas by Function

### Fixed Areas and focal points

Certain points within the building have been designated as focal points or landmarks to provide a sense of orientation, and encourage staff interaction. Various other facilities should be regarded as fixed because of their adjacency to services, their position as natural meeting places, or because they are a fundamental part of the design concept. These include:

- Breakout room with kitchenette and lockers
- Various sized meeting rooms
- separate print/copy area
- breakout areas within the open plan office
- additional storage areas
- separate quiet working & hot desk room





## 8. Workstyles

The principle ways in which people work when they are in the office are:

### Roles:

Working together as part of a team  
 Working as individuals within a team  
 Working alone  
 As a focal point for a group or team  
 Managing people within a team  
 Managing a number of teams or groups

### Work Styles:

- Interactive work
- Work requiring concentration
- Work requiring confidentiality
- Work requiring privacy
  
- Mobile workers
- Office based workers

Work patterns and the time people spend in the office vary, with some departments being largely static while others are highly mobile. There are a number of generic work-style profiles; staff whose jobs result in them being either;

- Always in
- In and Out
- Mostly Out

The number of work stations allocated to each group or department is therefore based on their optimum need for space rather than simply on a one to one basis, enabling the space budget to be used to better effect, for example to provide additional ancillary and staff support facilities, as well as to increase the overall number of people able to be based at Riverside.

## 9. Work Settings



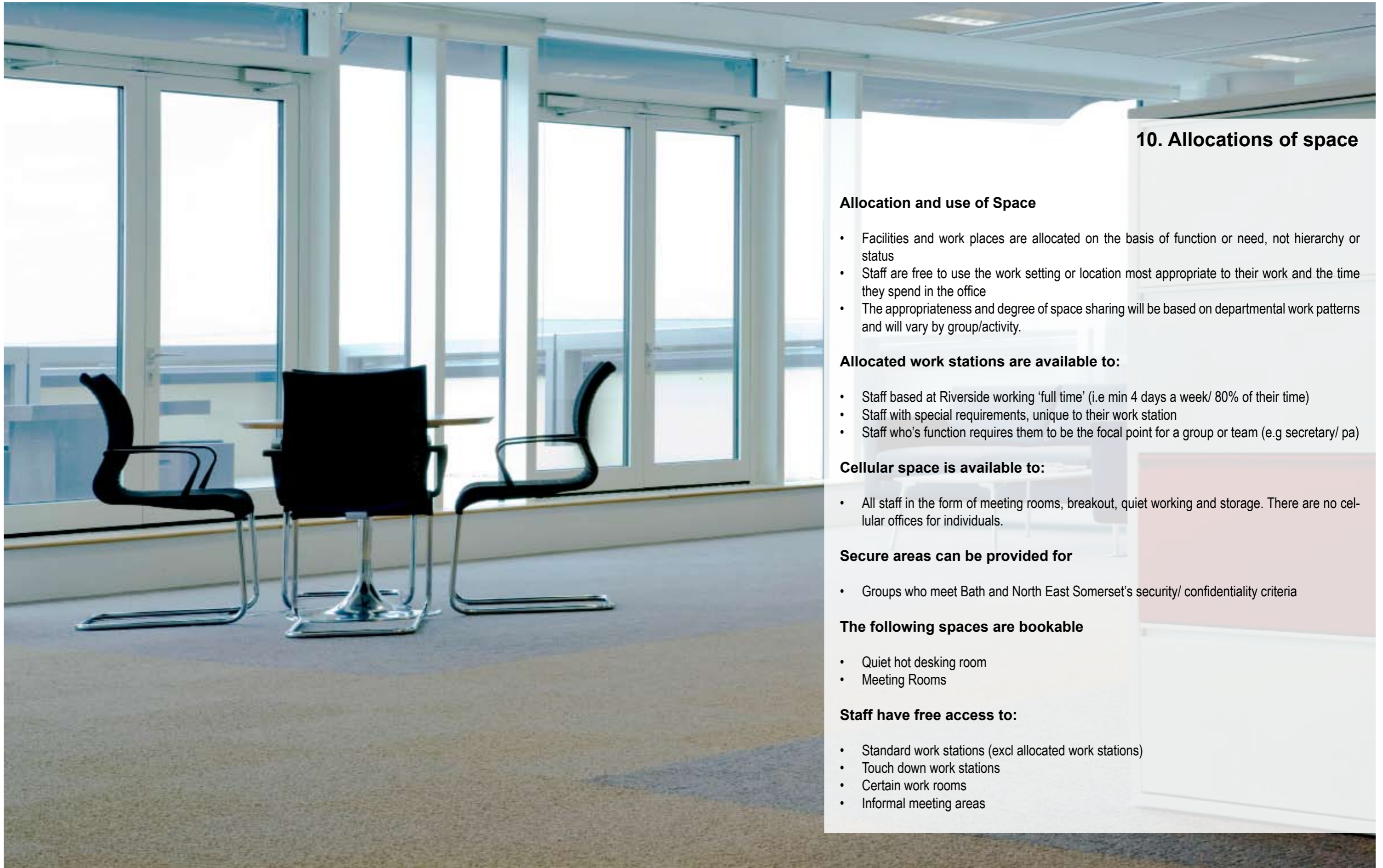
These generic work styles can be addressed by a number of simple work settings, and they have been incorporated into the office design concept.

