

Report of Director of Resources and Housing / Director of City Development

Report to Executive Board

Date: 21 November 2018

Subject: Changing the Workplace – Completion of Phase 1

Are specific electoral wards affected? If yes, name(s) of ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. Changing the Workplace (CTW) was a significant programme of work that has helped the organisation to improve how we work to ultimately deliver better services for customers. As a consequence of staff working in new ways we have achieved significant savings by reducing the number of buildings that we need. CTW supported the delivery of our Best Council ambition to be an Efficient and Enterprising Organisation, as set out in the Best Council Plan.
2. A CTW business case was approved in 2012 to support 3500 staff through new ways of working, develop a city centre customer hub and deliver £15m of estimated net savings mainly through release of assets.
3. When the business case was refreshed in 2016 £1.5m had been saved from the release of six properties; a further three properties have been released since then saving a further circa £8.6m. We have also successfully reduced our anticipated delivery costs by circa £9m since 2012, through optimising use of our existing buildings as we refurbished Merrion House.
4. The 2016 refresh of the phase 1 business case showed that the cost of delivering Changing the Workplace in the city centre over the 25 year lifecycle was projected to reduce. This was achieved by improving how we work across the programme,

challenging costs of delivery and using existing buildings more effectively. This, together with the release of additional buildings, resulted in an anticipated total net present value saving for phase 1 of £27m based on 2016 figures. These savings figures are taken against the original baseline used: that is if the council had continued without introducing Changing the Workplace principles and continuing with Merrion House under the old lease terms. A further saving from the capital programme of £9m has also been identified. Appendix 3 shows the annual savings against each year's revenue budget.

5. Since the 2016 refresh invest to save projects have enabled significant rationalisation of storage and digitisation of records ensuring more efficient use of buildings and increasing the agility and efficiency of staff. 912 linear meters were sifted, archived and disposed of from Leonardo basement alone.
6. The successful transition from project team implementation of change management to services undertaking their own change management to enable and complete the moves enabled the core team to reduce significantly and is hugely beneficial as it brought with it much greater ownership within services and helped sustain the efficiencies and benefits being delivered.
7. CTW is about having the right tools, workplaces and practical support to work effectively. Staff are closer to the customer when they need to be, working effectively within integrated teams and using collaborative physical workplaces alongside virtual technology solutions. This means they are much more productive and better able to provide quality services with less resource. An example of this is that 150 members of the Contact Centre staff and 250 members of the Business Support Centre have transferred to mobile working during CTW.
8. All this links together with our cross-Council people and culture agenda, where staff have the opportunity to develop and learn across a range of activities. Re-energising managers, laying out an expectation for all 2,500 managers to be 'Doing Our Best' linked to the values of the organisation. This focus on values led leadership, different ways of working and the city wide workforce also helps us to promote a positive vision of the future at a time when the council is seeing times get tougher. These challenges have become a catalyst for positive change in our workforce, with staff appreciating flexible working and the empowerment that brings.

Recommendations

1. Executive Board is invited to note the successful delivery of the Changing the Workplace programme phase one.
2. Executive Board is invited to note that phase one of Changing the Workplace is complete and 2016 refresh of the 2012 phase 1 business case now indicates total Net Present Value savings of £27m.
3. Executive Board is invited to note a further capital programme saving of £9m.
4. Support the continued transition of staff onto Changing the Workplace principles and the scoping of a further phase of the programme to realise further asset efficiencies.

1. Purpose of this report

- 1.1 To advise Executive Board of the completion of Changing the Workplace phase 1.
- 1.2 To advise Executive Board of the updated savings estimate to be delivered for phase 1.

2. Background information

- 2.1 A business case was approved in 2012 to support 3500 staff through new ways of working, create an integrated city centre customer hub, with £15m of net savings identified mainly through release of assets. This has required investment in our technology and our people to create a more agile workforce. The proposal also included reducing our office buildings in the city centre from 17 to 4: developing a new Merrion House and investing in Civic Hall, St George's House and Enterprise House so they are fit for a modern flexible organisation in the 21st century.
- 2.2 As well as looking at best practice internally we have learnt from other organisations, linking with local authorities such as Herts, Cambridgeshire, Essex, Barnsley, Derby, Wakefield and York. Thanks to funding from the Local Government Association, Derby CC came on board to work in partnership with us on this and across our linked better business management agenda. We have also provided support to partner organisations wanting to establish CTW practices in their own organisations e.g. Health and Police.

