

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date of Decision:	28 November 2011
Decision Title:	Hampshire Workstyle Programme – Procurement of Hub Offices and Capital and Assets Pathfinder
Decision Reference:	3388
Report From:	Director of Culture, Communities and Business Services

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1. Executive Summary

1.1. The purpose of this report is to seek Cabinet endorsement to the next stages of the Hampshire Workstyle Programme strategy and to update Members on the County Council's Capital and Assets Pathfinder, as well as seeking support for the next steps of this programme. The report is structured in two sections: the first covering issues relating to the Hampshire Workstyle Programme and the second picking up the detail of the Capital and Assets Pathfinder.

1.2. Hampshire Workstyle Programme – Section One

1.3. At their meeting in April this year, Cabinet approved a report on the Workstyle Programme recommending that a new series of major office hubs be provided around the County to create a modern flexible office infrastructure for staff. These hubs would enable cross-county introduction of the flexible working principles adopted in the occupation of the new Elizabeth II Court offices in Winchester, and would support staff in making the most of the opportunity that the County Council's technology provides to work more efficiently.

1.4. Cabinet specifically agreed:

- that the new hub model (reducing the scale of the office portfolio from 53 buildings to just eight area office hubs across the County, and seven major offices in Winchester) be approved, with the option to acquire the freehold of the new hub offices where advantageous.
- that the approach to further office rationalisation in Winchester be agreed.
- that a set of updated delivery targets be agreed, dependent on the staffing ratios and utilisation efficiencies that can be achieved.

- 1.5. Since the report to Cabinet in April, good progress has been made and this report seeks agreement in principle to acquiring property interests in three specific locations across the County:
 - In Basingstoke the freehold purchase of a major new hub office for up to 650 users releasing 25% of local office floor area and disposing of six buildings.
 - In Farnborough the occupation, on a leasehold or other user agreement basis, of accommodation in the Rushmoor Borough Council offices, releasing 57% of office floor area and disposing of three buildings.
 - In Totton, the lease of a new hub office for 180 staff releasing 34% of office space locally and disposing of four buildings.
- 1.6. In total, the proposals release some 33.5% of the floor area in these three locations. This fits perfectly with the 30-34% floor area reduction target set by Cabinet last April. The reductions in floor space also bring a revenue saving of some £600,000 excluding borrowing costs.
- 1.7. Capital and Assets Pathfinder – Section Two
- 1.8. The report outlines the background to Hampshire's Capital and Assets Pathfinder and the work that has taken place since Pathfinder was introduced to Cabinet in April 2011.
- 1.9. Building on the Hampshire business cases prepared under the government-sponsored pathfinder programme, Cabinet are asked to consider a proposal to create an environment that will consider public assets under 'one public estate'.
- 1.10. The report seeks the Council's endorsement to moving towards the vision of a 'one public estate' and acknowledge the potential changes to County Council policy that this will require.

SECTION ONE – HAMPSHIRE WORKSTYLE PROGRAMME ISSUES

2. Workstyle Progress

- 2.1. Since the April Cabinet meeting at which the completion of the new office hub in Eastleigh was reported, further progress has been made in the following areas:
 - Members have been updated on the approach and content of the programme through circulation of the leaflet enclosed at Appendix 1, and further information has been provided at a recent member briefing session.
 - A communications strategy has been rolled out and a range of roadshows for staff have been undertaken at Basingstoke, Fleet, Romsey, Gosport, Lympington, Petersfield and Winchester. Over 150 staff have attended and feedback has been positive. More of these roadshows are planned.

- Strategies have been developed for the North and North East areas and for the South West, having been endorsed by the relevant Area Directors in the Adult and Children's Services departments, by the Workstyle Board and the Corporate Management Team. The property proposals arising from these strategies form the core of this report.
- Phase one of the Public Service Plaza in Havant is now open for business, already accommodating 280 Adult Services, Children's Services and Havant Borough Council staff. The second and final phase will complete next May.
- Work is underway with colleagues from Health to determine the extent of the opportunity to co-locate, this being a major objective for the Adult Services department, though of course programme pressures for the delivery of Workstyle make this a challenging task.
- The financial business case model for Workstyle has been rigorously updated and tested, demonstrating that savings are on course for the £2 million revenue savings target agreed by Cabinet in April.