### Work Settings:

- Standard work stations (clustered or individual)
- Team Tables
- Touch down work station
- Multi-purpose work rooms
- Informal meeting and breakout areas
- Meeting Rooms
- Conference rooms
- Print/resource areas
- staff breakout/kitchen
- Office canteen

Office support facilities should be evenly distributed throughout the office floors, and as shared items, should be placed in a way to foster interaction between working groups.

Where staff have a specialised need, or a particular disability, their requirements will be addressed on an individual basis.



## 10. Allocations of space

### Allocation and use of Space

- Facilities and work places are allocated on the basis of function or need, not hierarchy or status
- Staff are free to use the work setting or location most appropriate to their work and the time they spend in the office
- The appropriateness and degree of space sharing will be based on departmental work patterns and will vary by group/activity.

### Allocated work stations are available to:

- Staff based at Riverside working 'full time' (i.e min 4 days a week/ 80% of their time)
- Staff with special requirements, unique to their work station
- Staff who's function requires them to be the focal point for a group or team (e.g secretary/ pa)

### Cellular space is available to:

- All staff in the form of meeting rooms, breakout, quiet working and storage. There are no cellular offices for individuals.

### Secure areas can be provided for

- Groups who meet Bath and North East Somerset's security/ confidentiality criteria

### The following spaces are bookable

- Quiet hot desking room
- Meeting Rooms

### Staff have free access to:

- Standard work stations (excl allocated work stations)
- Touch down work stations
- Certain work rooms
- Informal meeting areas



## 11. Work Stations and screening

### Standard Work Station

The standard work station is 1600mm long by 800mm deep and is intended to address the majority of user requirements. This is adequate for both a standard flat screen monitor and older CRT monitors, and can accommodate moveable storage pedestals. They are available to both permanent and itinerate workers-the difference being the provision of a pedestal for the personal storage for the former. Adaptions or additions to address special requirements can be considered on an individual basis.

### Team Tables

Team tables are single work surfaces providing the same desk top area as six standard work stations, but with the minimum number of supporting legs. They are provided for groups requiring a greater degree of team flexibility and can accommodate 10-12 people if so required.

### Touchdown workstations

Clusters of Touchdown desks are provided for use by staff who are either not based at The Riverside office or who do not need a permanent desk.

Each type of work station is equipped for cable management and is provided with the appropriate number of voice and data socket outlets and/or docking station. They all comply with the latest ergonomic requirements.

### Screening

The height, distribution and nature of the screening have a major impact on the office environment. The prime object is to an open working space with the minimum of barriers/inhibitors to allow for the free flow of information and ideas, while at the same time recognising the need to allow staff freedom from disruption, and provide reasonable privacy.