3. Main issues

- 3.1 Changing the Workplace was fundamentally about changing the way the Council works to improve outcomes for customers and the people of Leeds. Our key aim was to support an agile workforce so that they can work when and where they need to. This is about having access to the information they need to do their jobs wherever they are, and getting the support and tools to work as effectively as possible. It is also about creating more collaborative ways of working both virtually and across our workplaces.
- 3.2 We have taken a total of 3500 staff through new ways of working and released 13 buildings at a cost saving of £8.6m. We have also successfully reduced our anticipated delivery costs by circa £9m since 2012. This has mainly been through use of existing assets for displaced staff as we refurbished Merrion House, thus avoiding the need to take on an additional 3rd party leased building as was originally anticipated. Savings have also been made by recycling higher levels of furniture than originally intended. It should be noted that the majority of other authorities that have undertaken similar agendas have taken on temporary 3rd party premises, with similar size organisations spending in excess of £10m.
- 3.3 Work was completed on the new city centre customer hub in Merrion House and it opened in May 2018. A major change has seen the facility and relevant services operate over three floors. Through creative design, change in working practices plus use of effective technology the customer hub will provide an effective one stop service in the city centre.
- 3.4 As part of Changing the Workplace senior management right through to front line services are now working more effectively. The Chief Executive, Directors and Chief

Officers have released their individual offices and are based within shared collaborative space with key colleagues. This has improved communications overall and reduced the physical barriers to collaborative working. A balance of quiet working areas, breakout space and formal/informal meeting space supports this. By having the right tools and support to do the job, mobile working then becomes the norm with officers working when and where they need to do their jobs. The consequence of this is that we are now more productive overall and need less space to support how we work. Since the start of CTW we have moved from workstation: staff ratios of 1:1 in 2010 to an average of 6:10 in 2018 which ultimately allows us to release whole buildings.

- 3.5 As part of the roll out of Changing the Workplace we refreshed our benefits. We also publish blogs from individuals that have been through CTW to see what this really means to everyday working life and improved outcomes. Changing the Workplace and New Ways of Working have become the anticipated norm for staff working in the city centre.
- 3.6 We are linking closely with the organisational development agenda on all this. We are keen to promote opportunities that support more agile working such as; management by outcomes, managing a mobile workforce, supporting virtual meetings. There is however more we can do collectively to integrate and embed this culture change within our overall organisation development agenda.
- 3.7 We have also brought together a team of change champions who support the culture change, communication and engagement activity. The change champions are a key part of the delivery team, embedded within services undergoing the change and therefore understand the business, staff and inherent challenges. Working with their service managers, they critically ensure that improvements are sustained beyond the project lifecycle.
- 3.8 An equally important part of Changing the Workplace is the information and technology agenda. This is about having the right tools to do the job and the right support to work differently. Technology enables us to collaborate effectively wherever we are reducing the time and costs wasted in travelling. It is also about accessing information and applications on the move. Approximately 2570 laptops have been rolled out as part of changing the workplace phase 1 to support staff to work differently.
- 3.9 We have undertaken significant investment to save work to rationalise storage and digitise our records. Enabling staff to work in a more agile and efficient way as well as reducing our building footprint requirement. The meeting room suites created at St George and Merrion House are equipped with audio/visual equipment which will support the transition to more virtual meetings, reducing travelling time.
- 3.10 During 2016/17 significant milestones were achieved on Merrion House and new build works were complete in March 2018 and refurbishments works were completed in February 2018. Staff started to move into the building in February 2018 and it was fully occupied in May 2018. This was 5 months ahead of the original anticipated programme enabling earlier vacation of buildings for disposal.
- 3.11 The electricity market is presently undergoing huge changes, with implications for the way the organisation pays for power to reach its premises. As more of the UK's energy generation comes from renewable sources there is an increasing

requirement for generation infrastructure that can be turned on quickly to meet demand. To meet this need, a large standby generator has been installed within the new Merrion House development. This will enable the organisation to generate income from the inducement payments from the National Grid, and from the sale of power. The generator will reduce the overall tariff paid by LCC for all its electricity and enable the organisation to avoid paying for electricity at its peak rate for Merrion House. The Changing the Workplace Programme more broadly will also deliver very significant energy and carbon reduction benefits by delivering the transition to a smaller, more efficient office estate. Although the building has not been occupied for a period long enough to accurately access the refurbishments effect on energy efficiently early indication is that overall energy consumption has been approximately halved for the building despite the addition of the extra building area of the annexe and City Centre Hub. The building has been designed to achieve a BREEAM (Building, Research, Establishment, Assessment, and Method Standards) Excellent rating.