2.2. Targets and the national perspective. The proposals contained in this report are consistent with the approvals received to date, meet the various targets set for the programme, and have now been consulted upon with key staff in departments, and particularly through extensive review, with senior operational staff in the front line service areas affected. The proposals are also consistent with current national perspectives on asset management which have recently been endorsed by a major investigation commissioned with support from the Department for Communities and Local Government by the Westminster Sustainable Business Forum (WSBF). The following references are taken from the introduction to the report published recently:

2.3. The inquiry's findings recommend that local authorities streamline their office space use, sharing with other service providers and local authorities, thereby reducing their space requirements by up to 30% and saving £7 billion a year in running costs. Moreover, for the space that remains in use, local government can save a further £190 per m² per year by following a suite of sustainability measures.

2.4. Services to customers. The proposals in this report will deliver efficiencies, and also provide better quality facilities for face to face work with customers in our new hub offices. Studies have shown that across the corporate office portfolio, work with customers who visit our offices on an 'ad hoc' basis has dropped dramatically in recent years. Very significant consultation has taken place with area directors, and district service managers to ensure that the Workstyle strategy will not cause inconvenience to our customers. The universal view is that relocating our main front line teams into more strategically placed offices will lead to more efficient service through the combination of enhanced flexible working practices, better distribution of IT hardware, and reduced business travel. In certain of the more remote areas, capacity will be retained for limited work with customers in small satellite

locations, and the Library Service will also continue to provide information for customers in both libraries and discovery centres.

- 2.5. Member consultation. As indicated, Members have been consulted over the proposals through the publication of the enclosed information leaflet, presentations at member briefings, and the circulation of this draft report. Further consultations are planned during the implementation phases, particularly in areas where offices are to be disposed of.
- 2.6. Taken together, if the proposals in this report are endorsed by Cabinet, and subsequently approved at the Executive Member for Policy and Resources Decision Day on 8 December 2011, it can be said that the Hampshire Workstyle Programme is on course to complete by December 2013.

3. The Proposed New Hubs

- 3.1. In Basingstoke: the County Council's need to drive efficiencies more quickly than it had first thought has led to the conclusion that the hub offices should be fewer in number but larger in size. This new approach was endorsed by Cabinet last April. In Basingstoke, that now means that a hub is required capable of accommodating up to 650 staff, together with public access and staff training facilities for a further 100 to 150 people. This is a very significant increase on the numbers originally thought to require accommodating in the earlier stages of the Hampshire Workstyle Programme strategy.
- 3.2. At one point, discussions were held with Basingstoke and Deane Borough Council to determine whether any asset sharing could be delivered, and in section two of this report, the position relating to the Capital and Assets Pathfinder is reviewed. Militating against the possibility of a significant co-location with the Borough Council are two decisive factors - the scale of the County Council's current requirement which exceeds any single building option that the Borough Council were able to offer, and also the timescale in which the County Council's Basingstoke Strategy has to be delivered. Notice must be given to release a major leasehold office in the town within the next seven months. Occupation of our new hub must be achieved within the next twenty months. This is extremely tight, and any link to other property-related dependencies on our critical path would create some significant risk. Following a search of potential offices of sufficient size in the town, two properties are of particular interest; one of these needs to be selected as the new Workstyle hub office for the Basingstoke area. Further detail is included in the confidential appendix elsewhere on the agenda.
- 3.3. In Totton: An office has now been found which would support the objectives previously approved to enable the disposal of our existing offices in Romsey and Hythe. Visits have taken place with the relevant area directors and a number of their key colleagues and overwhelmingly positive comments resulted. The building known as Hounslow House provides accommodation on two floors of 1295 sqm in total, and is located on the edge of the Hounslow industrial estate (though the building itself is in no sense industrial in nature); it is well separated from the core of that estate.