This can be achieved through the use of:

- Screens separating work stations
- Free standing screens
- High storage units

plus the availability of

- Bookable and non-bookable multi purpose work rooms and meeting rooms for more confidential activities



## 12. Filing and Storage

Storage is restricted to 2 linear metres per person, made up of personal storage -either a lockable drawer in a 3/4 filing unit adjacent to the team area if classified as a mobile worker, or a pedestal for personal storage if allocated a permanent work station-and departmental storage within the team area and / or along the main circulation routes.

See pictures of units and plans for where units would be located). The intention in the medium term is for electronic file management to become the norm.

Safes and fireproof cabinets can be provided, subject to approval by Bath NES security. Open or lockable library racking is also available.

A comprehensive range of filing unit types is available to meet all filing and storage requirements, with the majority of components being interchangeable.

Two or three drawer units are for use within team areas, while four drawer units should be positioned adjacent to the main circulation routes.



## 13. Meeting and catering facilities

### Meeting Facilities

Cellular meeting rooms are evenly distributed across the floor plates. They are designed as multi-purpose spaces that are intended for the following uses:-

- Interviews
- Meetings (2-4 people and 4-6 people spaces)
- project work
- individual work
- confidential telephone calls

In addition to the meeting rooms there are breakout areas within the main open plan office spaces which can be used for:-

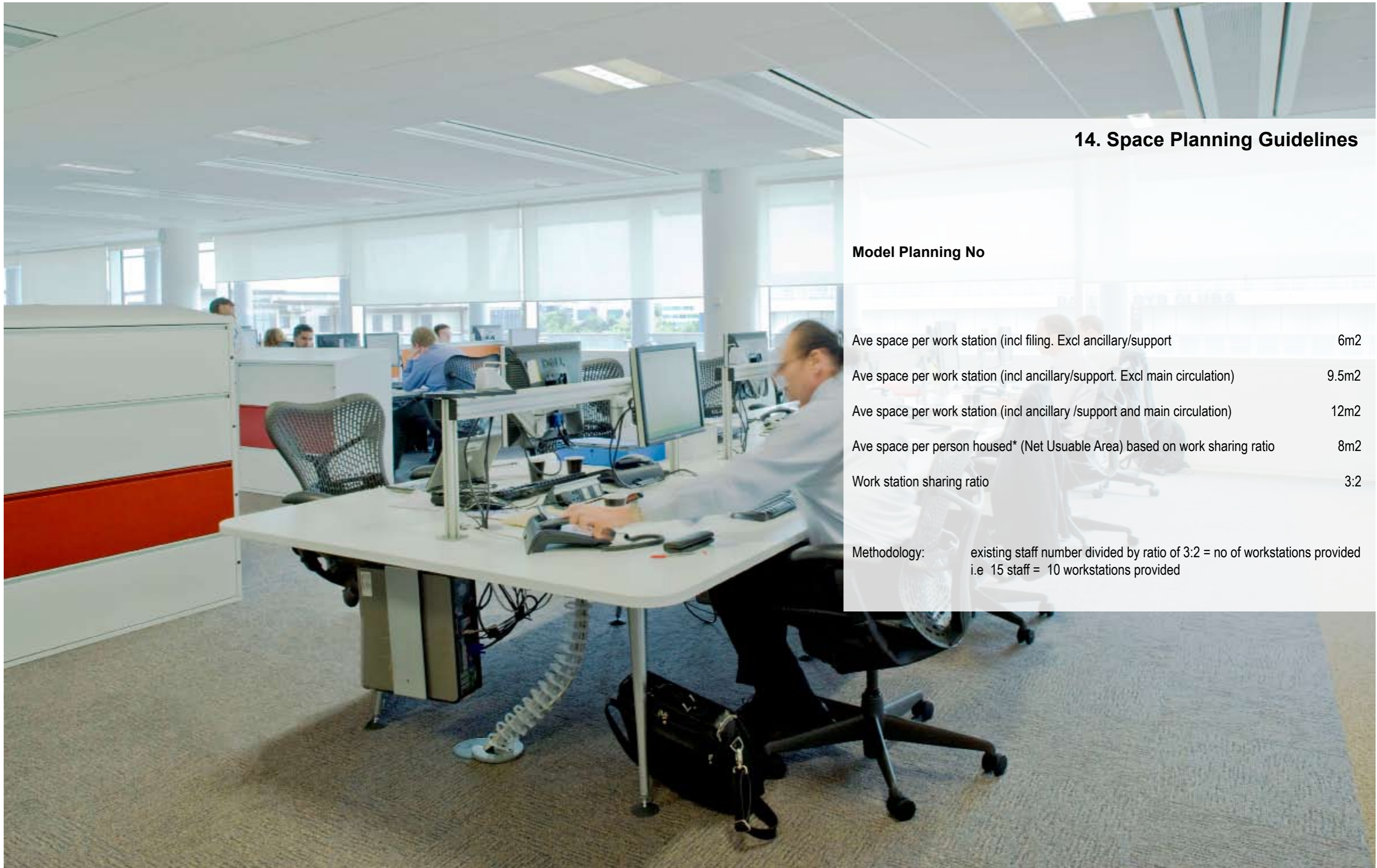
- Informal meetings
- project work
- individual work