- 3.12 Whilst Merrion House is accommodating the city centre customer hub, generator and is the main staff base, there are also three other CTW workplaces to be retained in the city centre. Decisions have been based on long lease commitments or strategic importance. The three buildings are St George House, Enterprise House and Civic Hall. All CTW workplaces are being designed using the same principles so that space is standardised and shared to support an agile workforce. The expectation is that staff will work wherever they need to. Multi-service/partner teams for example will work together in the workplace when it makes business sense. Since 2016 four floors have been refurbished in St George House, two floors have been refurbished in Civic Hall and Enterprise House has been refurbished. The final refurbishment of 2 further floors in Civic Hall will be complete by Sumer 2019.
- 3.13 All suitable and fit for purpose furniture from Thoresby House, Leonardo Building and 2 Great George Street has been recycled to various offices within the locality estate. This has enabled space within Tribeca House, Technorth, Westminster Buildings, Bramley Community Centre and Morley Town Hall to be refurbished with CTW furniture. In addition other furniture has been recycled across operational buildings such as depots, Jobshops and leisure centres. Please see Appendix 1 for quantities of recycled furniture.
- 3.14 In 2012 it was originally anticipated that we could accommodate all staff projected to be in the city centre in 2018 within three of the four buildings. However since 2012 a number of changes have resulted in an increased number of staff being located in the city centre including Public Health, an increase in partner organisations collocating with council services e.g. the Front Door Safeguarding Hub and as a result Enterprise House will be partially occupied providing the opportunity for more staff to vacate additional buildings.
- 3.15 Alongside the demands of delivering phase 1, improving how we work across CTW plus supporting services to do it for themselves. The team has commenced rollout of CTW works on Phase 2 which is in the localities, including supporting 250 staff in Highways and Transportation teams at Middleton to move to new ways of working with new digital solutions.
- 3.16 Communications and engagement are key to the successful delivery of CTW. We have a well-developed approach that has been refined over the last three years. We

also share information through the How we Work Insite pages which have been refreshed so all staff can see what is happening, not just those going through new ways of working currently.

- 3.17 The capacity in the city centre estate will be regularly monitored to ensure the office accommodation is maximised to continue to deliver efficiencies and best working practice.
- 3.18 At the meeting on 19th September 2018, Executive Board members approved the disposal of Middleton Park Complex to the Ministry of Housing, Communities and Local Government (MHCLG), for the purpose of enabling the construction of a new school to meet demand for secondary school places in the area. To meet the required opening date the council was required to identify suitable alternative accommodation for the services and tenants currently based within Middleton Park Complex within a challenging timescale. An options appraisal was undertaken to find the best relocation option for the 290 staff from the council's Highways & Transportation service that currently occupy the property. The agreed option is to relocate those staff to St George House, a council owned building in the city centre. St George House offers suitable capacity and ICT infrastructure with only some minor network additions required. As this is a council building with other services occupying space here, there would be no additional running costs for the building. The space had previously been identified to relocate Digital Information Service (DIS) from Apex House to allow the service to have all its staff based together. However, given the urgency for the move of staff from Middleton Park Complex, DIS's move to St George House will not be progressed. Strategic Asset Management service are working with DIS to achieve a solution for their service and its requirements.
- 3.19 There remain efficiencies to be gained in the way that the Council occupies and utilises its office space. In particular focus is now moving to locality offices to review the services based within these locations and the nature of space ultimately required. To support this work, it will be necessary for more staff to adopt changing the workplace principles, which will require additional investment into office accommodation and IT equipment. This will be subject to future approvals but without such investment, this will limit the Council's abilities to make savings in relation to its operational assets, whilst also providing opportunities for buildings and sites to be better utilised to support the growth of the city and service delivery.

