

# Hampshire Workstyle



Open Plan Office Zone, Elizabeth II Court

## A Successful Transformation Programme

June 2014

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“Among the ‘hottest topics’ for all of us in the next few years will be the need to learn to do more for less or at the very least to get more from the same. Being efficient is nothing new, but the future will demand that we work smarter rather than just being efficient. As financial pressures get greater and the demand for our services continues to grow, we will need to transform the way we work, both to adapt to these demands and to demonstrate value for money”.

**Andrew Smith, Chief Executive**

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## More for less...

The Hampshire Workstyle programme is delivering:

- £ 2 m of annual savings
- £ 33 m invested in enhanced office infrastructure
- 5500 staff working flexibly in new, high quality environments
- 30% less floor area overall



The Street - Elizabeth II Court

This paper reviews the current status of the programme.

It provides a summary of the outcomes of Workstyle - delivered by colleagues across the Council during the five and a half years since the first Board meeting on 7th July 2008.

And it starts before Workstyle.....

# 1. Ashburton Court ( Elizabeth II Ct West, North and East)

The decision to refurbish Ashburton Court, at the heart of the County Council's Headquarters, was taken before the county-wide programme was conceived. It generated the principles of Workstyle, and kick-started the programme. At the point of initiating the Workstyle programme in 2009, the County Council was already nearing completion of the successful refurbishment of Ashburton Court, now part of Elizabeth II Court. It represented a major property investment but also provided the intellectual capital necessary to forge ahead with a much larger programme of transformation across the entire office estate.

Ashburton Court set the standard, provided a model for flexible working, and delivered high quality modern office space for the County Council for the first time.

The accommodation was transformed ( with the addition of a small amount of extra space) from an office accommodating some 650 staff to one capable of supporting double that number.

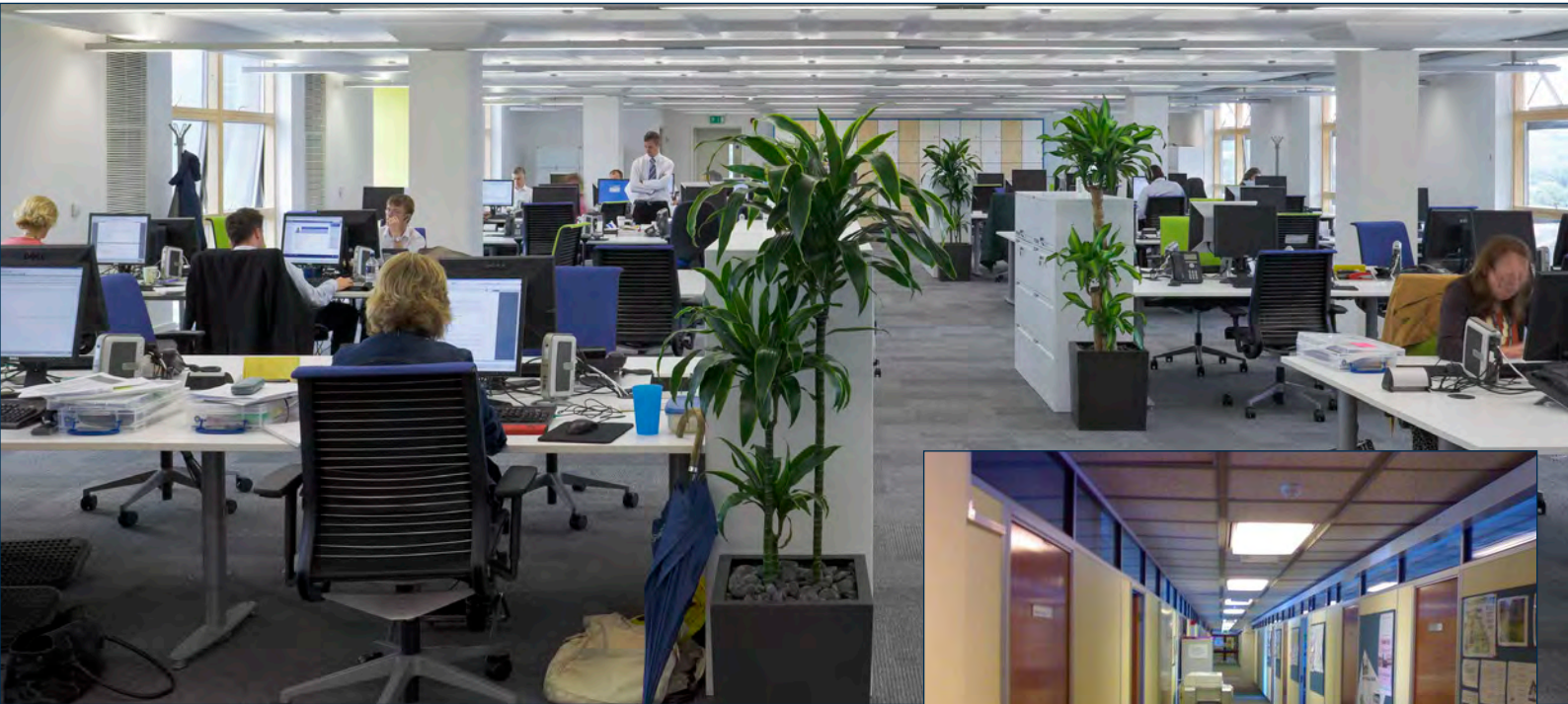
**The contrasting images of the spaces, before and after confirmed the need to push on and do much more:**