One on one meetings can take place at the work station, but staff are encouraged to hold meetings of three or more people using the facilities provided elsewhere to avoid disturbance to colleagues.

### Catering

The principle catering facility at Riverside is the canteen located on the ground floor. The new refurbishment of this area will intend for it to be a focal point, encouraging and supporting casual interaction, and is deliberately positioned in the centre of the building-easily accessible by all. Its use as an informal meeting space would be actively encouraged.

On each floor there is a staff kitchen/breakout area with tea and lunch making facilities. There is also a small amount of breakout seating as well as personal staff lockers and recycling.



## 14. Space Planning Guidelines

### Model Planning No

Ave space per work station (incl filing. Excl ancillary/support	6m <sup>2</sup>
Ave space per work station (incl ancillary/support. Excl main circulation)	9.5m <sup>2</sup>
Ave space per work station (incl ancillary /support and main circulation)	12m <sup>2</sup>
Ave space per person housed* (Net Usuable Area) based on work sharing ratio	8m <sup>2</sup>
Work station sharing ratio	3:2

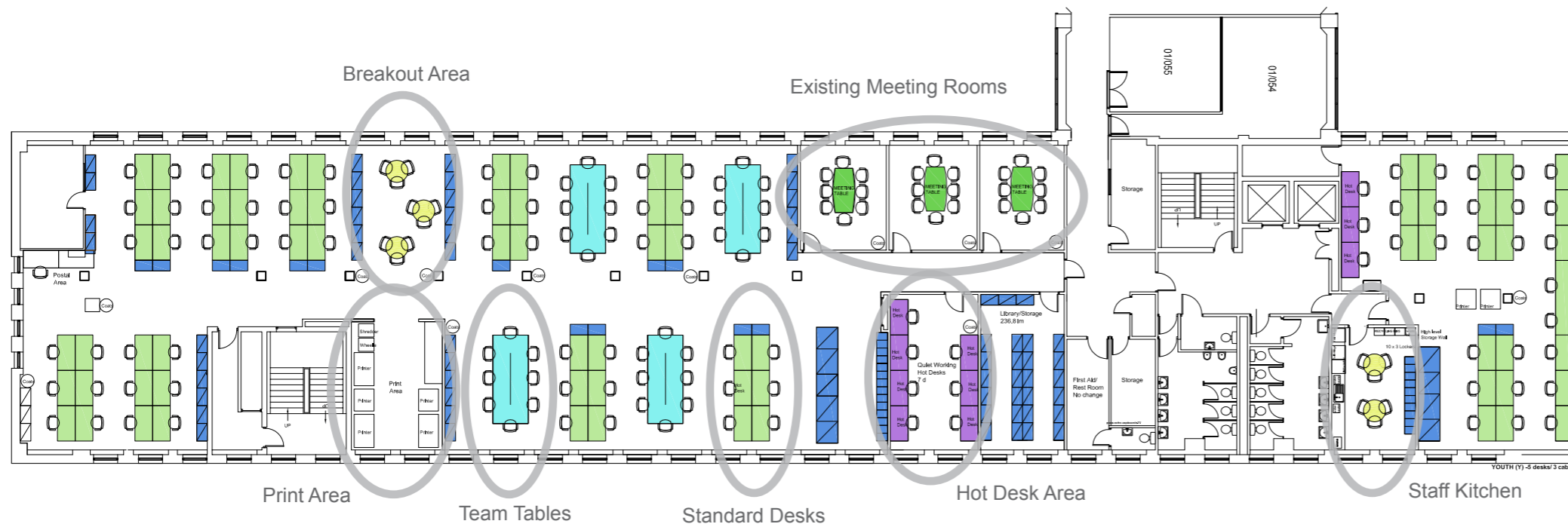
Methodology: existing staff number divided by ratio of 3:2 = no of workstations provided  
i.e 15 staff = 10 workstations provided