4 Corporate considerations

4.1 Consultation and engagement

- 4.1.1 As part of the planning and delivery of the programme, plus preparation of this report, there was extensive consultation and engagement with Members, Chief Officers, staff and trade unions. This is through a number of channels including; CTW targeted engagement sessions, Best Council Design Team, Staff Networks, Senior Leadership Teams, CTW Programme Board, JCCs, Inclusion and Diversity Steering Group, Insite How we Work, Essentials and one-to-one briefings.
- 4.1.2 In May 2018 Tom Riordan chaired a Changing the Workplace themed CLT which is the first main engagement we have carried out since the occupation of the buildings. The themes discussed were first impressions, how it has changed the way we work and improvements or how staff will change the way they will work. It

was felt that the building gives a good professional image and that staff feel more centralised and closer to the customers. Improvements have including working from home more and the use of technology such as laptops and the conferencing facilities in the meeting room suite.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 The CTW programme has undertaken equality impact assessments at programme and project levels, please see appendix 2 for EIA assessment that was initial completed in October 2015. Whilst there were some individual issues arising with members of the disability network, these have been addressed as quickly as possible. Further work was undertaken to ensure that everyone is clear on how the process of assessment needs to work going forward. Generally the feedback was positive with CTW providing all staff with opportunities to work flexibly.
- 4.2.2 In November 2016 Executive Board approved the adoption of Council wide inclusive design principles in the report “Integrating diversity and inclusion into the built environment” These principles put access, inclusion and the social model of disability at the heart of any design considerations for new builds and existing building assets in LCC. The refurbishments to St George House and Merrion House have been undertaken in line with this and in addition to building regulations and the British standard requirements, incorporating the following:
- step-free access to all areas of the buildings by the use of eight lifts (2 of which are fire evacuation lifts with fire refuge’s on each floor) with audible and visual door announcement systems;
 - a variety of toilets including family, changing places, accessible and non-gendered facilities; baby change facilities;
 - quiet contemplation, well-being and first aid rooms, signage which is designed to be easily read and intuitive for ease of navigation incorporating clear colour contrast and braille;
 - visual and colour contrast in all areas, between walls, floors furniture and work surfaces, taking into account both the effects of light and the acoustic in the use of the building.
- 4.2.3 Whilst CTW benefits from standardising the approach to building design it was clear to not lose sight of the individual where rather than “one size fits all”, where everyone is treated the same, a supportive conversation took place in which everyone had an opportunity to be is treated according to their needs putting in place reasonable adjustments e.g. flexible working, work-style agreements, aids and adaptations to furniture and technology. 199 such supportive conversations and reasonable adjustments were put in place prior to the moves to Merrion House.
- 4.2.4 The refurbishment of LCC city centre buildings (Merrion and St George’s House, etc) benefitted from consultation with stakeholders such as the staff networks and Leeds Access and Use-Ability group by focussing our approach on access and inclusion creating environments where everyone feels safe and where they feel represented. By adopting the principles of social model of disability CTW can show that “*what I say counts and makes a difference*”, creating more collaborative, productive, and healthy workplaces of choice where employees want to work.

- 4.2.5 Health and Safety within the Council has carried out extensive individual assessments to make sure that all individual needs are taken into account.
- 4.2.6 A key lessons learnt include the importance of planning at an early stage for inclusion and diversity which saves time and cost. Individual requirements can change and developing the relationship with individuals requiring specific equipment and the service areas early is critical. Following supportive conversations reasonable adjustments were made such as placing more lockers in the changing facilities at both Merrion House and St George House to accommodate all staff.

4.3 Council policies and best council plan

- 4.3.1 The CTW programme supports the council ambition to be the best council in the UK through modernising working practices. CTW supports the delivery of our Best Council ambition to be an Efficient and Enterprising Organisation, as set out in the Best Council Plan. This is through supporting good quality public services, delivering to deadlines and to budget, managing our assets efficiently, and ensuring internal processes are standardised and simplified. CTW also uses every opportunity to improve, evolve and innovate with council employees at the centre of this whilst also improving outcomes for customers.
- 4.3.2 The proposal will also underpin the regeneration of Leeds, complementing the public realm improvements such as the Arena development and the proposal being progressed by Town Centre Securities to improve the wider Merrion Centre.
- 4.3.3 The programme focussed on improving accessible facilities and following the principles of the social model for disability.

