



REPORT OF THE LEADER OF THE COUNTY COUNCIL

Investing in Nottinghamshire: Delivering the Council Plan through a second phase of the Smarter Working Programme

Purpose of the Report

1. To seek approval to redirect the Smarter Working Programme with a new set of principles to drive transformation across County Council services in the pursuit of Council Plan outcomes, investing in Nottinghamshire.
2. To seek approval in principle to a number of changes to the Council's operational estate in order to facilitate Phase 2 of the Smarter Working Programme and support service based transformation.
3. To seek approval of funding to undertake detailed analysis, concept, planning and design work to support the review of the current accommodation portfolio and develop firm proposals to deliver revenue savings.

Background and information

4. The County Council has an ambitious vision. The Council Plan, Your Nottinghamshire, Your Future sets out our priority outcomes for the people and businesses of the County. The Council's Place Strategy identifies key activities to invest in our communities and the local economy, including the opportunity to bring forward iconic developments on the County Hall campus and County Council-owned land.
5. The Council has made positive progress in improving the productivity of our workforce and incorporating new ways of working. The first phase of the Smarter Working programme has delivered new mobile technology to frontline social work staff and improved technology to staff who are predominantly office based. Smarter Working has improved working environments across the majority of the Council's County office estate through the provision of ergonomic office furniture, alternative meeting and team collaboration spaces, and the implementation of desk ratios, which maximise the utilisation of the estate.
6. Phase 2 of the Smarter Working programme comes forward at a time when the Council is investing in new technologies, as part of the transformation of services across the organisation. Phase 2 of Smarter Working will align with the Council's Digital Development Programme, ensuring our customer and staff experiences are

enhanced through reducing response times, joining up access to services and improving productivity.

7. Critical service transformation programmes within both the Adult Social Care & Health (ASCH) and Children and Family Services (CFS) Departments are also underway and the Smarter Working Programme will contribute to these programmes through this proposed major re-design of the Council's property estate. For example, the Remodelling Practice Programme in the Children and Family Services Department is introducing a new model of practice for early help and social care, to support improved practice, recruitment and retention of social work staff and more cost effective service delivery. Phase 2 of the Smarter Working programme will act as an enabler to the new practice model and support the Department to provide this revised model of services to some of the most vulnerable children and families. Similarly in Adult Social Care and Health, recent research studies have shown the benefits of co-location with health services. Phase 2 of Smarter Working will bring benefits through increased co-location and integration of health and social care services, which is complementary to the newly established Integrated Care System.
8. A modern and sustainable corporate estate is critical to the success of these new models for service delivery. Many of the buildings from which critical services operate currently are now beyond their 30-year average life, and require substantial planned maintenance over and above the budget. Many of these buildings are not fit to deliver modern, flexible and integrated public services.
9. It is important that Phase 2 of the Smarter Working Programme is underpinned by robust principles, particularly given the potential levels of public investment, which will be required to deliver this ambitious programme. As a consequence, the following principles have been developed to guide the Programme:
 - i. Investing in Nottinghamshire to maximise the strategic impact of the location of the Council's office estate and the use of the Council's assets for economic impact and regeneration.
 - ii. To facilitate the productivity and effectiveness of our workforce and services, driven through, new technology, integration of service transformation and realignment of the operational estate.
 - iii. To develop more fit for purpose local accommodation in a way that meets operational need, is reflective of changing service models, including through joint or integrated working with partners, and is future-proofed for the future.
 - iv. To ensure the Council has appropriate buildings in local communities, close to where service users live.
 - v. To mobilise and empower the Council's workforce with new technology and an average, 6:10 desk ratio in all office buildings.
 - vi. To maximise the Council's current assets, maximising the use of these properties, releasing surplus accommodation to offer best value for money in the overall programme.
 - vii. To achieve greater certainty and security by operating in office accommodation owned by the County Council rather than leased from the market.