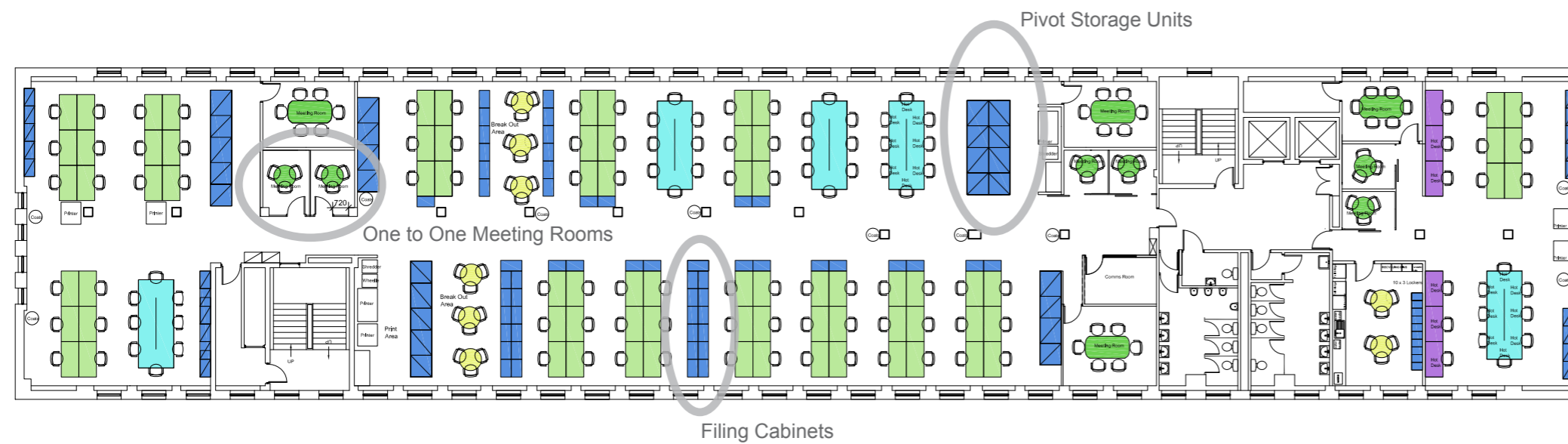
15. Appendix



# Keynsham Children Services Pilot

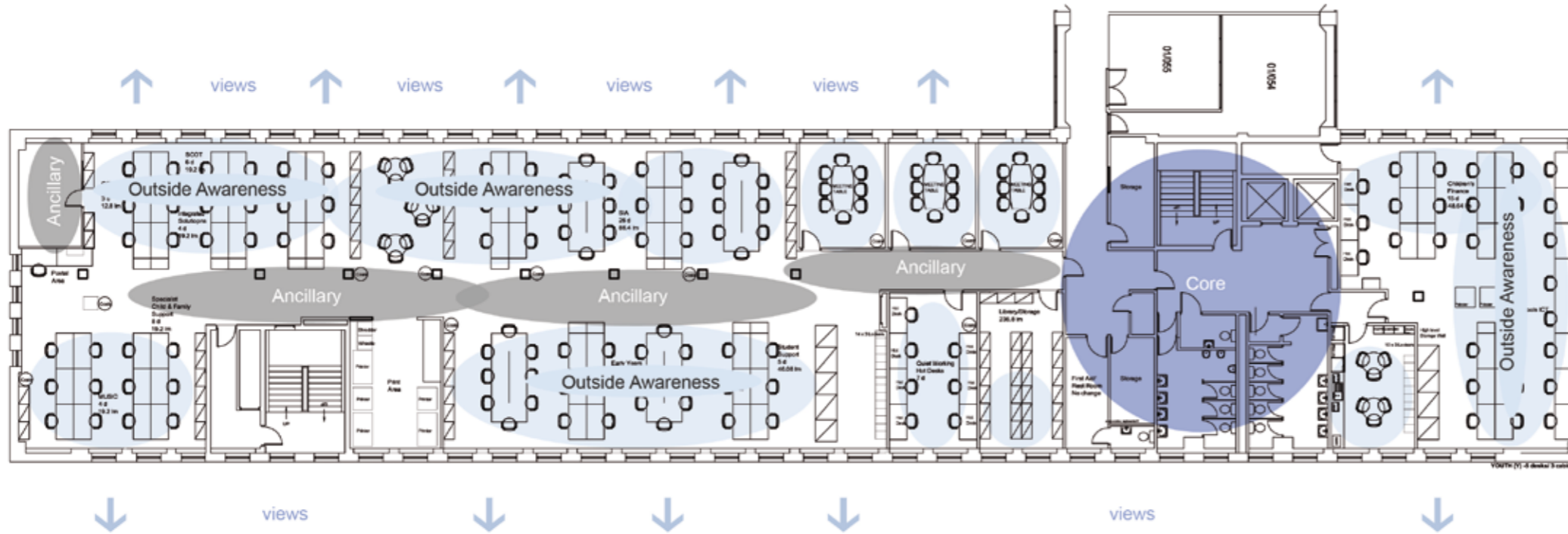


Riverside First Floor

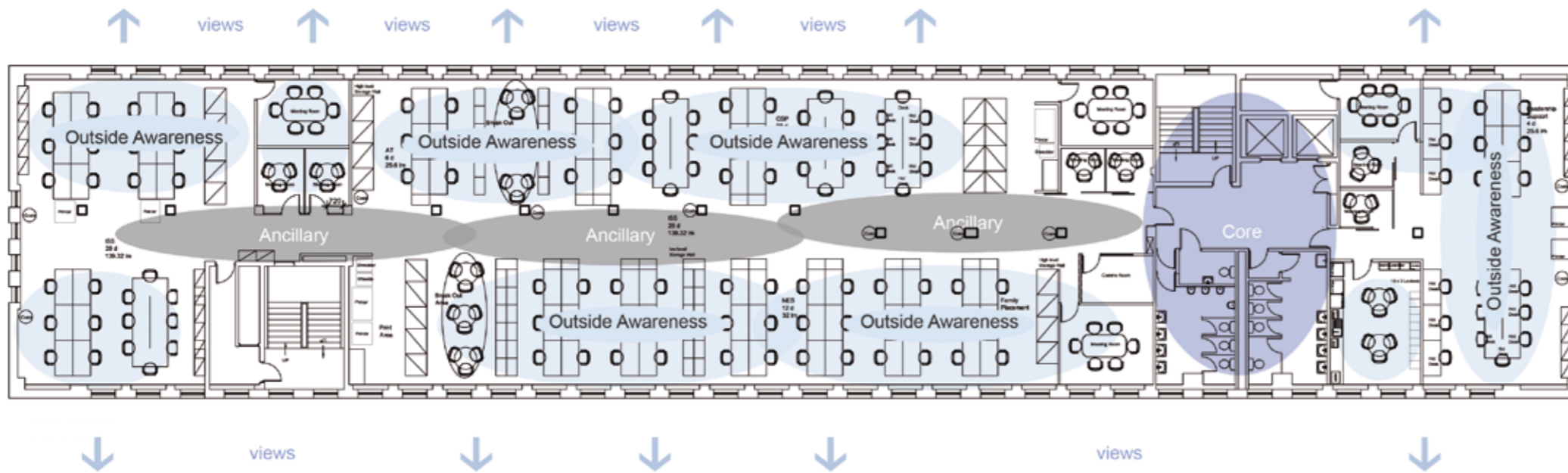


