

investing in Nottinghamshire Programme

Investment in West Bridgford

Investment at Top Wighay

Investment in Worksop & Retford

Investment in Beeston

Office Provision in Arnold & Carlton

Office Provision in Newark -on-Trent



Utilising our property and land assets to transform the way we work whilst driving economic regeneration in our local communities



investing

in Nottinghamshire
Programme



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Investing in our Office Estate

The Investing in Nottinghamshire programme is a review and redesign of Nottinghamshire County Council's office accommodation to ensure it comprises modern, efficient, accessible buildings which are fit for purpose, future-proofed and reflective of an ambitious, 21st-century public service provider.

The Council is committed to effectively meeting the needs of local communities, supporting its employees as its most valuable resource, and creating opportunities for regeneration and growth for the wider Nottinghamshire economy, in addition to enabling critical service transformation and reducing overall revenue expenditure on property assets. The programme was approved at Policy Committee on 20 March 2019.

Council Plan

Nottinghamshire County Council has an ambitious vision for the future of Nottinghamshire. The Council Plan, 'Your Nottinghamshire, Your Future' sets out priority commitments and outcomes for the people and businesses of the county. The Place departmental strategy identifies investment in local communities and the local economy, including the opportunity to bring forward 'iconic' developments on council-owned land, as key activities to deliver these commitments.

The Predecessor

Nottinghamshire County Council has already made positive progress in improving the productivity and efficiency of its workforce by adopting new ways of working. The Smarter Working programme has delivered new mobile technology to frontline social work staff and improved technology to staff who are predominantly office-based, improved working environments across the majority of the office estate through the provision of ergonomic office furniture and alternative meeting spaces, and implemented desk ratios, maximising utilisation of the office estate.



An Ageing Office Estate

Many of the buildings from which critical services currently operate currently are now beyond their 30-year average life, not fit to deliver modern public services, and require substantial planned maintenance over and above the budget. Where necessary, the County Council will use its land assets to design and build appropriate new accommodation, subject to design, planning and cost analysis. Other properties will be assessed for conversion, refurbishment, or disposal.

Our Twelve County Offices have:



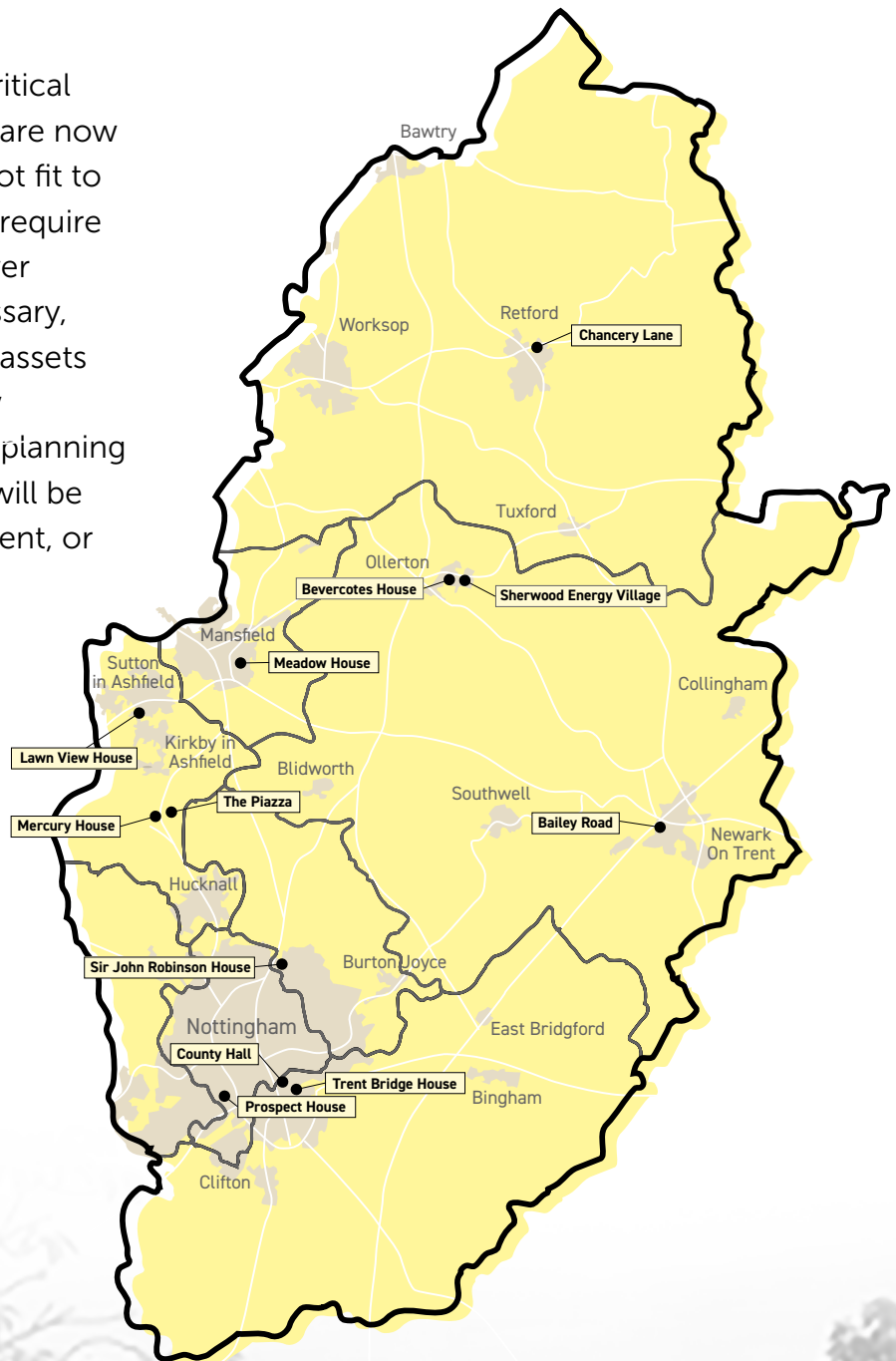
**5yr Planned
maintenance**

£5,215,000

**Annual running
costs 2018/19**



£3,375,000



Programme Principles

It is important that the **Investing in Nottinghamshire 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:



Maximise strategic impact

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.



Productivity and effectiveness

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.



Operational need

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.



Local communities

To ensure the Council has appropriate buildings in local communities, close to where service users live.



Embeds Smarter Working principles

To mobilise and empower the Council's workforce with new technology and an average, 6:10 desk ratio in all office buildings



Value for money

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.



Council asset

To achieve greater certainty and security by operating in office accommodation owned by the County Council rather than leased from the market.



Less overall travel (staff & service users)

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.



Efficient facilities management

To ensure effective and efficient deployment of Facilities Management in a way that provides a safe, sustainable, corporate and compliant office and service environment.



Environmental impact

To improve our environmental impact through a reduced carbon footprint of the Council's estate and improved sustainable transport solutions.

Benefits

- To deliver better public services by offering more local and accessible services across Nottinghamshire county
- Deliver better public services with improved outcomes by enabling joined up access to services
- Create economic regeneration through housing provision, job creation and investment opportunities
- To increase productivity of our workforce through improved ways of working and a modern office environment
- To reduce travel 'downtime' and cost of travel and improve access to our offices through public transport and better parking provision
- Ensure the council has the 'right-sized' estate that is modern and sustainable and owned by the council
- To generate capital receipts and income from opportunities in commercial revenue
- Reduce energy usage and incorporate renewable energy sources into new builds, and reduce our carbon footprint in relation to staff travel and buildings

Process Followed

1. To fulfil the Programme Principles, the programme of proposed changes to the office estate has been structured around four geographical areas, with Service Directors from each department taking the role of Senior Responsible Owner in one area
2. In all geographical areas, feasibility work (including service user mapping) was requested by Elected Members to ensure local service provision was maintained and, where possible, enhanced. This requirement was endorsed by all service leads who articulated that the most important consideration was to be located close to service users, thereby reducing travel times and improving service efficiency and accessibility
3. Based on service user mapping, a review of requirements for an additional office presence in Newark-on-Trent was added to the scope of the programme, given the distance of the nearest staff office in Ollerton from Newark and Sherwood service users
4. Requirements provided by services to support both how they work currently or wish to work in the future were also considered against the Council's current premise and land assets to determine those which matched based on size and proximity to service users.
5. Where required, desktop and site feasibility work has been carried out by Arc Partnership to assist in determining proposed solutions. Some feasibility work continues
6. Overall, the co-produced solutions proposed will help to deliver critical services and support the desired service transformation, in turn enhancing service provision.