- 3.4. The freehold of this building is not however available being subject to an existing lease until June 2019. It is proposed that the County Council takes an assignment or sub-lease of the remaining term (just less than 8 years) on extremely competitive terms. Further details are included in the confidential appendix enclosed. As at Eastleigh, Basingstoke and Havant, it will be possible to provide not just office space but also more flexible facilities for planned customer access. The building would need some investment to support intensive use and provide the necessary configuration to deliver services This is currently being quantified but can be accommodated within the Workstyle capital investment model. Further detail is available in the confidential appendix elsewhere on the agenda.
- 3.5. In Farnborough: Discussions have brought us to the point of being able to confirm that the Borough Council will provide us with space in their three storey office building sufficient to accommodate 100 workstations and support 150 staff. The fit with the Borough Council is a good one, and the Chief Executive there has a real appetite to work with the County Council to create a better integrated service between our organisations. Further details are enclosed in the confidential appendix elsewhere on the agenda.
- 3.6. Scoping work underway elsewhere: In Fareham and Gosport, a number of ideas are beginning to form. As things currently stand, it is unlikely that we would be wanting to procure any new buildings in this part of the county. In other areas, work is also progressing to create suitable solutions, particularly in Lymington. It has also recently been agreed at the Workstyle Board that small satellite offices should be provided in Alton and Petersfield to ensure that travelling is minimised for those staff delivering services in these more remote areas.
- 3.7. The recommendations in this report seek endorsement to the proposals to take property interests in Basingstoke, Totton and Farnborough. If endorsed by Cabinet, the detailed recommendations will be presented for approval to the Executive Member for Policy and Resources Decision Day on 8 December.
- 3.8. The financial implications of these proposals are explained in Section 4 and further, in the confidential appendix elsewhere on the agenda.

4. Programme Financial Position

- 4.1. The table overleaf has been prepared showing the financial position for the programme, assuming that property negotiations can be successfully concluded within the financial tolerances contained in the financial plan.

	April Cabinet		Financial Projection Based on Current Office Hub Proposals	
	Annual Average Revenue Cashflow	Cumulative position by 2018/19	Annual Average Revenue Cashflow	Cumulative position by 2018/19
	(ARC)	£'000	(ARC)	£'000
2010/11	-285	-285	282	282
2011/12	-592	-877	-916	-634
2012/13	-528	-1,405	-1,204	-1,838
2013/14	950	-455	-190	-2,028
2014/15	2,167	1,712	1,357	-671
2015/16	2,562	4,274	2,045	1,374
2016/17	2,562	6,836	2,062	3,436
2017/18	2,605	9,441	2,260	5,696
2018/19	2,658	12,099	2,313	8,009
25 years Plus Asset say :		53,738		49,366
		5,000		5,000
Total :		58,738		54,366

- 4.2 The table shows that based on the recommendations in this report, the programme is still on target to deliver £2m savings in revenue in future years.
- 4.3 The main variances between the April 2011 and current figures arise from the following factors:
- 300 area office staff over and above the original assumptions (i.e. less headcount reduction specifically in our offices than anticipated by the previous business case model) will cost £450,000 per annum to accommodate;
 - assumptions relating to timescales for capital realisation from disposals have been refined in the light of recent experience and market intelligence; and
 - uncertainty for the moment over the likely space utilisation ratios at the County Council's Winchester Headquarters and the impact of the corporate service and shared services reviews currently underway.
- 4.4 As suggested above, the strategy has been subject to considerable review of a range of options and scenarios all of which have recently been considered in detail by the Workstyle Board.
- 4.5 The model as always depends on the stream of capital receipts that will be released as buildings are vacated and disposed of. This is crucial to the

financial projections above and therefore significant resource is being focussed into ensuring that disposals are delivered in line with the programme now well established for Workstyle.

- 4.6 Further savings not declared in the model are being developed (for example, IT infrastructure, facilities management and training accommodation costs which can be reduced) . None of these efficiencies are included in the financial calculations at this stage, but it would be reasonable to expect that they can be made, hence further improving the outlook. Further points relating to the financial position are included in the confidential appendix elsewhere on the agenda.
- 4.7 Conclusions
- 4.8 The Workstyle programme is very much on course to deliver the outcomes agreed to date within the efficiency parameters set. So far, the programme and proposals have met with wide-ranging support, and as Members will see, delivery is well underway across a number of fronts. The proposals contained in this report, if agreed, will contribute at least a further £600,000 worth of annual revenue savings to the overall £2 million target agreed previously by Cabinet.

SECTION TWO – HAMPSHIRE’S CAPITAL AND ASSETS PATHFINDER

5. Background to Capital and Assets Pathfinder

- 5.1. A report to Cabinet of 11 April 2011 regarding Hampshire Workstyle and Asset Management Efficiencies included an introduction to the County Council’s Capital and Assets Pathfinder and updated Members on its progress at that time.
- 5.2. In 2010, the County Council was selected as one of the six intensive Pathfinders for the Government’s Capital and Assets Pathfinder programme. The programme has been sponsored by the Department for Communities and Local Government (DCLG) and tested a customer-centric and place-based approach to asset management and capital investment in the public estate. Initiated by the Secretary of State, Eric Pickles, the programme has continued to be overseen by Baroness Hanham. Having been asked by Ministers, Andrew Smith has championed the programme for Local Government.
- 5.3. A second wave of Capital and Asset Pathfinders was selected in August 2011, comprising a further 15 areas across England. This next wave is led by the Local Government Group (LGG), but again is overseen by Ministers. The County Council is part of the core team for LGG in advising the new wave of Pathfinders.
- 5.4. Central to the Pathfinder approach is the principle of ‘one public estate’ - an examination of the greater efficiencies and improvements in service delivery that can be obtained through collaboration between the public sector partners in a place, when all publicly owned assets are considered as a single portfolio.