- viii. To support a more effective workforce, with less travel “downtime”, less costly travel and improved access to our offices/services through public transport and better parking provision.
 - ix. To ensure effective and efficient deployment of Facilities Management in a way that provides a safe, sustainable, corporate and compliant office and service environment.
 - x. To improve our environmental impact through a reduced carbon footprint of the Council’s estate and improved sustainable transport solutions.
10. In addition to supporting services with transformation and operational delivery, there are a range of cashable benefits. These will be quantified through further detailed work proposed later in this report. Anticipated benefits include:
- i. Delivering better public services in local communities and improved outcomes for residents and businesses in Nottinghamshire.
 - ii. Bringing forward investment, jobs and housing in Nottinghamshire, unlocking developments on County Council-owned land.
 - iii. Increasing the productivity of the Council’s workforce through provision of a modern office environment and associated technology.
 - iv. A right-sized estate which will minimise the ongoing maintenance requirements in the long term.
 - v. The generation of capital receipts.
 - vi. Reduction in overall revenue running costs, reduced energy consumption and improved environmental impact.
 - vii. Opportunities to explore the potential for commercial revenue income.

Scope and Parameters

11. The County Council owns a significant land and property estate valued at in excess of £1bn. The initial scope of Phase 2 of the Programme covers 12 of our current office buildings.
12. The overall annual running costs of these 12 buildings is £2,975,000 (2018/2019 budget). In addition, over the next 5 years, there is an estimated £5,215,000 of planned maintenance costs to these buildings.
13. In order to fulfil the principles set out in paragraph 9, the Programme is structured around four geographical areas. These meet service user need and fit with service models in Children’s and Adults Services.
- Bassetlaw
 - Newark and Sherwood
 - Ashfield and Mansfield
 - Broxtowe, Gedling & Rushcliffe
14. The principles and initial cashable benefits have been tested across the estate in each of these four areas, resulting in the proposals set out later in this report.

Shaping Phase 2 of the programme

15. To move forward the delivery of the principles above in each of the 4 geographic areas, a second phase of the Smarter Working Programme is proposed. Once approved, the Programme will report to the Improvement and Change Sub Committee alongside other corporate and service transformation programmes, seeking formal decisions on policy matters at Policy Committee. Decisions related to allocating resources including amending the capital programme and receiving Latest Estimate Cost reports will be reported to Finance and Major Contracts Committee.
16. The programme will be delivered in accordance with the Council's programme and project management methodology. This is a cross-cutting corporate project and will rely on engagement from all Departments of the Council. The Council's Corporate Leadership Team has supported and driven the project to this stage and will oversee implementation, from a management perspective.
17. This report sets out a framework for the realignment of the Council's operational estate. In order to take the programme forward and to ensure appropriate due diligence and governance, a series of more detailed feasibility studies, design, planning and refurbishment plans are required. This work will provide accurate and detailed costings and timescales. Therefore, funding is sought for a range of projects, which are set out later in this report.
18. This further work will confirm cashable and non-cashable benefits, together with the necessary capital investment, opportunities for capital receipts and programme delivery plans. This work will be shaped by the principles of the Programme. Specific delivery plans will set out the timescales for each of the projects. These delivery plans will also ensure appropriate engagement from services across the Council.
19. Following completion of the further work, reports will be presented to the relevant Committee in accordance with Royal Institute of British Architects (RIBA) plan of work gateways. This will allow Members to consider the detail of project cost information, designs as well as cashable and non-cashable benefits.

A framework to realign the operational estate

20. By applying the principles and target benefits in paragraphs 9 and 10 of this report, to the initial 12 buildings in scope across the 4 geographic areas, it is proposed that the County Council vacates the following buildings, subject to further detailed work as set out below:

<i>Geographical area</i>	<i>Buildings considered for release/disposal</i>	<i>Strategic fit with principles</i>
Bassetlaw	Chancery Lane	1, 2, 3, 4, 5, 7, 8, 9, 10
Newark and Sherwood	Bevercotes House	1, 4, 5, 6, 8, 9, 10
Mansfield and Ashfield	Mercury House and the Piazza	1, 2, 3, 4, 5, 6, 7, 8, 9, 10
Broxtowe, Gedling, Rushcliffe	Trent Bridge House, Sir John Robinson House and Prospect House	1, 2, 3, 4, 5, 6, 7, 8, 9, 10

Note: Of the initial 12 buildings in scope the ones which will be retained are County Hall, Welbeck House, Thoresby House, Meadow House and Lawn View House.