4.4 Resources and value for money

- 4.4.1 In 2012 Executive Board approved the full delivery of Changing the Workplace in the city centre, including additional investment in retained workspaces and required technology to support the introduction of more flexible ways of working. This included the refurbishment and extension of Merrion House via the partnership and share ownership option with Town Centre Securities.
- 4.4.2 The whole life cost of the approach was refreshed in 2016 and showed a Net Present Value saving of £27m over the 25 year period. These savings figures are taken against the original baseline used; that is, if the council had continued without introducing Changing the Workplace principles and continuing with Merrion House under the old lease terms. Since 2016 13 properties have been vacated generating savings of £8.6m.
- 4.4.3 This improved financial position has been achieved through a combination of factors, such as the optimisation of our existing buildings thereby avoiding the use of third party leases. A generator has been incorporated into Merrion House which will sell energy to the national grid, and advances in technology have reduced the ongoing cost of ICT provision.

4.5 Legal implications, Access to Information, and Call In.

4.5.1 There is no specific decision requested from Executive Board as Key approvals were given in 2012. Within this separate project approvals are under agreed delegations of authority. All legal requirements are being fulfilled as part of this programme.

4.6 Risk management

4.6.1 Risk registers are available at both programme and project level. These are regularly updated and considered through the agreed governance of the programme.

4.6.2 Highways staff are to move to the 3rd Floor in St George House which was originally earmarked for DIS staff as discussed in point 3.18. A solution for the DIS staff is being worked on but a risk is of not being able to relocate the DIS staff originally earmarked for St George House.

5 Success Outcomes

5.1 Digital and Information Service (DIS) Successes

1. Staff are working more flexibly through the use of laptops, this enables staff to provide more support to the council, undertake changes from home and reduces overtime payments as staff log in early morning to undertake changes rather than physically being on site.
2. Conferencing facilities has allowed staff to work from home more often saving on travel time meaning that collaboration is higher and staff are working better together.

5.2 Building Inclusivity

1. We have improved the inclusivity of the building which has been recognised by receiving a National Local Authority Building Control award in June 2018.
2. Significant rationalisation of storage and digitisation of records ensuring more efficient use of buildings and increasing the agility and efficiency of staff. 912 linear meters have been sifted, archived and disposed of from Leonardo basement.

6 Conclusions

6.1 The CTW programme has successfully delivered the first stage of phase 1 in the city centre. 3500 members of staff have gone through new ways of working and reported improvements in productivity, health & wellbeing and communications. Merrion house was completed in February 2018 and the full occupation was complete in May 2018. The Council has successfully released 13 buildings in the City Centre. The refreshed business case in 2016 now shows an anticipated total £27M saving from phase 1. These savings figures are taken against the original baseline used; that is if the council had continued without introducing Changing the Workplace principles and continuing with Merrion House under the old lease terms. A further saving on the capital programme of £9m has also been identified.

6.2 The programme has established good practice to take the organisation into the digital age. This agenda required significant culture change so the links to

organisational development have been key. In particular the programme has focussed this year on ensuring an inclusive approach to developing facilities as well as a social model of disability approach to ensuring individual requirements are met.

7 Recommendations

- 7.1 Executive Board is invited to note the successful delivery of the Changing the Workplace programme phase one.
- 7.2 Executive Board is invited to note that phase one of Changing the Workplace is complete and 2016 refresh of the 2012 phase 1 business case now indicates total Net Present Value savings of £27m.
- 7.3 Executive Board is invited to note a further capital programme saving of £9m.
- 7.4 Support the continued transition of staff onto Changing the Workplace principles and the scoping of a further phase of the programme to realise further asset efficiencies.

8 Background documents¹

- 8.1 None.

9 Appendices

- 9.1 Appendix 1 - Recycled Furniture
- 9.2 Appendix 2 - EIA Assessment (October 2015)
- 9.3 Appendix 3 - Estimated annual savings Identified in 2012 and 2016 CTW business cases

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Appendix 1

In addition to the Flexiform furniture; desks, operator chairs, tambour cupboards and lockers reused within Merrion the vast majority of the furniture in Thoresby and Leonardo has been reused in either full office refurbishments / moves including Tribeca, Bramley Community Centre, Technorth, Westminster Buildings and Morley Town Hall along with a refresh at a number of other sites ranging from Lotherton Hall to the Civic, Moor Allerton Library to Henshaw Depot, The Point to Torre Road, John Charles Centre for Sport to Parkway Towers.