- 5.5. Led by the County Council, outline business cases for the Hampshire Pathfinder were prepared for two geographic areas, including Winchester and Basingstoke, involving partners from the City Council, District and Borough Councils, Police, Health and Central Government. These demonstrated that significant savings could be achieved, including 36% reduction in floor space and 50% reduction in operating costs and CO2 footprint for the assets in scope.
- 5.6. Whilst it was clear significant savings could be achieved by partners acting independently, even greater efficiencies and savings were achievable when the sector worked together strategically to align their initiatives and rationalisation programmes.
- 5.7. Following this, a Long Term Strategy was developed and submitted to Ministers in March 2011. This examined how the Pathfinder approach could be taken to a wider Hampshire area and the potential savings that could be achieved in doing so. As a theoretical exercise, savings of around £250 million (Net Present Value over 25 years) could be achieved when the approach is extrapolated across the County. These estimates were based on the expectation that only 10% of the total floor area of the public estate would readily lend itself to rationalisation, derived from the experience of the Winchester and Basingstoke outline cases.
- 5.8. The Long Term Strategy also showed how the 'one public estate' approach gains greater coherence when it is applied across the Hampshire area as whole, as the County-wide interests of the pan-area partners such as the County Council, Police and Fire, Health and Central Government departments can be more easily aligned.
- 5.9. It goes without saying that this place-based approach will bring with it the opportunity to aggregate projects into programmes of work with the potential for yet further savings from procurement of the professional teams, main contractors and supply chain. In this way, professional resource and cost would be shared between partners, bringing legacy learning back into the organisation rather than losing it to the private sector.
- 5.10. The County Council is already leading the Asset Management Workstream on behalf of the South East 7 authorities. A further four local authorities (East Sussex, Kent, Surrey and West Sussex) in the South East 7 are Capital and Asset Pathfinders in the next wave of the programme, which will lead to further collaboration and the potential for shared services as they too start to adopt a 'one public estate' approach.
- 5.11. The outline business cases and Long Term Strategy clearly demonstrated the value in adopting this approach. However, a key part of the task set by the Minister was for Pathfinders to identify the barriers that were preventing this approach from happening already. Besides some technical and financial barriers, the principal difficulties were cultural. Therefore, the challenge now is how to overcome these and move the work of the Pathfinder from theory into practice.

6. Creating the 'One Public Estate' Environment

- 6.1. Moving to a 'one public estate' environment is the logical conclusion that arises out of the County Council's business cases and Long Term Strategy produced under the Pathfinder. It is also the presumption from DCLG and its Ministers that this is the approach the County Council and partners in Hampshire are following.
- 6.2. In adopting this approach, it requires the County Council and other public sector partners to agree to a fundamental shift in the way they consider the management of their collective assets – the aims of the Place will need to come before the aims of the Council and individual partners. The benefits to the public purse become the over-arching driver.
- 6.3. More specifically, it will mean much closer collaboration between the public sector partners and a longer term view of the investment return and the consequential budgetary impact, as assets are 'recycled' in the public sector and are therefore not necessarily available as a source of capital receipts.
- 6.4. This same view will need to be adopted by partners to make the approach a success although, potentially, the County Council may need to take on a disproportionate level of risk and investment as the partner with the greatest number of assets and resources – the County Council owns 45% of the 4.2 million square metres of public sector floor area in Hampshire.
- 6.5. Seeking formal commitment from the County Council and the members from the other public sector partners is key. This will require all partners to agree a shared vision on how they see the overall public sector estate and how this, in turn, supports the services for the public. It is this vision that must be embedded within the organisations and then supported by robust governance to deliver it.
- 6.6. Already, the County Council is partnering with other public sector bodies in notable projects such as the Havant Public Service Plaza and Ringwood Gateway project. These involve other local authorities and the third sector, but are based on a 'coalition of the willing'. Though the Capital and Asset approach goes beyond these projects, they do provide credible examples as incremental steps towards the 'one public estate'. There are also initiatives in train with Test Valley Borough Council and Rushmoor Borough Council, which are again following the Pathfinder route, as well as significant interest from other local authorities, including Fareham Borough Council, Gosport Borough Council and East Hampshire District Council.
- 6.7. Building on the Basingstoke case, the County Council is in discussion with Hart District Council on the potential for a public sector hub, which will include the Town Council, District Council, County Council and a number of third sector organisations. This is part of a development agreement with a major retail organisation.
- 6.8. Also in Basingstoke, the new Discovery Centre acts as focal point for service delivery across a range of areas, and this significant part of the County Council's local infrastructure will continue to be developed to enhance co-location of services where possible. The proposed Workstyle hub office in the town, now much larger than originally envisaged, will