21. Where necessary, the County Council will use its land assets to design and build appropriate new accommodation subject to design, planning and cost analysis. In addition, a number of other County Council-owned properties will be assessed for conversion or refurbishment to accommodate some of the services currently based in these buildings.
22. Based on initial modelling, gross revenue annual revenue savings in the region of £1.348 million are estimated, with potential net capital receipts of approximately £5.5 million. These estimates do not include potential other cashable and non-cashable benefits (such as the avoidance of planned maintenance), which will be quantified through further work. The necessary capital investment will also be determined by the more detailed work.

The Initial Proposals

23. The following paragraphs set out the initial proposals for each of the 4 geographical areas.

Bassetlaw - Retford

24. The County Council operates services for Children and Families and the Registration Service from Chancery Lane in Retford. There are up to 78 employees who use this building, mainly for office accommodation and meeting space. Chancery Lane does not currently operate at a 6:10 desk ratio. In addition, there is a ceremonial room. The Council does not own the land on which this building is situated. In accordance with the principles for Smarter Working 2, it is proposed to exit Chancery Lane but retain appropriate local service provision in Retford through utilisation of other County Council-owned buildings.
25. The services which are based at Chancery Lane have been consulted and are supportive of this move. Work is underway to identify alternative County Council accommodation for Children's Services and the Registration Service. This work is aligned with the Children and Family Services Department Remodelling Practice Programme to ensure joined up solutions are identified and no detriment to service users.
26. A range of benefits have been identified, in particular the opportunity to move to more modern and fit for purpose accommodation close to where service users live. Similarly, office accommodation will be secured which will ensure the Children's Social Workers are provided with locations and facilities which best support service delivery. There is evidence to support the contribution made to the recruitment and retention of social workers through the provision of suitable office accommodation and technology. In this case, most of the cashable benefits arise from removal of the need to spend £315,000 on planned maintenance at Chancery Lane. Additionally, the annual revenue running costs of Chancery Lane are £46,000. After offsetting estimated extra costs, a small revenue saving is anticipated. The exact figure will be identified after the relocation programme has been confirmed

Newark and Sherwood – Ollerton

27. In Ollerton, the County Council operates from three buildings on the Sherwood Energy Village. It is proposed to reduce the Council's office estate in Ollerton from three to two buildings. Specifically, it is proposed to vacate Bevercotes House, marketing the property for lease or sale.
28. Through the current phase of the Smarter Working Programme, all 130 Council employees located in Bevercotes House are being accommodated within the two remaining buildings on the Sherwood Energy Village. This is being achieved through the use of new technology, new ways of working and a reduced desk ratio. There is no adverse impact on local service provision as a result of this proposal.
29. The annual revenue running costs of Bevercotes House are £64,000 and it is anticipated that these savings will be made in full. Cashable benefits also include removal of the need to spend £58,000 on planned maintenance at Bevercotes House.
30. Some minor design and capital works are necessary to facilitate the commercial letting of Bevercotes House – the estimated costs for these are set out later in this report.