The Courtyard - Elizabeth II Court - before



The Courtyard - Elizabeth II Court - after





Open Plan Office Zone - after



Part of the Building - before

**The beneficial impact on the street scene of the city was enormous :**

External Facade - before



External Facade - after



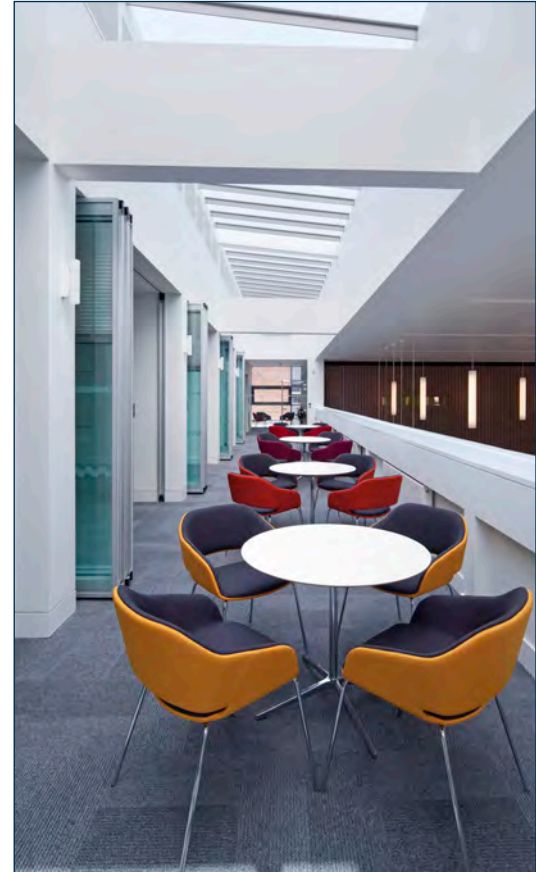
## 2. Rationale for Workstyle

On conclusion of the Ashburton Court refurbishment, the opportunity to do more was seized. Workstyle originated in the drive for efficiency; at the time, the key principles were associated with improving utilisation of space, and introducing a new flexible working culture and were much talked about from Government level downwards, (and still are).

The themes were around consolidation and better management of assets generally, working more closely with partners, supporting staff to work flexibly and use technology more effectively, and delivering better quality environments for staff and clients alike.