potentially support the Pathfinder thinking of recent months, given that it provides a potential opportunity to work more closely, and share assets with Health.

- 6.9. Additionally, the County Council is moving towards sharing services with partners, including the recent agreement with Hampshire Police Authority and Hampshire Fire and Rescue Service. Consideration and management of assets will form the natural extension to this arrangement.
- 6.10. The relocation of the Police Headquarters to Mottisfont Court was included as part of the National Pathfinder case for Winchester, being one component of a series of moves involving 40 public sector assets. Further discussions are taking place with Hampshire Police Authority on how this arrangement can be realised . Details are included in the confidential section of this report elsewhere on the agenda.
- 6.11. For partners in Hampshire, it is proposed that a formal structure is established to help bind partners into delivering a shared vision for the public sector estate and to set out the objectives for the collective group to work towards. Examples of these shared objectives could include:
 - Reducing the overall footprint of the combined public sector portfolio
 - Reducing the overall operating costs of the assets over the longer term
 - Investing capital across the asset base, optimising its effectiveness
 - Improving service delivery and customer experience through the coordination and co-location of services where appropriate
 - Safeguarding the investment value of the portfolio
 - Simplifying the means by which assets can be shared between partners
 - Aligning cross-public sector opportunities to maximise their combined potential.
- 6.12. It is too early to jump to a solution for the governance structure that would support the delivery of these objectives as, in the first instance, partners need to be content with the over-arching principles. There is a range of options that could be explored in greater depth, from a public sector asset management forum to a Joint Asset Management Board (JAMB) and Strategic Asset Management Agreement (SAMA), or a Public-Sector Property Company. Discussions over governance structure would need to include:
 - Timeframe of agreement
 - Ownership of assets
 - Management of assets
 - Extent of assets covered in the scope of the agreement
 - Delegated powers and constitution of decision-making body

- Valuation of asset stake provided by each partner
- Use and allocation of capital receipts
- Capital contributions
- Financing and apportionment of costs of borrowing
- Apportionment of revenue savings
- Application of inter-partner charges for use and occupation of an asset
- Introduction and withdrawal of assets in scope
- Introduction to, and withdrawal of partners from, the agreed governance structure
- Under-writing of risk
- Resources
- Procurement and delivery of projects by the collective.

6.13. Experience has shown that service delivery improvements will be driven from asset-based solutions. It will take the scale of the County Council's asset base to provide the critical mass to bring many of the cross-public sector projects to fruition. Furthermore, joining up the public sector estate will enable the strategic management of individual public body's assets to be synchronised with partners and will pave the way for innovative asset management vehicles, finance options and mechanisms to be considered.

6.14. In exploring the above, significant input will be required from Property Services officers, expected to be in the region of £150,000 in the current financial year. All previous costs have been covered by the Director of Culture, Communities and Business Services from within existing budgets, but further work cannot be readily accommodated and additional corporate budget is required to progress this leadership opportunity.

7. Recommendations

7.1. Hampshire Workstyle Programme

- a) That overall progress be noted.
- b) That the proposed property transactions, set out in this report (and in more detail in the confidential appendix elsewhere on the agenda), be endorsed and recommended for final approval at the Executive Member for Policy and Resources Decision Day on 8 December 2011.

7.2. Hampshire's Capital and Assets Pathfinder

- a) That Cabinet endorses moving towards the vision of a 'one public estate' and acknowledges the potential changes to County Council policy that this will require.

- b) That Cabinet agrees to £150,000 of one-off additional resources being made available in 2011/12, to be funded from the Corporate Efficiency Reserve.
- c) That Cabinet takes proposals to the Hampshire Senate and seeks endorsement and a declaration from the other Hampshire partners to this approach, and the exploration of potential governance arrangements to support it.