Ashfield - Annesley

31. The County Council leases two large buildings on the Annesley Business Park; Mercury House and the Piazza. These house the Council's Customer Services Centre, the Adult Access Team and the Multi-Agency Safeguarding Hub (MASH). The benefits in the co-location of these services have long been recognised and many of these have been accrued by their current configuration. That said, it is considered that further benefits could be accrued by co-location in a single building. In fact, these services were designed to be co-located in their entirety but their success meant they outgrew Mercury House, making it necessary to move the MASH and Adult Access Team to the Piazza in 2016
32. In accordance with the principles underpinning Smarter Working 2, it is proposed to bring forward proposals to vacate Mercury House and the Piazza. The County Council has the opportunity to relocate these services locally in a proposed new build on the Top Wighay site, close to Hucknall and Annesley. Top Wighay is a site entirely in the Council's ownership, which has remained undeveloped for several years. The County Council was recently successful in securing an allocation of a £5 million grant from Homes England to facilitate housing and employment opportunities on the site. This grant can be used to fund vital infrastructure works.
33. Mercury House and the Piazza are leased at an annual cost of £477,000. A break clause in the lease would allow the Council to consider exiting these buildings in February 2021. In order to do this, the break clause must be triggered before February 2020. Whilst these are modern buildings, the lease arrangements are such that there is insufficient parking with no prospect of acquiring additional parking provision. This lack of parking has a profound impact on the employees of the County Council and partners who provide these critical, front-line services. As the County Council does not own the buildings, there is a risk that the already significant annual rental costs would

increase in future. The current lease has a break-clause in 2021, although there may be scope for a short-term extension to ensure business-continuity (depending on the timescales of the proposed new-build).

34. A purpose built solution for these services will resolve the significant and damaging parking issues, and is in line with the principles of Smarter Working 2, especially as options for readily available replacement accommodation is limited. In addition, the following factors are important:
 - i. The bespoke needs of these critical front line services, which are heavily dependent on specialist technology, secure connections and sharing of information, and extended hours of working.
 - ii. Co-location of MASH provision with partners, in particular the Health Service and Police in the Multi Agency Safeguarding Hub (other agencies are also located in the MASH).
 - iii. The benefits of co-locating all these services into one building, which accrue from shared back-office, systems, processes, information-sharing, and the shared use of new, customer-orientated technology. Despite dealing with different client groups, the services are united by their customer-facing nature.
 - iv. The benefits of relocating these services in close proximity to where most of the current, well trained, motivated and committed staff live. These staff groups are increasingly hard to recruit and retain.
 - v. In previous times, a key consideration in respect of the location of these services has been the value they add to the local economy. This remains a priority, given the likely negative impact of withdrawing these services and jobs from this area of Nottinghamshire. Between the Piazza and Mercury House, there are 259fte employed across multiple agencies.
 - vi. Need for adequate parking and access to public transport.
35. Developing a new build on Top Wighay will have the additional benefits of providing an anchor tenant on the County Council owned employment site within the wider development. This will significantly aid the marketing of the site and act as a catalyst for economic growth in the area, providing new jobs and new homes for local people. Planning guidance from the Local Planning Authority is that the site has the potential to accommodate 805 new homes. As a result, the development will generate additional revenue for the Council through Business Rates and Council Tax.
36. The services and agencies which operate from the Piazza and Mercury House will be centrally involved in their design, incorporating the latest in new technology to support service delivery.
37. Through the further work described below, cost estimates and timescales will be provided to inform a detailed business case for the proposed new build on Top Wighay. This work will also calculate estimated savings in the running costs of the new building, compared to the costs of running the Piazza and Mercury House. It will also examine the capital costs and methods of funding a new building, including the offset between capital finance, and savings on lease payments. In doing so, the whole-life costs of this project will be presented.

Broxtowe - Beeston

38. Prospect House in Beeston is a property which the Council leases. It provides accommodation for Children's and Adults' Services and does not currently work on a 6:10 desk ratio. In accordance with the proposed principles, it is proposed to exit Prospect House. Local service provision in Beeston will be retained through utilisation of other County Council-owned buildings in Beeston and the surrounding area.
39. In addition, opportunities will be explored to provide office and/or touchdown facilities in Eastwood, which is an area identified as being important by service-providers.
40. There are a range benefits for the services in providing more accessible, convenient and modern accommodation in this area of the County. Cashable benefits mainly derive from removal of the need to spend £223,000 of planned maintenance on Prospect House. The annual revenue running costs of Prospect House are £175,000. After offsetting extra costs elsewhere, it is anticipated a modest additional ongoing revenue saving will be achieved. This saving will be calculated as part of the ongoing work.