Reducing overhead costs was of course a major target for the programme, and although the Council's assets were inevitably going to provide the financial underpinnings of the strategy, much rested on working with colleagues in departments, and staff in localities, to define the nature of the solutions in each area. Managers and staff had to 'buy in' to the notion of flexible smarter working.

To maintain this culture requires continuous input, energy and focus.



Break-out Area at Havant PSP

## 3. Workstyle Vision

### The agreed objectives for Workstyle included :

- **Substantial cashable efficiencies**  
at least £2m pa of revenue savings (a 28% cost reduction);
- **Better services**  
more joined up working with partners, and better quality facilities for staff and customers;
- **Improved performance**  
harnessing technology to work remotely, travel less and release time for service delivery;
- **Improved sustainability**  
reduced carbon emissions, less business travel and an office portfolio designed to support our needs well into the future;
- **Support for staff wellbeing**  
providing consistent high standards, supporting culture change and transformation of working practices.

## 4. Outcomes agreed by Cabinet

The strategy was approved by Cabinet in February 2009. A concise summary of the overall programme objectives was quoted in the Cabinet report:

‘Transforming our existing workspaces into a modern, flexible office portfolio, whilst introducing new ways of working. Providing the opportunity to generate efficiencies, deliver better services, improve corporate performance, and enable greater networking with partner agencies.’

**The specific outcomes and targets agreed at that meeting ( and the current position against each) are shown below:**

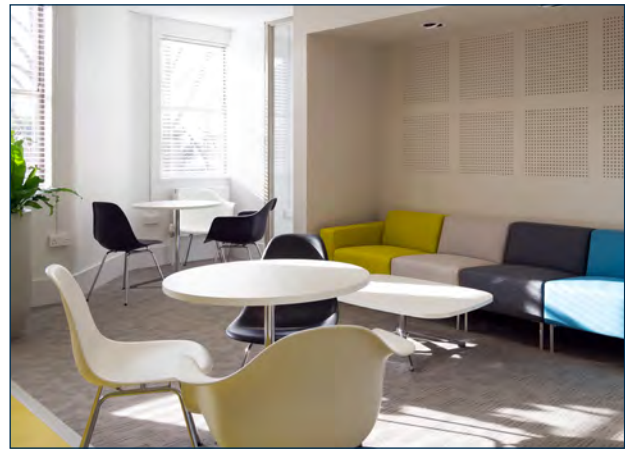
Target Area	Initial Target	Current Projection
Reduction in gross floor area	- 30 - 34%	- 30%
Reduction in office running costs	- 20 - 25%	- 28%
Reduced accommodation cost per head	- 31%	- 22%
Annual revenue saving on completion ( from 2014/15 )	£2m pa	£1m from 14/15 and £2m from 15/16
Capital receipts generated for reinvestment into workstyle	£14m	£14m
Increased space utilisation	+ 30%	+25%
Target gross floor area reduction per person	- 4sqm	- 3.9 sqm
Reduced storage footprint in prime office space	- 50%	at least - 50%
Planned carbon reduction for buildings in scope	- 35 - 40%	as target
Reduced maintenance backlog liability per sqm	- £500 to £800 per sqm on average	as target
Reduction in desktop PC's and terminals	25%	at least - 25%

## 5. Benefits for the Organisation, Staff and Customers

The above metrics show that resources have been released on a significant scale. The property running costs of the office accommodation portfolio before the programme started were £7.2m pa, and from 2015/16 they will have reduced to £5.2m pa. The bulk of the work necessary to deliver the new offices is being funded from capital receipts from the disposal of those buildings no longer considered fit for purpose. In addition, the refurbished portfolio will cost some £0.25 m per annum less in maintenance bills than the old.

The programme has fitted well with the County Council's drive to transform and change itself into a leaner, fitter organisation. In some ways it has helped pump prime the change in attitudes and culture, and is one of the many areas in which the Council is demonstrating that it is possible to consolidate and yet at the same time improve quality – doing more for less. Opportunities have been taken by many staff to work flexibly (not just use space more flexibly), and all of the staff surveys conducted post completion of the various large office hubs have indicated that many people feel their enjoyment of work has improved, that team morale is better, and that they have learned something new about other areas of the organisation through working flexibly with colleagues. The 'back office' environment has therefore had a positive effect, particularly in fostering closer collaboration between teams and services.