Riverside Second Floor

Keynsham Children Services Pilot

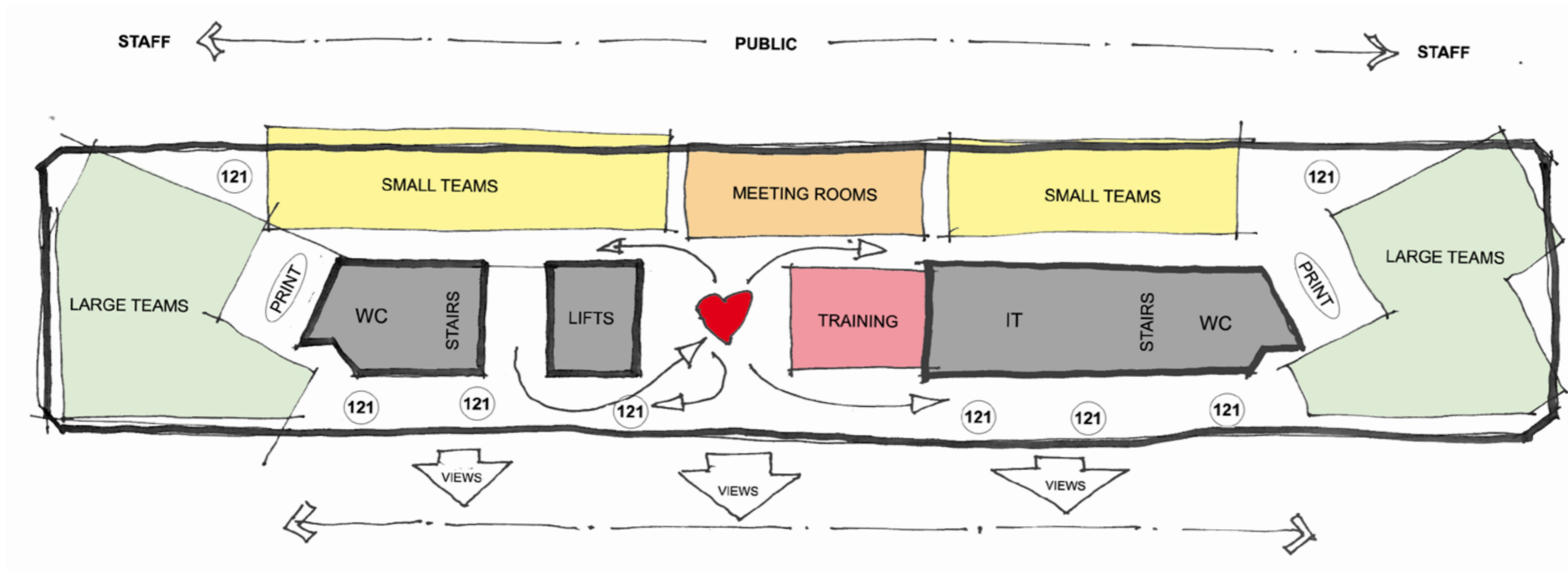


Riverside First Floor



Riverside Second Floor

Generic Model



This diagram shows an example of optimum space utilisation in a building similar in shape to Riverside. Key functions are located around a central core with open plan space to the perimeter