In summary the quantities of key items recycled from Thoresby and Leonardo are approximately;-

Desks - 308

Operator Chairs – 272

Lockers sets of 6 with 2 drawers – 47

Lockers sets of 3 with 2 drawers – 3

Tambour Cupboards – 100

Meeting Tables – 32

Meeting Room Chairs – 253

Break Out Furniture – Sofas - 30, Bistro Tables - 10, Bistro Chairs - 56, Soft Seats - 14

From 2 Great George Street the quantities are approximately as follows (after the furniture recycled to the community hubs);-

Desks – 29

Operator Chairs – 87

Meeting Tables - 16

Meeting Room Chairs – 78

Lockers (individual) – 242

Tambour Cupboards – 34

Break Out Furniture – Bistro Tables - 8, Bistro Chairs - 24

Please note there are also miscellaneous items recycled like coat stands / racks, cycle lockers and pedestals etc. in addition to the items above and there are still some items to be recycled in these three buildings and Westgate.

Appendix 2 - Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions. Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources and Housing	Service area: Changing the Workplace
Lead person: Angela Lawson	Contact number: 0113 378 5832

1. Title: Changing the Workplace – Completion of Phase 1
Is this a:
<input type="checkbox"/> Strategy / Policy <input checked="" type="checkbox"/> Service / Function <input type="checkbox"/> Other
If other, please specify

2. Please provide a brief description of what you are screening
<p>Changing the Workplace (CTW) was a significant programme of work that has helped the organisation to improve how we work to ultimately deliver better services for customers. As a consequence of staff working in new ways we have achieved significant savings by reducing the number of buildings that we need. CTW supported the delivery of our Best Council ambition to be an Efficient and Enterprising Organisation, as set out in the Best Council Plan.</p> <p>During the implementation of this initiative the overseeing project team changed. This screening highlights key areas that were taken into account for the original initiative and has helped implement all subsequent similar initiatives.</p>

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Relevance to equality, diversity, cohesion and integration

All the council's strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	X	
Have there been or likely to be any public concerns about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	X	
Could the proposal affect our workforce or employment practices?	X	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 	X	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

A Changing the Workplace business case was approved in 2012 to support 3500 staff through new ways of working, develop a city centre customer hub and deliver £15m of estimated net savings mainly through release of assets.

When the business case was refreshed in 2016 £1.5m had been saved from the release of six properties; a further three properties have been released since then saving a further circa £8.6m. We have also successfully reduced our anticipated delivery costs by circa £9m since 2012, through optimising use of our existing buildings as we refurbished Merrion House.

The 2016 refresh of the phase 1 business case showed that the cost of delivering Changing the Workplace in the city centre over the 25 year lifecycle was projected to reduce. This was achieved by improving how we work across the programme, challenging costs of delivery and using existing buildings more effectively. This, together with the release of additional buildings, resulted in an anticipated total net present value saving for phase 1 of £27m based on 2016 figures. These savings figures are taken against the original baseline used: that is if the council had continued without introducing Changing the Workplace principles and continuing with Merrion House under the old lease terms. A further saving from the capital programme of £9m has also been identified.

Since the 2016 refresh invest to save projects have enabled significant rationalisation of storage and digitisation of records ensuring more efficient use of buildings and increasing the agility and efficiency of staff. 912 linear meters were sifted, archived and disposed of from Leonardo basement alone.

The successful transition from project team implementation of change management to services undertaking their own change management to enable and complete the moves enabled the core team to reduce significantly and is hugely beneficial as it brought with it much greater ownership within services and helped sustain the efficiencies and benefits being delivered.

Changing the Workplace is about having the right tools, workplaces and practical support to work effectively. Staff are closer to the customer when they need to be, working effectively within integrated teams and using collaborative physical workplaces alongside virtual technology solutions. This means they are much more productive and better able to provide quality services with less resource. An example of this is that 150 members of the Contact Centre staff and 250 members of the Business Support Centre have transferred to mobile working during Changing the Workplace.