Gedling - Arnold

41. Sir John Robinson House, (also known as the Home Brewery Building) is a large, County Council-owned property, converted to provide office accommodation, largely for Children's and Adult services. Whilst the building has received investment over recent years, it does not reflect the Council's smarter ways of working, neither does it provide a modern environment for these vital, front-line services. Moreover, the building requires significant ongoing maintenance (see below) and is less efficient or sustainable to operate than modern purpose built office buildings.
42. As a consequence, it is proposed to exit and dispose of Sir John Robinson House and retain appropriate local service provision for the Gedling district and the areas surrounding the north of the City of Nottingham. Replacement provision in the area will be identified through further feasibility and design work, with a range of options under consideration. Work is underway to align alternative premises with the needs of service-users and the current and future operating models of the services. It is worth noting that these services are increasingly mobile, using the Council's new technology to the extent where they rely less on fixed accommodation bases of the size which have previously been provided.
43. Feedback from a recent market appraisal is that a commercial office development in Sir John Robinson House is unattractive, requiring a significant outlay of capital investment. There is however, interest in converting the building for residential purposes. This would require a change of use and engagement with the local Planning Authority, which will be undertaken as part of the feasibility and planning work set out later in this report.
44. In addition to a potential capital receipt (subject to planning permissions), cashable benefits derive from removal of the need to spend £183,000 at Sir John Robinson House on necessary urgent maintenance. The annual revenue running costs of Sir

John Robinson House are £200,000. Further work to quantify savings on these revenue costs will be undertaken as part of the feasibility and planning work set out below.

Rushcliffe – West Bridgford

45. This area has two main property elements; firstly in relation to Trent Bridge House and secondly the main County Hall Campus.
46. Trent Bridge House is a 1970's tower-block style, the freehold for which is owned by Nottinghamshire County Cricket Club. The County Council has lease agreements for both the office and the car park with the Cricket Club. There is extremely limited parking and the building is the subject of a number of restrictive covenants, making alternative use problematic. It is in good condition having been properly maintained and recently modernised. However, in accordance with the outlined principles we will seek to exit this leasehold property.
47. The future use of the building and the site will be subject to the conditions of the lease. This will require negotiation with Nottinghamshire County Cricket Club as the freeholder. This is particularly important in respect of the restrictive covenants, which are currently in place.
48. The County Hall site provides the main civic centre for NCC operations and is the democratic hub for the Council. It currently houses 1,172 FTE, comprising Members and Officers. The County Hall site is owned by the County Council and is expected to provide the cornerstone of the Council's long term property strategy.
49. It currently comprises three buildings: The main building (H block), the Riverside Building and the Data Centre. These latter two are of CLASP system construction. The Data Block is shortly to be vacated once ICT migration to the Cloud services has been completed. The Riverside building is operating beyond its life expectancy and while refurbishment is possible it may not be cost effective. In addition, the demolition of another former CLASP building on site has given rise to a potential development opportunity for a new build on the land occupied by the CLASP type buildings.
50. Building new premises at County Hall has many benefits and is in line with the principles of the Programme. A project of this nature is a significant undertaking, requiring substantial up-front investment. An important aspect of this business case will be its cost-effectiveness, and "whole-life" value for money. The relationship between capital receipts, running costs, potential income and the estimated capital costs of a new building will be presented in a detailed business case.
51. In particular, the business case will examine the potential market for tenants for the proposed new building, including the Council's own services, commercial occupiers and the Council's arms-length organisations, and other aligned service providers. It will also consider the potential for flexible conference and assembly space based upon the premise of a modern, flexible, multi-use venue.
52. The business case will also examine the contribution that other revenue savings and capital receipts, accrued across the entire Programme, could make to the whole-life costs of a new building.

