

# Workplaces Project

Cabinet Meeting 2<sup>nd</sup> December 2009

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- We will cover :
  - Background
  - Pilot Project
  - Medium Term Plan
  - Long Term Options
  - Benefits
  - Costs
  - Next Steps

# Background

- Where we are now.
  - Pilot Project Complete
  - Intranet Site Launched

<http://intranet/Teams/children/newwaysofworking/Pages/default.aspx>

- Cabinet Meeting 2<sup>nd</sup> December 2009

# Pilot Project – Riverside – Children Services Before



# Pilot Project – Riverside – Children Services After





# Medium Term Plan (up to 2013)

- Forms part of normal Property Management
- Reasons:
  - Lease expiries
  - Under utilised offices
  - Budget cuts.
- Refurbishment of Lewis Hse to BREEAM Standard
- Implement New Ways of Working
- Decant Trimbridge, Plymouth and Bath St staff to Lewis House
- Implement Phase 1 & 2 of the PCT Integration
  - Adult Care staff from Plymouth & Lewis to St Martins
- Relocate post room to Lewis House
- Annual Savings achieved = £780,000

## Option A – Do Nothing

- Remain in inefficient buildings
- Under utilised
- Fail reduce carbon footprint
- Fail to improve department efficiencies
- Maintain and possibly increase existing revenue cost
- Fail to take advantage of new technologies to improve working efficiencies
- Considered not an option and included as a comparator.

## Assumptions / Givens

- All other options assume:
  - Guildhall will remain as the Political Seat of Power
  - Size of new build and finances allow for Council and PCT staff only. No allowance has been made for further partner organisations at this stage.
  - Existing staff number maintained.
  - Estimated savings are against property only and exclude other expected savings through departmental efficiencies.
  - The Keynsham options provide for a new library and visitor centre to display Roman artefacts.



## Assumptions / Givens (contd.)

- All other options assume:
  - One Stop Shops will be provided in Bath, Keynsham and Midsomer Norton
  - There will be 12 landing Sites available for staff use across the BaNES area.
  - Separate Business Cases to be developed to cover the Guildhall, Historic Records, Data Centre, Facilities Management & Command Control.



## Option B – Keynsham New Build, Lewis House & The Hollies

- Original Option from January 2009
- Achieves all project objectives
- Provides an office in each of the 3 main conurbations
- Allows for the PCT/Council Integration
- Provides an opportunity for the Police and Fire Brigade to be part of the redevelopment
- Achieves a space reduction of 42%
- Achieves annual savings of circa 5%
- Viable option



## Option C – Keynsham New Build, Lewis House, Northgate House & The Hollies

- Adaptation of January 2009 option
- Achieves all project objectives
- Provides an office in each of the 3 main conurbations
- Allows for the PCT/Council Integration
- Provides an opportunity for the Police and Fire Brigade to be part of the redevelopment
- Achieves a space reduction of 43%
- Achieves annual savings of circa 10%
- Provides risk free disposable space in Northgate should staff numbers reduce which provides maximum flexibility
- Preferred option



## Option D – Riverside refurbishment, Lewis House & The Hollies

- Unlikely to achieve regeneration of Keynsham
- Leaves a redundant Town Hall site
- Provides an office in each of the 3 main conurbations
- Allows for the PCT/Council Integration
- Does not provide an opportunity for the Police and Fire Brigade to be part of the redevelopment
- Achieves a space reduction of 39%
- Fails to achieve annual savings.
- Considered not viable



## Option E – Bath New Build, Keynsham Town Hall & The Hollies

- Fails to achieve Keynsham regeneration
- Leaves a redundant Town Hall site
- Provides an office in each of the 3 main conurbations
- Allows for the PCT/Council Integration
- Does not provide an opportunity for the Police and Fire Brigade to be part of the redevelopment
- Achieves a space reduction of 35%
- Provides an opportunity to redevelop the south side of Bath & could provide a commercial income to the council
- It is preferable that any new development in Bath should be targeted to the Private Sector.
- Fails to achieve annual savings and considered not viable

## What does it cost?

- Original Objective was to Break-Even
- January 2009 Report – 4.4% Annual Savings

	NO CHANGE	KEYNSHAM NEW BUILD	KEYNSHAM NEW BUILD/ Option C	RIVERSIDE REFURB	BATH QUAYS
	Option A	Option B	Option C	Option D	Option E
<b>Total Capital Costs</b>	2,151,500	12,512,386	12,379,648	11,315,177	13,370,923
<b>Total Revenue Costs</b>	4,248,656	4,052,755	3,843,421	4,364,034	4,958,689
<b>Potential Revenue Saving against Model A</b>		195,901	405,235	- 115,377	- 710,033
<b>Percentage Savings Against Model A</b>		5%	10%	-3%	-17%
<b>Ongoing savings from 2022-23 per annum</b>		730,999	946,146	402,273	- 129,479
<b>As Percentage</b>		17%	22%	9%	-3%
<b>Ongoing savings from 2032-33 per annum</b>		1,345,286	1,547,852	937,410	521,375
<b>As Percentage</b>		32%	36%	22%	12%

- » Capital Investment includes:
  - » Fit-out and Refurbishment
  - » Investment in new technologies to improve efficiencies
  - » Investment in New Ways of Working to increase staff flexibility and ultimately improve work/life balance
- » Investment will realise the following benefits:-

# Benefits (based on option C)

## • Direct

- 43% reduction in floor area
- 10% reduction in running costs
- 26% reduction in occupancy costs
- 70% reduction in carbon footprint (Based on Industry Data)
- Provision of modern office accommodation
- Increased asset value of retained properties
- Improved IT systems – right tools for the job.
- Increased flexibility
- Provision of easier and simplified access for customers
- Incorporation of partner working

## • Indirect

- Improved Customer Satisfaction
- Improved staff satisfaction
- Reduction in staff sickness
- Increase in staff retention
- Reduced travel time
- Reduction in calls to helpdesk
- Reduction in IT system downtime
- Increased recycling
- More efficient working
- Departmental efficiency savings
- Regeneration effect for Keynsham

# Next Steps

- Launch Workplaces Programme – December 2009
  - Instigate Consultation Plan – December 2009
- Commence consultation on Keynsham New Build
- Liaise with relevant SDG members for business cases on: Historic Records, Data Centre and Command Control
- Appoint Developer Monitoring Consultant – Feb 2010
- Produce Developer Brief – Feb - April 2010
- Issue OJEU Notice – April 2010
- Short list developers – June 2010
- Appoint Developer Partner – August 2010
  - (Cabinet Approval)
- Submit Planning Application – November 2010