Staff Break-out Areas in Totton Hub



Open Plan Office Space in Dame Mary Fagan House





Customer Waiting Area in Dame Mary Fagan House

Customers have benefitted too. The new offices have as a standard feature a set of high quality facilities in which to conduct face to face work with clients. Generally this was previously done in non-office buildings.

Now, the following sorts of activity are routinely carried out in the Workstyle office hubs :

- Case conferencing
- Safeguarding
- Family contact in fostering situations
- Client assessments in clinic-type spaces
- Family support work
- Other specialist assessment ( Occupational therapy, disability and the like)

This improves the customer experience, and also means that in many cases, staff are able to work 'on site' thus avoiding travel to another venue.

A Conference Room in Hampshire House





Reception at Hampshire House

Many social care workers have commented on the improved outcomes that are being achieved in safeguarding conferences, and supervised family contact, where the new facilities have had a marked effect on the behaviour of visiting children and families.

In all of the new hubs, each of which has its own feel and identity, the public access facilities are high on the agenda, providing a new and better quality experience for customers.

Reception at Dame Mary Fagan House



## 6. Working with Partners

The extent of the co-location programme has been greater than initially anticipated. Improved collaboration with partners has been a significant feature of workstyle. In a number of cases it has helped improve outcomes for customers through joint client assessment work with both County and District Council staff on hand at the same time.



Front Elevation at Havant PSP

Working with partners is exemplified in the following areas:

### Havant Borough Council (HBC)

The Public Service Plaza (PSP) was the first major project after completion of Ashburton Ct project. It created a set of excellent facilities for staff and customers and was the first significant office partnership collaboration.

300 County Council staff work alongside some 300 HBC colleagues and a range of service and customer benefits have arisen as a consequence.

Reception at Havant PSP



Open Plan Space at Havant PSP



### Test Valley Borough Council (TVBC)

Following the collaborative work in which the TVBC acquired the former Magistrates Court building in Romsey from the County Council in order to create a multi-agency facility in which county staff play a part, it has also been agreed that a new Workstyle hub will be set up in the TVBC office HQ at Andover, Beech Hurst. Some 80 County Council staff will work alongside the Borough's staff and this move will release commercially leased space in the town, and be implemented in August 2014.

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## Rushmoor Borough Council ( RBC)

The initial Workstyle strategy for the North of the County was to maximise the use of Basingstoke Hub, and have smaller satellites in the Aldershot and Farnborough areas. It became clear quickly that there was a strong desire from Adult and Children's Services departments to have more of a base in these localities, and the most cost-effective solution was to work closely with RBC who had already expressed an interest in closer front line collaboration. County Council staff moved into the RBC offices last October and, having settled in, work is now about to start to develop closer operational ties with their Borough Council colleagues.



Drop-in Office at Rushmoor Hub

## Southern Health ( SH)

A number of smaller co-locations exist with Southern Health, primarily the integrated learning disability service between the Council and SH. Further opportunities are constantly being sought.

## Probation Service

Staff from the probation service occupy and use accommodation in the new Ringwood gateway building and will shortly occupy space in the Totton Workstyle hub.

## H3

This major new partnership collaboration is accommodated, depending on function, between the partners. The largest cohesive groups are located in Winchester as part of the new Integrated Business Centre (IBC). Further co-locations also exist in property, and the print and courier services, all of which are in County Council Workstyle premises. Workstyle is also facilitating a co-location of the new Occupational Health team hosted in Fire Service premises at Eastleigh, and the H3 Learning and Development team will be brought together shortly.

