

Confident, Capable Council Scrutiny Panel

3 February 2016

Report title	FutureSpace Programme Update	
Cabinet member with lead responsibility	Councillor Andrew Johnson Resources	
Wards affected	All	
Accountable director	Tim Johnson, Strategic Director, Place	
Originating service	FutureSpace	
Accountable employee(s)	Mark Bassett Tel Email	Programme Director 01902 558293 Mark.bassett@wolverhampton.gov.uk
Report to be/has been considered by		

Recommendation(s) for action or decision:

The Scrutiny Panel is recommended to:

1. Consider and comment on the FutureSpace programme update.

1.0 Purpose

1.1 To provide an update on the progress of the FutureSpace programme.

2.0 Background

2.1 As part of the Confident Capable Council (C3) transformation activity FutureSpace will:

- **close buildings that are no longer required or fit for purpose** and effectively managing the exits from these buildings.
- **address the essential maintenance needs of our remaining buildings** including repairing the Civic Centre mechanical and electrical (M&E) systems and prolonging their operational lifespan; and addressing critical structural issues.
- **optimise income** by protecting existing income streams from assets (such as the Civic Centre Car Park) and investing in buildings where additional income can be generated.
- **result in less energy use** by improving energy efficiency in our offices and other buildings and reducing running costs.
- **enable more efficient team-working** by working more flexibly within our buildings and providing modern fit-for-purpose workplaces.
- **help us to serve our customers more efficiently** by focusing on what our customers want and need, using better accessible and inclusive facilities to serve them.
- **deliver annual revenue savings** after loan repayments of £500,000+ per annum.

2.2 Since the Cabinet (Resources) Panel and Council approvals in June and July 2015 work has continued as set out in this report.

2.3 The FutureSpace Programme is aligned with other C3 programmes within the Corporate Plan to build a Confident, Capable, Council.

3.0 Progress

3.1 Work that has been taking place to date is outlined below. The Programme remains on time and on budget.

- **Alignment with the other C3 Programmes**
 - Working with FuturePeople and FutureWorks colleagues to ensure interfaces and dependencies are understood and effectively managed in line with the Transformation Programme.
- **Councillor oversight**
 - Regular monthly meetings are held with the Cabinet Member for Resources and Strategic Director for Place providing direction and political oversight. Reports are taken as necessary to Cabinet (Resources) Panel.

- **Service/ Stakeholder engagement**
 - Meetings with Business Managers; Service Directors and other key stakeholders have taken place to refresh our understanding of service requirements. This will continue in the coming weeks and months as we prepare for the decant of the building; construction works and developing suitable future workplace solutions for services.
 - **Design and Procurement**
 - The design is developing in parallel with the tender activity. Tender submission was achieved on 8 January 2016. The contract award is anticipated in February 2016 with Car Park works starting in March 2016 and Civic Centre works starting in May 2016.
 - **Gathering and using data and evidence**
 - The Programme Team is updating headcount; workstations numbers and other key information that is required to help develop solutions which are realistic and workable. Staying on top of this information is critical for planning decant and phasing with minimal disruption to services.
 - **Getting on with the things we can do now**
 - FutureSpace is already supporting changes and improvements to the workplace – before the construction works – by working with the Corporate Landlord teams. This needs to continue to ensure we are as ready as we can be (physically and culturally) for the changes that the Programme and other C3 Programmes will bring.
 - **Raise the profile of FutureSpace (as part of C3)**
 - Together with the overall C3 Programme FutureSpace is becoming more prominent and tangible than ever before. Intranet content (using the corporate SharePoint template) is being developed to offer an effective communication tool. Close working between the relevant C3 leads is in place to ensure consistency and co-ordination across the Transformation activity.
- 3.2 The Corporate Core is established across the First Floor of the Civic Centre and already embodies modern ways of working for the Council. The construction works will require around a third of the building to be vacated at any one time whilst construction takes place. This will affect parts of all floors in each phase since the works need to take place in and around the vertical service cores at each phase.
- 3.3 To protect the existing functionality of the Corporate Core we need to carefully plan the decant of teams to ensure business continuity and minimise disruption to services.
- 3.4 The intended use of each floor will change. The Ground Floor will be accessible to the public and will house a welcome point, self-service points and an enhanced café with seating and waiting area. The MASH Office and Customer Service Teams will be located within the back office areas.