CORPORATE OR LEGAL INFORMATION:**Links to the Corporate Strategy**

Hampshire safer and more secure for all:	No
Corporate Business plan link number (if appropriate):	
Maximising well-being:	Yes
Corporate Business plan link number (if appropriate):	
Enhancing our quality of place:	Yes
Corporate Business plan link number (if appropriate):	

Other Significant Links

Links to previous Member decisions:		
<u>Title</u>	<u>Reference</u>	<u>Date</u>
Cabinet April 2011		
Direct links to specific legislation or Government Directives		
<u>Title</u>	<u>Date</u>	
Department for Communities and Local Government Capital and Assets Pathfinder initiative		

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

<u>Document</u>	<u>Location</u>
None	

IMPACT ASSESSMENTS:

1. Equalities Impact Assessment:

- 1.1. An Equalities Impact Assessment has been completed in the development of this report and no adverse impact has been identified. The facilities and infrastructure being provided by Hampshire Workstyle will support both staff and service users to a greater extent than before, contributing to improved standards of delivery for all.

2. Impact on Crime and Disorder:

- 2.1. The County Council has a legal obligation under Section 17 of the Crime and Disorder Act 1998 to consider the impact of all the decisions it makes on the prevention of crime. The proposals in this report have no impact on the prevention of crime. The facilities proposed will enhance the support for a range of workers in the field of managing safety and reducing crime and disorder.

3. Climate Change:

- 3.1. The contents of this report will contribute to reducing carbon emissions from the properties in scope in line with the target set by Cabinet in April 2011.

FEEDBACK FROM CONSULTEES:**OTHER EXECUTIVE MEMBERS:**

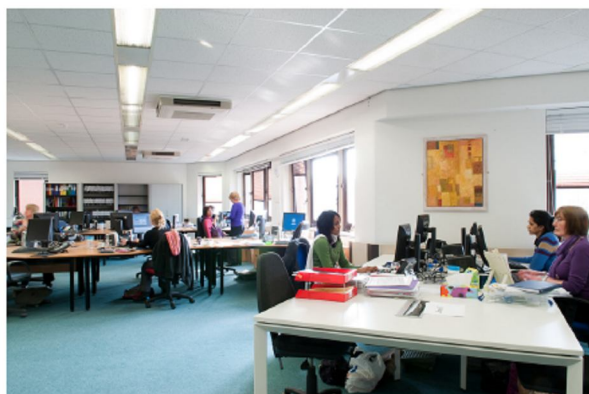
Executive Member & Portfolio	Reason for Consultation	Date Consulted	Response:
N/A	N/A	N/A	N/A

OTHER FORMAL CONSULTEES:

Member/ Councillor	Reason for Consultation	Date Consulted	Response:
Councillor A Weeks	Local Member for Totton North	3.11.11	No substantive comments received to date.
Councillor D Harrison	Local Member for Totton South	3.11.11	15.11.11 - Whilst Councillor Harrison could see that the hub office proposals will benefit the County Council, he noted disappointment that the proposed location is well away from Totton town centre and will bring little or no benefit to local retailers.
Councillor R Chadd	Local Member for Farnborough North	3.11.11	No substantive comments received to date.
Councillor J Wall	Local Member for Farnborough South	3.11.11	04.11.11 - Councillor Wall is extremely supportive of the project proposals.
Councillor C Leversha	Local Member for Farnborough West	3.11.11	10.10.11 - Councillor Leversha is delighted to support the move to the Rushmoor Borough Council offices, as there is a lot of visitor parking and its only a short walk from the bus terminal at the shopping centre. In addition, Councillor Leversha commented that the offices are always full

			of residents, so this will be a boon to some of them.
Councillor R Hussey	Local Member for Basingstoke Central	3.11.11	15.11.11 - Councillor Hussey is happy with the hub office proposals.
Councillor J Frankum	Local Member for Basingstoke North	3.11.11	15.11.11 - Councillor Frankum has responded and further information has been provided.
Councillor S Reid	Local Member for Basingstoke North West	3.11.11	15.11.11 – Councillor Reid supports the concept of a 'one stop shop' for users of local government services and to that end welcomes co-location with Boroughs/Districts, where that is possible.
Councillor B Gurden	Local Member for Basingstoke South East	3.11.11	15.11.11 - Councillor Gurden has responded and further information has been provided.
Councillor R Burgess	Local Member for Basingstoke South West	3.11.11	16.11.11 – Councillor Burgess is keen to see the north of the County served by a County Council hub office and feels that the Basingstoke option is a logical choice given the population of the Borough.