## Multi-Agency Safeguarding Hub (MASH)

The recently established MASH team has come together in the Workstyle office at Fareham known as the Parkway, alongside the Hantsdirect team. MASH brings together colleagues from a range of agencies including the County Council, Hampshire Constabulary and the NHS, and makes strong links with Borough and District Councils, the Hampshire Probation Trust, and others. This new team is making a significant difference to the quality of safeguarding work across Hampshire and the Isle of Wight.

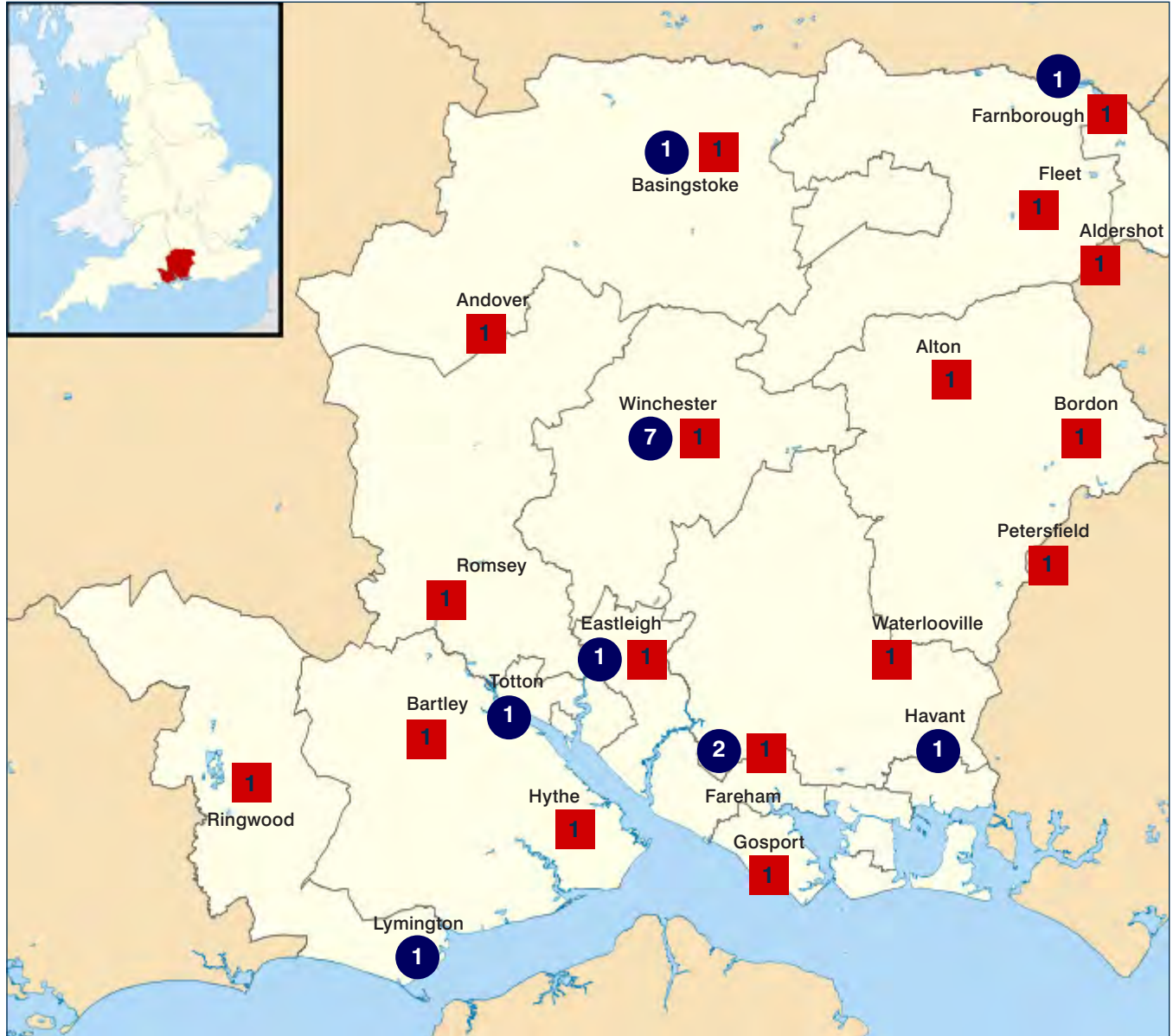
## Hampshire Constabulary and Fire and Rescue Service

A range of opportunities for co-location and asset sharing are being explored with these two organisations outside of the H3 partnership.