All this links together with our cross-Council people and culture agenda, where

staff have the opportunity to develop and learn across a range of activities. Re-energising managers, laying out an expectation for all 2,500 managers to be 'Doing Our Best' linked to the values of the organisation. This focus on values led leadership, different ways of working and the city wide workforce also helps us to promote a positive vision of the future at a time when the council is seeing times get tougher. These challenges have become a catalyst for positive change in our workforce, with staff appreciating flexible working and the empowerment that brings.

Phase One of Changing the Workplace reviewed all of the city centre accommodation for LCC operational offices and rationalised them to deliver savings, changing culture and changing operational business practices. Equality and diversity is at the heart of the Changing the Workplace programme and has worked closely with inclusion and diversity steering group and all staff networks in order to design and deliver the Changing the Workplace solutions. Positive feedback has been received from staff networks.

A process for developing and implementing Changing the Workplace was designed to both make certain assumptions and identify specific needs. This included: recognition of the diverse nature of staffing that would be affected by change; team and individual needs; and ensuring business needs are met.

This process also included an opportunity for 'Lessons learned' – this has helped to identify areas to improve on for future Changing the Workplace initiatives including any specific learning – dependent on the buildings being considered for Changing the Work Place

- **Key findings**

- Key lessons learnt include the importance of planning at an early stage for inclusion and diversity which saves time and cost.
- Individual requirements can change and developing the relationship with individuals requiring specific equipment and the service areas early is critical.
- Through consultation with Staff networks, Trade Unions and staff potentially affected by the changes the range of furniture proposed for breakout areas was of significant concern/importance. This is due to the multiple and mixed needs of staff using these areas. Providing opportunities for interested groups to try out furniture before it was bought to refurbish the whole building was beneficial and cost effective during the refurbishment of Merrion House.

- **Actions**

(think about how you will promote positive impact and remove/ reduce negative impact)

- All similar initiatives should give due regard to equality at the outset of/ during their development and throughout the implementation
- Use lessons learned to inform all future initiatives – ensure all appropriate records are kept up to date
- Engagement, consultation and communications with staff affected by any changes

and Trade Unions is of great importance. Links with and involvement of staff networks can provide an additional equality perspective

5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	-NA-
Date to complete your impact assessment	-NA-
Lead person for your impact assessment (Include name and job title)	

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Date screening completed		

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent: 21/11/2018
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent: N/A
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent: 29/10/2018

Appendix 3

Estimated annual savings Identified in 2012 and 2016 CTW business cases

Years		Total Savings
Yr1	15/16	(1,932,621)
Yr2	16/17	(2,887,056)
Yr3	17/18	(2,201,361)
Yr4	18/19	543,841
Yr5	19/20	(685,286)
Yr6	20/21	(1,675,229)
Yr7	21/22	(2,265,901)
Yr8	22/23	(2,666,186)
Yr9	23/24	(3,151,355)
Yr10	24/25	(3,262,799)
Yr11	25/26	(3,377,360)
Yr12	26/27	(3,461,257)
Yr13	27/28	(3,559,742)
Yr14	28/29	(3,280,929)
Yr15	29/30	(3,570,599)
Yr16	30/31	(3,707,096)
Yr17	31/32	(3,776,901)
Yr18	32/33	(3,780,117)
Yr19	33/34	(3,927,960)
Yr20	34/35	(4,079,802)
Yr21	35/36	(4,235,755)
Yr22	36/37	(4,282,667)
Yr23	37/38	(4,390,586)
Yr24	38/39	(4,501,446)
Yr25	39/40	(4,615,328)
Totals		(78,731,498)
NPV	6.09%	(27,844,390)

Notes:

- These figures were taken from the 2012 and 2016 business case models and may not reflect subsequent changes to the CTW scheme, or current actual savings or costs.
- The savings and costs are a summary of Revenue, Capital and Treasury and avoided costs and are not reflected in a single budget.
- These saving equate to the estimated annual saving of the £27m NPV (net present value) figure reported in the 2016 business case refresh, plus additional years to reflect the 25 year life of the scheme.
- A large proportion of these savings were the costs avoided in repairing the old Merrion building, and are not direct cash savings