53. In the short term, Trent Bridge House gives access to useful decant space and can act as a 'float' to smooth the phasing of other elements of the Smarter Working 2 Programme.
54. Cashable benefits from this proposal include a reduction in annual revenue costs of £386,000 of Trent Bridge House. These would be offset in part by the running costs of replacement accommodation.

Moving the proposals forward to delivery

55. In accordance with the terms of our service contract, Arc Partnership will be engaged as professional advisors, to support delivery of the programme. Arc has established a strong track record for cost effective, programme management, and efficient delivery of capital projects. Subject to approval of this report, Arc will implement a programme of work including:
 - i. feasibility,
 - ii. planning,
 - iii. design and, if necessary or appropriate
 - iv. construction work
56. Arc will employ Royal Institute of British Architecture (RIBA) standards for the work, moving through the various gateways, with regular reports to the relevant Committee for approval to proceed.
57. Work to inform the detailed programme brief, space planning, service delivery, temporary arrangements, ICT and qualitative considerations will be delivered by the in-house Property Service. This will require additional short-term capacity and resourcing. The Corporate Programme and Projects Team will also support the work to engage services across the Council.
58. Subject to the appropriate approval and gateways set out in this report, the total cost for delivering the programme is estimated at £2.375m, not including build costs. It is proposed that Policy Committee request that Finance and Major Contracts Management Committee allocate a working budget of up to £2.4m for the programme. In order to draw down this resource, the programme will report to the Finance and Major Contracts Management Committee at each gateway to secure approval to proceed and provide latest estimate costs to assure Members of best value for money.
59. Of the costs outlined for the programme, £2.153m is deemed to be capital expenditure. These elements will meet the Financial Code's Capitalisation criteria. Specifically, it is attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended.
60. The remaining costs of £222,000 are revenue costs and relate to the provision of alternative designs or studies that cannot be capitalised.
61. The costs will allow significant progress to be made. In summary they will provide the council with;

- a. **Rushcliffe: West Bridgford** – To prepare the Concept Design and preliminary costs for the proposed new build on the former Clasp Block site, including options of final design (£665,000 of which £560,000 capital and £105,000 revenue)
- b. **Ashfield: Annesley** – To prepare a Developed Design and costings for the proposed new build on the Top Wighay site and any other associated works to allow for exit of current accommodation (£850,000 Capital)
- c. **Broxtowe: Beeston** – To prepare the Concept Design and preliminary costs for the re-purposing of County Council owned assets including appropriate access to car parking (£50,000 Capital)
- d. **Newark and Sherwood: Ollerton** – To prepare the Concept Design and preliminary costs for the creation of a new Staff Car Park, allowing the sale or lease of Bevercotes House with associated Car Parking (£20,000 capital)
- e. **Gedling: Arnold** – to prepare designs and cost appraisals for different options and to seek planning permission for the change of use of Sir John Robinson House. (£460,000 of which £420,000 capital and £40,000 revenue).

62. Programme - wide capital costs, covering legal fees, marketing of property, minor works, planning fees and additional concept designs requests are included within the overall proposed capital costs. A breakdown of the latest estimated costs is set out in the table below:

Legal Fees	£20,000
Valuations & Agency Fees	£25,000
Planning Fees	£30,000
Concept Designs for service re-provision in Council-owned assets	£100,000
Minor Works	£20,000
TOTAL	£195,000

Staff Resources

63. This is a large and complex programme of work and in order to proceed, additional capacity is considered necessary.
64. It is proposed to acquire specialist support at a cost of £135,000. This will be acquired externally through an agency with £58,000 being directly attributable to bringing the proposed assets into use (and is therefore capital expenditure). The remaining £77,000 (revenue costs) is required to back-fill posts and to provide additional capacity for the programme management.