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## 7. Workstyle Completed?

The plan has always been to deliver 8 new hub offices in key locations outside Winchester, and that is what we now have:



**1** No of Drop-in/Satellite Offices (17)

**1** No of main Hub Offices (8 Area Offices, 7 at HQ)

It would probably be naïve to imagine, in these times of change, that a strategy conceived over five years ago could be delivered without change, and on target. The targets have been achieved, or are well on the way to being so, and in many ways, more has been achieved than originally expected. There is, however, more to do.

## Summary of property related outcomes

The table below shows that 25,700sqm (or well over a quarter of a million square feet) of accommodation has been, or is in the process of being disposed of.

<b>Office Hubs</b>	<b>Winchester</b> 3,000 staff in reduced portfolio from 19 properties to 7
<b>New Office Hubs and Property Disposals</b>	<b>Elizabeth II Ct Complex, Capital House, Three Minsters House, Castle Avenue, Castle Hill, Monument House and Clarendon Complex.</b> <b>Properties disposed of (12,500 sqm):</b> Moorside Print Works; Sheridan House; Corinium House; Capitol House; Trafalgar House; Westgate Chambers; Mottisfont Court; Aquitaine House; Regency House; Athelstan House; Southside Offices, Winchester Register Office
<b>Status</b>	Mostly completed and on target to deliver final property changes by mid 2015
<b>Office Hubs</b>	<b>Havant</b> 300 staff co-located with the Borough Council; portfolio reduced by 4 offices
<b>New Office Hubs and Property Disposals</b>	<b>New Havant Public Services Plaza</b> <b>Properties disposed of (3,563sqm):</b> Town End House; River Way Offices; Fern Glen; Tilbrook House ( Petersfield).
<b>Status</b>	Delivered 2011
<b>Office Hubs</b>	<b>Eastleigh</b> 300 staff brought together in one location; portfolio reduced by 3 offices
<b>New Office Hubs and Property Disposals</b>	<b>Hampshire House</b> <b>Properties disposed of (1116 sqm):</b> Russell House; Wessex Way; Barton Park.
<b>Status</b>	Delivered 2011
<b>Office Hubs</b>	<b>Basingstoke</b> 450 staff brought together in one location; portfolio reduced by 4 offices
<b>New Office Hubs and Property Disposals</b>	<b>Dame Mary Fagan House</b> <b>Properties disposed of/vacated ( 4,364 sqm):</b> Sun Alliance House; Birch House (part); Culver Road; Cliddesden Road; Space at Aldworth Science College; Space at South View Jnr School. <b>Also removed from the locality – Old Churchers College, Petersfield</b>
<b>Status</b>	Delivered 2013

<b>Office Hubs</b>	<b>Farnborough</b> 160 staff brought together on one location; portfolio reduced by 4 properties
<b>New Office Hubs and Property Disposals</b>	<b>Rushmoor Hub at RBC Offices</b> Properties disposed of (2,140 sqm): Birch House (part); 30 Grosvenor Rd; Hockcliffe House; Bolton Crescent.
<b>Status</b>	Delivered 2013

<b>Office Hubs</b>	<b>Totton</b> 250 staff brought together in one location: portfolio reduced by 3 properties
<b>New Office Hubs and Property Disposals</b>	<b>Totton Hub</b> Properties disposed of/vacated (2,034 sqm): West Shore House: Romsey Magistrates Ct (satellite space retained); Dibden Family Centre; Bartley School (part); Space in Totton and Eling TC Community Centre occupied by Registration Service.
<b>Status</b>	Delivered 2014