The Head of Service for Customer Services is a member of the FutureSpace Programme Board and has helped to develop the design of the Ground Floor.

- 3.5 It is intended that more “desk-based” teams will be located on the First Floor. The Corporate Core (including Senior Leadership Team) and the City Business Suite will operate from the First Floor.
- 3.6 Teams that can work in a more agile and flexible manner will be located on the Second Floor.
- 3.7 We now need to plan and prepare to move teams from their existing areas in readiness for the commencement of works. The operational management of the Civic Centre workplace will need to be aligned with the objectives and requirements of the FutureSpace programme. Being clear with the organisation on how the workplace is managed and the protocols for this is an important aspect of managing the business change and expectations of colleagues in the lead up to the commencement of works on the building.
- 3.8 Understanding how our workplace needs to work, with what technology; and the expectations of our team members will ensure the integration and delivery of solutions across the C3 streams. The C3 Programme is now gathering pace and developing tangible outputs through the activity of all workstreams. Discussions between the Programme Leads for FuturePeople; FutureSpace; and FutureWorks have identified the need to clarify aspects of the future workplace that will support:
 - Organisational agility
 - Improved speed and quality of service
 - Creativity and innovation
 - Getting the best from our teams when resources are reducing
- 3.9 To capture the experience of a range of stakeholder it is intended to use Customer Journeys to describe different perspectives of the post-project Civic Centre. This is a method which has been successfully used elsewhere to describe the ways in which our customers will access services in the future.
- 3.10 Asbestos containment for essential work is on-going. Discussions and more detailed planning will take place between the Asbestos Specialist and the main contractor as part of the Civic Centre works.
- 3.11 The repair works to the Civic Centre Car Park and main building will be dealt with as a single project bringing efficiencies of procurement; contract management and delivery.
- 3.12 All actions to mitigate financial and programme implications will be carefully considered and implemented with direction and approval sought from Corporate Landlord and FutureSpace Programme Boards and Cabinet (Resources) Panel as required.

4.0 Financial implications

- 4.1 There is an approved capital budget of £19.9 million for the Civic Centre Building Works and £2.2 million for the Civic Centre Car Park. The Programme remains on budget and within the parameters of the agreed overall Business Case. This is continually monitored and reviewed together with Strategic Finance who attend all Programme Team and Board meetings.
[MF/26012016/B]

5.0 Legal implications

- 5.1 There are no direct legal implications of the content of this report. The Director of Governance attends FutureSpace Programme Board meetings to ensure consideration of all legal implications at key decision points.
- 5.2 Any statutory compliance issues that arise from the review of the asbestos survey will be consulted upon with Legal and Corporate Health and Safety colleagues. [Legal Code: TS/26012016/F]

6.0 Equalities implications

- 6.1 An Equalities Assessment has been completed for the overall Programme. It has been agreed with the Equalities Team that more detailed Equality Assessments will be completed at workstream level as a better understanding of the proposals develops.

7.0 Environmental implications

- 7.1 The environmental implications will be positively beneficial as a result of the essential repairs and maintenance to the Civic Centre. The mechanical and electrical services will be more efficient and increasing zoning controls will be in place which will mean more targeted use of energy. The Programme Team will continue to review the design development for environmental implications reporting these into the FutureSpace Programme Board as appropriate.

8.0 Human resources implications

- 8.1 There are no direct HR implications from the content of this report. The FutureSpace programme team are working closely with the Place HR Business Partner to plan and implement the recruitment of the Programme Team in line with the agreed budget and establishment.

9.0 Corporate landlord implications

- 9.1 The FutureSpace and Corporate Landlord teams are working closely together to ensure alignment between objectives and outcomes from each area.

10.0 Schedule of background papers

- 10.1 Cabinet (Resources) Panel 30 June 2015 - FutureSpace
- 10.2 Council 15 July 2015 - FutureSpace