Development Surveyor	£22,000
Client Technical Support	£36,000
Property Client Officer (backfill for LTS)	£46,000
Additional external support for Asset Management Planning	£31,000
TOTAL	£135,000

65. Programme Management and Space Planning resources will continue to be provided from the County Council's Programmes and Projects team. The specific impact on

other services will be assessed as part of the further work for each site, and any further resources required will be included in further reports.

Financial Implications

66. The initial view and estimates of financial implications are outlined within the proposals contained in the body of the report. Financial impact and detailed estimates will be developed as part of the further work. Detailed business cases will follow confirmation of direction of travel on individual cases.

Other Options Considered

67. The proposals contained within this report are considered to be the optimal solution, in line with the principles and parameters set out in paragraphs 9 and 10. Further, more detailed options appraisal will be developed, as appropriate, within the scope of the future work.

Reasons for the Recommendations

68. To outline and seek approval to an extension of the Smarter Working (2) Programme and for further detailed work on the identified proposals for the rationalisation of the office estate.
69. To outline and seek approval in principle to a number of changes to the Council's operational estate.
70. To seek funding to undertake detailed analysis and planning work.

Statutory and Policy Implications

71. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS

- 1) To approve the extension of the Smarter Working Programme and principles (set out in paragraph 9) to drive Phase 2 of the Programme.
- 2) To approve in principle the outlined changes to the Council's operational estate in order to facilitate Phase 2 of the programme.
- 3) To approve funding to undertake detailed design and planning work to deliver the realignment of the Council's property estate and provide further details on costs and

revenue savings and request that Finance and Major Contracts Management Committee allocate a working budget of up to £2.4m, for the programme.

Councillor Kay Cutts
Leader of the County Council

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Constitutional Comments (HD – 12/03/2019)

The recommendations within the report fall within the remit of Policy Committee. In line with the Council's Financial Regulations, the detailed proposals will be the subject of further decisions by the relevant Committees, including oversight by Finance and Major Contracts Management Committee as the programme evolves. The terms of any property disposals must be determined at the appropriate time in accordance with the relevant legislative requirements and the Council's Financial Regulations.

Financial Comments (KP – 08/03/2019)

The financial implications of the proposals are set out in the report. The proposed capital funding of £2.153m will be the subject of a bid to Corporate Asset Management Group (CAMG) for inclusion in the capital programme. The revenue funding of £0.222m will be the subject of a recommendation to Finance & Major Contracts Management Committee for an allocation from contingency. Further detailed reports will be brought to the appropriate Committee as the schemes are developed.

Human Resources Comments (GE – 11/03/2019)

The first phase of the Smarter Working Programme delivered new technology to front line and office-based staff and improved working environments across the Council's office estate.

Phase 2 of the Smarter Working Programme will align with the Council's Digital Development Programme and realign and invest in the Council's property estate to enhance customer and staff experiences. Locally based, modern, fit for purpose buildings will support improved practice, motivation, recruitment and retention of staff as part of service transformation and implementation of new models of service delivery across services. The programme also seeks to enhance opportunities for more flexible working, reduce travel and down-time and improve access to office accommodation through sustainable public transport and better parking provision.

The numbers and locations of staff potentially impacted by the proposed changes are set out in the body of the report.

Services have been consulted on their future transformation plans and accommodation needs and this is reflected in the proposals. Staff and trades union colleagues are aware of the proposed changes. A more detailed Communication plan is under development to ensure that staff and local managers are kept updated as work progresses and timescales for specific changes are confirmed. Trades Union colleagues will be kept updated through the Council's Joint Consultative and Negotiating process.

Any changes impacting on staff will be implemented in line with the Council's collectively agreed policies and supporting guidance. For example, in relation to travel and disturbance allowances.

Background papers and Published documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- Smarter Working Programme Policy Committee Report - (November 2016)
- Smarter Working Programme Improvement & Change Sub Committee - (December 2017)
- Development of the County Hall campus Policy Committee Report – (March 2018)
- Proposals for the future of Sir John Robinson House Policy Committee Report – (March 2018)

Electoral Division(s) and Member(s) affected

All