<b>Office Hubs</b>	<b>Lymington</b> 120 staff in existing office
<b>New Office Hubs and Property Disposals</b>	<b>Lymington Hub</b> Light touch transformation to be delivered – light touch transformation.
<b>Status</b>	Expected 2015

<b>Office Hubs</b>	<b>Fareham and Gosport</b> 600 staff – being co-located where possible
<b>New Office Hubs and Property Disposals</b>	<b>Fareham and Gosport Hubs</b> Being planned – programme determined by existing lease end dates.
<b>Status</b>	Expected 2015/16

<b>Office Hubs</b>	<b>Satellite Offices</b> 240 staff use these offices
<b>New Office Hubs and Property Disposals</b>	<b>New satellite offices in place in:</b> Romsey; Alton; Andover; Fleet; Aldershot These vary in size depending on operational requirements locally.
<b>Status</b>	Expected 2015/16

## 8. New Strategies

In addition to the above some further strategies are being pursued either as adjustments to the formal programme or as new proposals under development. These are shown below:

### Strategy 1:

<b>Proposed</b>	<b>Co-location of teams in Andover with Test Valley Borough Council (TVBC) staff at Beech Hurst</b>
<b>Objective</b>	Vacation of leasehold office at Chantry House in Andover; new collaboration opportunity alongside TVBC with whom Workstyle has established a good connection.
<b>Potential efficiencies</b>	Opportunities for joint working and overall cost reductions.
<b>Timescales</b>	<b>Being developed for implementation in August 2014.</b>

### Strategy 2:

<b>Proposed</b>	<b>Consolidation of offices in Alton</b>
<b>Objective</b>	Co-location of the Alton Family Centre into Park House the Council's main Adult and Children's Services office satellite.
<b>Potential efficiencies</b>	Disposal of the Family Centre freehold asset, reduced revenue costs, and improved opportunities for inter-team collaboration.
<b>Timescales</b>	<b>Feasibility work underway to test the proposition; implement in 2015 if viable.</b>

### Strategy 3:

<b>Proposed</b>	<b>Review of remaining office accommodation in Aldershot</b>
<b>Objective</b>	Potential collaboration with other County Council functions to reduce cost overall.
<b>Potential efficiencies</b>	Reduced floor area and operating costs.
<b>Timescales</b>	<b>Feasibility underway. Delivery in 15/16 likely if viable.</b>

### Strategy 4:

<b>Proposed</b>	<b>Implementation of Workstyle in Fareham and Gosport</b>
<b>Objective</b>	Vacation of leasehold property where possible.
<b>Potential efficiencies</b>	Consolidation of assets, improved quality space, cost reduction.
<b>Timescales</b>	<b>2015/16/17</b>

## 9. What else did Workstyle deliver?

### IBC and H3

The largest single adaptation of the model came about with the IBC and the H3 partnership. Accommodating the IBC took as much as 10% of the core space at the HQ complex. The benefits of the investment in the former Ashburton Court Complex were never more clear than in the planning of space for the new IBC. The flexibility of the new offices made accommodating the 300 staff of the IBC possible at low cost. This new partnership, together with other partners including Public Health and the ETE's delivery partner, Amey, brought 200 staff into the complex who were not in the original planning of Workstyle.

### Record storage

Workstyle has also funded a new records storage facility at Hedge End, and a regime which is necessary to keep paper records away from prime office space. The cost of this additional and essential service is met by Workstyle.

## 10. The 'Drop-in' Strategy

An effective drop-in strategy supports staff who travel as part of their working life, in order to enable them to have access to office facilities without having to return to their formal office base. In addition to many local drop-in facilities, each office hub has a drop-in area, as do most of the satellites.

Drop-in at Hampshire House



## 11. Flexible and Smarter Working

All Hampshire County Council office-based workers are now regarded as being Flexible Smarter Workers. There is much to do in order to ensure that the the culture flourishes. To a significant extent there is an ongoing task to maintain and promote flexible thinking and behaviours. There are now three workspace managers in the Workstyle team whose primary task is to work with local managers and staff to support and encourage and maintain those behaviours and manage the key office related issues.