Workstyle Leaflet distributed to all Members



Hampshire Workstyle

The best possible use of our resources

Workstyle is part of the County Council's initiative to use resources better than ever.

Workstyle involves managing our buildings more effectively, exploiting our technology to the full, and 'working smarter'. Working smarter can mean a number of things – using space efficiently, travelling less and using time more productively.



By December 2013 when Workstyle is completed, all the County Council's office buildings will have been reviewed, many will have been altered, and all office-based staff will have been introduced to flexible, smarter working practices.

75% of staff in the new Elizabeth II Court complex enjoy working in the building.... and many say they've learned about other areas of the organisation by working flexibly.

Revenue savings of £2 million per year

The County Council's CMT and Cabinet have recently agreed a number of outcomes and targets for Workstyle - see right.

The opportunity to save some £2m each year will significantly support the efficiency drive. By disposing of some of the poorer buildings, it will also help the Council avoid millions of pounds of maintenance cost over the next 10 years.

Workstyle will also offer better support for staff, with improved facilities, and improved collaboration with partners, particularly where services are co-located.

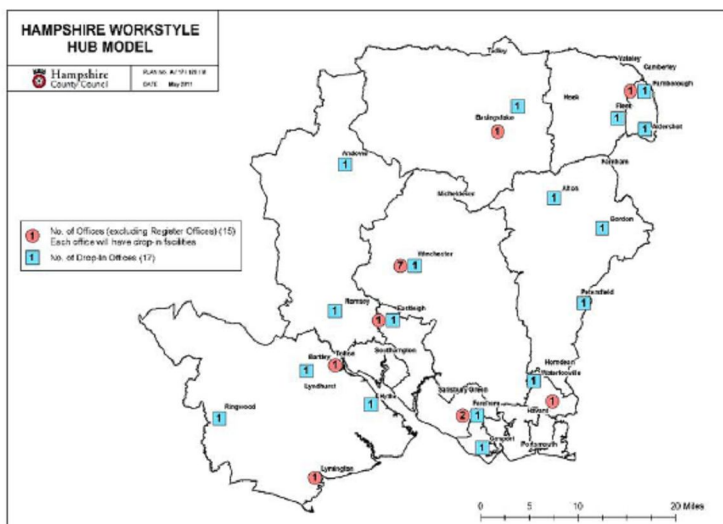
85%

of staff in the new Elizabeth II Court complex said they thought flexible working was a good thing, both for the council and for staff individually.

Target Area	Current Target
Reduction in gross floor area	- 30 -34%
Reduction in office running costs	- 20 – 25%
Reduced accommodation cost per head	- 31%
Annual revenue saving on completion (from 2014/15)	£2m pa minimum
Capital receipts generated for reinvestment into workstyle	£14m
Invest to save payback	3 years
Increased space utilisation	+ 30%
Target gross floor area reduction per person	- 4sqm
Reduced storage footprint in prime office space	- 50%
Planned carbon reduction for buildings in scope	- 35 - 40%
Reduced maintenance backlog liability per sqm	-£500 to £800 per sqm on average
Reduction in desktop PCs and terminals	25%

Selling some offices and reinvesting in others

The Workstyle strategy is to dispose of some buildings to reinvest in others. Given the geographical and structural complexity of the organisation, and the flexibility that our IT provides, this can be achieved by having fewer, larger office hubs in key locations, supported by drop-in bases for local working.



Hub offices

All hub offices will have as a minimum:

- Support from the corporate FM team
- full internal accessibility
- flexible office spaces and furniture for all to share
- a mix of new and re-used furniture
- An average of three staff to two desks
- Flexible IT that allows staff to use any computer or phone
- minimal storage
- bookable meeting space
- secure interview space
- drop-in space for staff who visit briefly
- Parking (some dedicated to the building, some public)

Some may also have bespoke spaces such as training rooms, and public space for work with customers.

Where Workstyle is proposing to vacate its own buildings in a town, drop-in will still be provided somewhere – preferably located on the ground floor of a building, in a non-public area.

'Drop in' offices

Each hub office will have 'drop-in' facilities including:

- Workstations with standard desktop equipment and 'login' phones so that people can use their own extension numbers.
- Access to WiFi and a 'PrintSmart' printer, which dispenses your printing when you present your ID badge.
- Refreshments.
- Bookable meeting rooms.