Programme Interdependencies

The Investing in Nottinghamshire Programme spans the Council as a cross-cutting programme of work, linking with multiple corporate and departmental transformation programmes and projects. This adds a complexity which needs to be skilfully managed by the programme team to ensure synchronicity between desired outcomes, savings targets and responsibilities. Governance arrangements have been put in place to manage these interdependencies which are outlined in the next set of paragraphs.

1. Digital Development Programme: The Investing in Nottinghamshire Programme is aligned to the Digital Development Programme to ensure our customer and staff experiences are enhanced through reducing response times, joining up access to services and improving productivity. Digital & technological transformation will lead to both a reduced requirement for office space, building upon flexible working and a different set up within the space that is required. As such, through the feasibility phase of the programme it has become evident that it is imperative to assist some services' transformation at a more rapid pace to ensure the Council does not build space it does not require going forward. Staff Resource to assist in this delivery is proposed within this report and will sit within the Programmes and Projects Team, spanning across both programmes of work.

2. Smarter Working: A report detailing the closure of the Smarter Working Programme was agreed at the Improvement and Change Sub-Committee in November 2019. It outlined that office space liberated by the Smarter Working programme is a key enabler for the Investing in Nottinghamshire programme and has been the subject of the feasibility work undertaken to date. In addition, the report confirmed that ongoing work involving future office moves, managing building occupancy and space planning would continue under the Investing in Nottinghamshire Programme.

Work has since commenced to refresh the Smarter Working vision for the Council, looking ahead for the next 5+ years and considering the impact of programmes such as Investing in Nottinghamshire and the Digital Transformation Programme. This vision will continue to be developed, taking advantage of evidence from around the world. Aligned to this vision, funding for "smarter working activities" are proposed within the programme budget for the length of the Investing in Nottinghamshire Programme and will be managed by the programme team.



3. Environment Strategy: On 18 September 2019, Policy Committee approved the proposals for developing a Corporate Environment Strategy & Policy. This resolved that the strategy, alongside an overarching environment policy, would cover the key activities of the Council that interact with the environment and seek to improve the environmental impacts of those activities, covering;

- a. Use of fuel, energy and water in our vehicles and our buildings;
- b. Generation, treatment and disposal of waste from our buildings and our activities;
- c. The management of the Council's land;
- d. New developments and projects;
- e. Procurement of goods and services;
- f. Use of goods and materials and their impact on the environment;
- g. Council projects, strategies and policies.

The Council's office estate and new developments at Top Wighay and West Bridgford Campus will be key for the delivery of this Policy & Strategy. The strategy is expected to return to Committee for final approval in the summer, ensuring beforehand all interdependencies with the Investing in Nottinghamshire programme are identified.

In addition, critical service transformation programmes within both the Adult Social Care & Health (ASCH) and Children and Family Services (CFS) Departments are progressing and which the Investing in Nottinghamshire Programme is working alongside to determine their impact on our future office estate.

4. Adult Social Care Remodelling: A new departmental structure was approved by Adult Social Care and Public Health Committee in November 2019, providing improved capacity and resources to deliver the Council's adult social care strategy. This will have a known impact on the office estate to enable key objectives of enhanced local service provision and building positive relationships at a geographical district level with Health, Housing and the Voluntary Sector. These interdependencies are known and will mean some staff affected will need to be relocated to deliver the new departmental structure.



5. Children & Families: As outlined previously in the Investing in Nottinghamshire Committee Report dated 20 March 2019 the Remodelling Practice Programme in the Children and Family Services Department will require continued close working and alignment to the programme to efficiently take account of any changes in service requirements without detriment to timescales and costs on both programmes of work.

Nationwide Research

To contextualise the Investing in Nottinghamshire Programme, regeneration and property projects carried out by other local authorities were researched.