## 12. Facilities Management ( FM )

**FM is key to continued support for staff into the new hubs. FM in all hubs includes:**

- one stop shop arrangements for delivering FM solutions for all office buildings, starting with HQ;
- the creation of clear FM arrangements and protocols;
- FM arrangements provided within a clear set of standards shared across the office portfolio;
- co-ordination of services to all offices and drop-in locations by the integrated FM function;
- co-location of FM staff and FM related functions where appropriate for service delivery.

## 13. Technology and its use

The County Council's technological infrastructure is exceptional in the degree of flexibility it offers to work remotely and communicate with colleagues and partners. Currently the Council is well ahead of other local (and many national) public sector organisations in our ability to support flexible smarter working, however our current progress is part of an ongoing task and new technologies are constantly being considered, potentially such as presence management, social networking, and further automation of internal and external delivery.

Workstation at Hampshire House



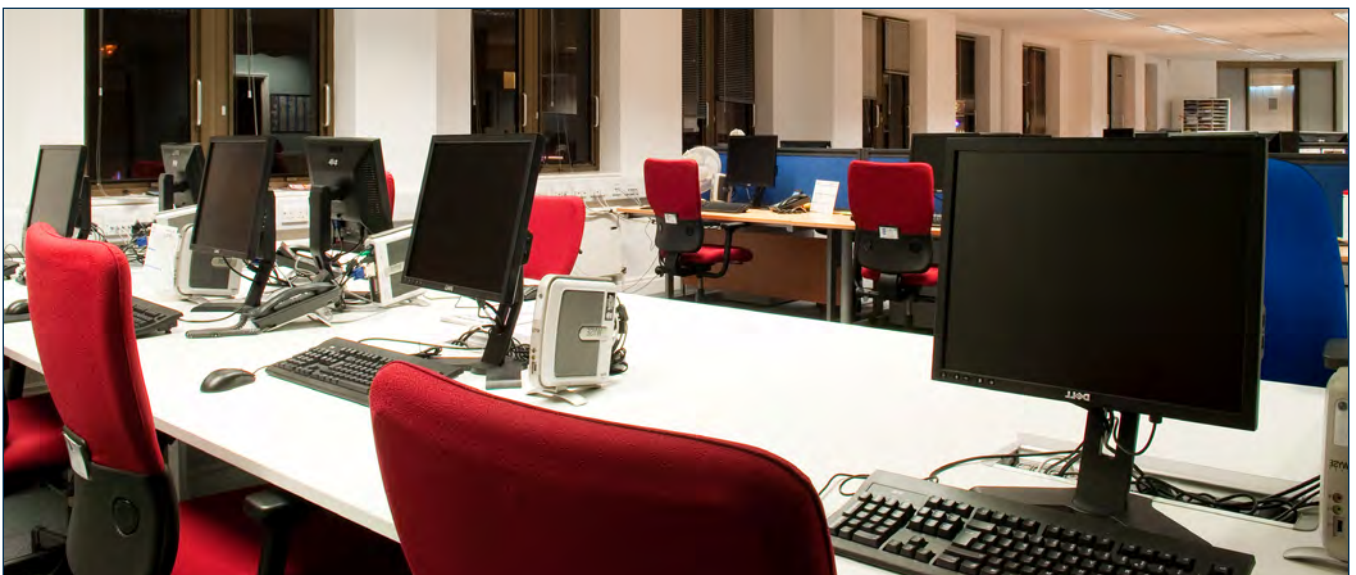
## 14. And finally...

Though the formal programme is nearly at an end, the principles outlined above will continue to be developed and further efficiencies sought in the coming months and years. Not only has it delivered enormous improvements in quality and cost efficiency, but the programme has also been met almost universally by positive staff and customer feedback; it has positioned us well for the changes to come as further efficiencies continue to be sought.

### **Workstyle has taken us from this...**



### **...to this:**



## Contact

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