Where Workstyle is proposing to vacate its own buildings in a town, drop-in will still be provided somewhere – preferably located on the ground floor of a building, in a non-public area.

Small-scale drop-in facilities, of one or two workstations, will also be available in library buildings which have a non-public area. These facilities will provide opportunities to work in local communities, close to clients and to staff home locations.

A greener council - lower energy costs

The Council's headquarters, Elizabeth II Court, was the first building to be altered as part of Workstyle and it has subsequently won national awards for sustainability and energy efficiency.

By selling some buildings, we are able to make others more energy efficient. In some cases we can improve other aspects of the building and use technology to help the building run at the lowest possible cost.

Working flexibly and smarter also involves reducing energy use where possible - for example by using a drop-in office instead of driving back and forth to the office between clients.

A flexible and smarter workforce

While Workstyle can provide innovative workspaces, it is down to staff to get the maximum efficiency benefit from them.

The working culture is gradually evolving to make the most of this. Soon all County Council staff will:

- Clear their desk when they leave it
- Use different workspaces for different tasks
- Develop working patterns which meet business needs efficiently – which in may offer better work-life balance.
- Work in locations that help to reduce unnecessary travel
- Be aware of energy consumption and turn things off
- Manage paperwork closely
- Make best use of electronic storage
- Foster a management culture which is focused on outcomes
- Be organised, making best use of time and avoiding duplication.

The way staff implement this culture depends on their individual jobs – for example office-based workers, liaison-based workers and mobile workers all take different approaches.

More secure, efficient storage

Overall storage in a building is based on an average of 1.5 linear metre per person, plus a locker for personal items. Items that do not need to be accessed all the time will be housed either in the new Records Centre in Hedge End, or stored commercially if they do not require frequent retrieval.

A more accessible public face



The Hantsdirect Local strategy is about providing equal access to HCC Services using the web, the phone or face to face contact with all customers in Hampshire. Workstyle will identify public buildings which could become Hantsdirect Locals providing supported (face to face) access to visiting customers and will factor this into the design of new facilities.

Workstyle Hubs will also provide improved facilities for appointment based support and intervention services such as those provided face to face by Adult and Children's Services.

Consistent facilities management

As Workstyle progresses, one central facilities management service is developing for all office buildings, with a clear set of standards and protocols shared across the office portfolio. Co-ordination of services to all offices and drop-in locations by the integrated FM function is already starting to improve the efficiency of the buildings and the services.

Common-sense office dynamics

A clear desk policy:	Not personalising workstations and clearing away work into storage overnight or when the workstation is not being used for a length of time
Being considerate:	Thinking about your colleagues when judging how to use the space
Playing your part:	Everyone taking responsibility for making the environment work

Detailed protocols ensure the flexible working environments in the new office hubs work effectively. These principles need to be supported by all staff to ensure that the higher user ratios of the buildings work in the long term.

However some teams do require confidentiality. Where a team is dealing with sensitive data, the local protocols make it clear what is acceptable use of the space.



Getting more from our technology

Flexible IT 'worker profiles' will be applied when the layout of an office and the technology are specified. The worker profiles are listed on the left.

'Follow-me' technology including Wintterms, phones and PrintSmart printers will allow people to work in any office.

Hantsfile will be encouraged wherever possible to

A	Office Focussed :	Spends 80% or more time working at a workstation	reduce storage of paper documents, and HPSN2 will mean staff can contact each other in locations across the County using the same extension number. Learn.IT has a wealth of information on all the IT tools available.
B	Liaison Focussed :	Often at the same location but spends over 20% of time away from workstation	
C	Mobile worker :	Spends more than 50% of time away from office building – out and about	

Quick, secure, waste-free printing

The number of Hantsnet printers across the County will reduce from 2500 to 600 as new 'PrintSmart' printers are introduced.

PrintSmart stores all print jobs in a virtual queue, and nothing gets printed until you walk up to a printer and release your print job from the queue. You do this by swiping your ID badge. You can choose any printer convenient to you, and you can cancel a print run or change the colour preferences when you get to the printer to release your jobs.

Except where space is very limited, most printers will be Multi-Function Devices (MFDs) for printing and copying (some in colour). Some devices will also provide faxing and scanning. As all print jobs can be traced to individuals' badges, usage can be monitored on a regular basis to allow machines to be moved, upgraded or replaced for best efficiency and service delivery as well as producing accurate printing costs for all departments.



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