Manchester City Council

Project: 'Our Town Hall' – refurbishment of Manchester Town Hall

Estimated investment: £328.3 million

Estimated completion: 2024

Context:

- **Public sector hub:** 200 MCC staff currently based at Manchester Town Hall will be joined by 700 staff decanted from vacated offices, and public sector partners
- **Heritage asset:** 'The Town Hall makes a significant contribution not only to the heritage but to the identity of the City ... [it is] cherished by the people of the city who view it as the civic heart of Manchester'
- **Local economy:** '[P]rovides an opportunity to create skilled job opportunities through high-level apprenticeships in design, development and construction ... and connecting residents to local jobs'
- **Essential maintenance:** £228 million of the estimated budget will fund essential maintenance, as 'survey work has identified that ... 85% of the building fabric would require immediate repair or replacement within five years if no action [is] taken'
- **Environmental factors:** Designed to meet a BREEAM rating of 'Very Good' and/or SKA Gold



Sunderland City Council

Project: City Hall – disposal of current Burdon Road Civic Centre and new build

Estimated investment: £80.4 million

Estimated completion: autumn 2021

- **Regeneration:** An 'essential element' of a £500 million regeneration project aiming to 'transform [Sunderland] city centre into a place to be proud of'
- **Public sector hub:** Provides 'a new civic heart for the city, allowing the smoother delivery of services by housing the city council together with a number of other public sector partners' and SCC staff decanted from eight sites
- **Local economy:** The contract has been awarded to a local builder and SCC have committed to creating full time and apprenticeship roles for local residents, and spending £29 million in local supply chains
- **Essential maintenance:** SCC's current base at the 1970s Burdon Road Civic Centre is oversized, has £200,000 per annum in essential repairs, and is due to become obsolete in the next five years.



Bath and North East Somerset Council

Project: Keynsham Civic Centre – new build

Estimated investment: £34 million

Estimated completion: completed autumn 2014

- **Regeneration:** Part of a wider regeneration programme for Keynsham town centre, providing increased public realm and attracting investment in the local area
- **Public sector hub:** Provides 'first class civic facilities' and a high-quality workplace embodying a 'one council' culture in a 'One Stop Shop', co-locating BANES staff with public sector partners
- **Modern working environment:** Outdated and oversized 1960s buildings were vacated and demolished. A key objective was 'to facilitate a workplace transformation, allowing the Council to adopt a more flexible way of working which would also improve communication, collaboration and efficiency'
- **Environmental factors:** First UK office building to achieve a A-rated Display Energy Certificate and 'features one of the largest photovoltaic installations on a UK public sector building which will provide 55% of the total annual electrical needs of the office building'.



Shropshire Council

Project: Shirehall – redevelopment and refurbishment

Estimated investment: £24 million

Estimated completion: late 2021

- **Public sector hub:** Incorporates space for partners 'via the One Public Estate programme' and seeks to 'demonstrate that [Shropshire Council] are open to business and a safe set of hands in which to trust the future placemaking of Shropshire'
- **Modern working environment:** The building 'in its current state presents an image ... which is old fashioned and unwelcoming and disorientating for staff and visitors alike' and there is 40% staff dissatisfaction with the workplace environment
- **Essential maintenance:** 'A number of years with minimal planned maintenance has had a negative impact on the quality and performance of the building, which now needs to be addressed urgently. A number of key elements have exceeded their expected lifespan, and significant investment is required to bring the building to modern standards'













Category of building

-
- Category of building**
- Current buildings to exit
 - Proposed options
 - Retained Offices
- Map Labels:**
- Bawtry, Worksop, Retford, Chancery Lane, 17B The Square, Retford Post 16 Centre, Tuxford, Ollerton, Bevercotes House, Sherwood Energy Village, Mansfield, Meadow House, Sutton in Ashfield, Kirkby in Ashfield, Lawn View House, Mercury House, The Piazza, Top Wighay Farm, Hucknall, Sir John Robinson House, Nottingham, County Hall, Middle Street, Beeston Children's Centre, Clifton, Trent Bridge House, Prospect House, Burton Joyce, Southwell, Bailey Road, Castle House, Newark On Trent, Collingham, East Bridgford, Bingham.

Programme Principles

It is important that Investing in Nottinghamshire 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:

	Workson & Retford	Newark- on-Trent	Top Wighay	Arnold & Carlton	Beeston	West Bridgford
 Maximise strategic impact	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Productivity and effectiveness	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Operational need	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Local communities	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Embeds Smarter Working principles	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Value for money	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Council asset	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Less overall travel (staff and service users)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Efficient facilities management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
 Environmental impact	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

