

Date of meeting:	14 th July 2015
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Paper title:	Changing The Workplace Phase 1 Blueprint
Information (B): <input checked="" type="checkbox"/>	Discussion (A): <input type="checkbox"/>

Corporate JCC

Does the report contain confidential or exempt information?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

Purpose:
The purpose of the paper is to outline the high level plans for the next stage of work to deliver CTW, including a further 2000 staff going through new ways of working plus where services will be nominally based across the four retained city centre campus offices; New Merrion House, Civic Hall, Enterprise House and St George's House. Best fit has been considered on the basis of agreed CTW principles, known service synergies, access to customer facing facility, building capacities, lease expiries/ breaks and staff in scope. The plans have been supported at CTW Board, Best Council Design Team and CLT.
Key issues or outcomes:
<p>CTW is based on an agreed vision where staff are more agile supporting better customer outcomes, and our retained workplaces are fit for purpose creating an environment that readily supports whatever the future organisation will look like. This means a clear focus on people and culture, and on simplifying, standardising and sharing our workplaces.</p> <p>There has been positive feedback from services and staff that have gone through CTW already and we have fed learning into the next stage of delivery. Services and staff will now take a much greater role in delivering the service change element of CTW. We have been working closely with our lead change champions from across the council who will be supporting this activity, and they in turn will be working with local change agents in each service area.</p> <p>The first stage of CTW has been successfully completed with 1600 staff having gone through new ways of working. Merrion House is now vacated and ready for the refurbishment work to commence later this year based on previously agreed specifications (It is anticipated that completion of the New Merrion House will now be towards the end of 2017). Services are now working out of their interim workplaces as the second stage of the delivery programme commences.</p> <p>The second stage is focussed on taking the remaining 2000 plus staff through new ways of working, delivering the four fit for purpose workplaces namely; New Merrion House, Civic Hall, St Georges House and Enterprise House (NB the refurbishment of this building has been largely completed as part of stage 1), and ensuring release of property in scope in a timely manner to achieve the savings predicated in the business case. The latter will entail moving staff out of leased property before the New Merrion House is available for occupation; namely Business Support Centre from Belgrave House by mid-2016 and ICT from Evolution House by end of 2016.</p> <p>Whilst it is accepted that there is a business requirement to have some limited specialist space such as the city centre one stop and contact centres, the main office areas will be to a standard design supporting different work activities. This enables easier movement of services/ staff when they need to work together and ensures that as the organisation changes over time the environment can readily support that. It is therefore important to consider how services can best work in this environment and use the space to support service needs. This might include consideration around furniture and technology solutions rather than changing the physical space. It is anticipated that services will have an allocated space within a building; however flexibility for others to use that space is important to optimise use of the workplaces and bring together cross council and partner working groups where appropriate.</p> <p>An exercise has therefore been undertaken to review all the available information and bring together a</p>

best fit plan for where services would be nominally based in the city centre with summary as follows:-

St Georges House

- PPU
 - BSC (Belgrave House to be vacated by Autumn 2016)
 - ICT (Apex and Evolution combined with Evolution to be vacated by end 2016)
- NB Working space to be available for services/ partners to work alongside as appropriate

Civic Hall

- Core Finance
 - Core HR
 - Legal & Democratic
 - Strategy & Improvement
 - Citizens & Communities (those city centre based other than Customer Services)
 - Civic Enterprise Leeds
 - Members
 - Chief Execs
- NB Working space to be available for services/ partners to work alongside as appropriate

New Merrion House

- Adult Social Care
 - Children's Services(including Adams court staff)
 - Environment & Housing
 - City Development
 - Public Health
 - Customer Services (one stop and contact centre)
- NB Working space to be available for support services/ partners to work alongside as appropriate

Enterprise House

- This would be available for other services that could be based in the city centre or as a training venue with release of property/ agreements elsewhere – further review to be undertaken linked to phase 2 localities work. NB this property cannot be released as tied into a long term lease.

CTW Board /BCDT/ CLT discussion:-

Supportive of proposals. Comfortable to agree subject to further discussion on the 'how' through a nominated senior officer working group.

Next steps:-

A core group of senior officers has been set up to support further detailed planning, delivery, communication and engagement around the CTW blueprint. A rep from each Directorate has been nominated and the first meeting of this group took place in June.

A programme plan for delivery has now been developed based on the blueprint. Services identified in the early projects are now being involved in project set up discussions with the project teams.

Regular communications and briefings are to take place with unions and staff. Briefing at July CJCC and further staff comms to go out in July. The How we work Insite page provides regular updates on activity.

Actions or recommendations:

1. CJCC are asked to support this work and to consider how the team can best engage with unions and staff.