

Report of the Assistant Chief Executive (Customer Access and Performance)

Report to Scrutiny Board

Date: 2 April 2012

Subject: Changing the Workplace – overview report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	No
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for Call-In?	N/A
Does the report contain confidential or exempt information?	No

Summary of main issues

Changing the Workplace programme is a holistic programme of work delivering new ways of working across the organisation, bringing four key areas of work together under people, process, technology/ information, and workplace

The programme has delivered cashable benefits to date including; procurement related savings through changing the way business support is delivered, staff related savings through supporting integration of services, and property release. Non cashable benefits have been delivered around productivity, health and wellbeing, improvements in service delivery, investment in people, technology and workplace.

The programme is now moving into a significant delivery phase in the city centre subject to approval of the phase 1 business case in Summer. Work is ongoing to plan and then deliver these benefits through the locality agenda under phase 2. Some initial work under the programme has already been completed in the localities in the pilot phase and with teams in the new Joint Service Centres.

Changing the Workplace is part of the wider Business Improvement portfolio of programmes delivering significant cross organisational improvement to support outcomes defined in the Vision for Leeds and City Priorities Plan.

As requested the report focuses on the areas where we are working closely with property colleagues across the workplace/ asset agenda to achieve cashable and non cashable benefits for the Council.

Recommendations:

That the Scrutiny Board notes the contents of the report.

1 Main Issues

1.1 The Business Improvement Portfolio of which Changing the Workplace programme is a part has the following defined outcomes:-

- A more customer-responsive approach to service delivery which improves access to services, improves the customer experience and drives targeted service delivery which meets need.
- Fit for purpose, cost effective technological and information solutions, together with robust support systems underpinning improvement in services to customers
- A more efficient, rationalised, sustainable, flexible and fit for purpose asset portfolio supporting service delivery to customers and the range of agile work solutions.
- Fit for purpose business management model and robust performance management framework informing service improvements
- Supportive people framework ensuring staff and managers are fully equipped to manage change, work in a more agile organisation and deliver effective services to customers
- Value for money solutions and services
- Effective partnerships delivering better services

1.2 The Scrutiny Board has requested an understanding of the opportunities that Changing the Workplace, including new ways of working, presents to support the release of property assets.

1.3 In 2010/2011 the programme has recently supported the release of two leased properties through new ways of working. The savings directly associated with release of these properties is in the order of £0.5M p.a.

1.4 The net space (space to be released – space to be created) to be released under phase 1 between 2011 and 2017 is in the order of 120,000sqft. This would equate to a total overall reduction in office space of circa 32% in the city centre. Current capacity required is based on latest workforce planning figures and further anticipated space reductions following implementation of new ways of working.

1.5 It should be noted that during the phase 1 refurbishment phase it will be necessary to use a number of existing buildings and potentially acquire some additional space for displaced Council staff. Release of property will take place once the workplaces to be retained are fit to support new ways of working and staff have been supported through the wider new ways of working agenda.

1.6 Work has been undertaken to assess essential maintenance work required on buildings in scope under phase 1. This significant unbudgeted liability would be addressed under the phase 1 proposals to invest in key buildings and release unsuitable surplus buildings.

1.7 The detailed figures for the business case for phase 1 are being finalised and will be reported through to Executive Board in the Summer. This covers both the investment required and the benefits to be delivered.

1.8 The focus of activity for the programme has been on phase 1 city centre however work will be progressing to scope projects in phase 2 localities. We are currently in discussions with partners to consider where there are further customer/service benefits to co-location/ new ways of working including an agenda around shared use of assets.

2 Corporate Considerations

The portfolio of programmes will support services to deliver better outcomes for our citizens and customers as defined in the Business plan and Vision for Leeds

The disposal of surplus property assets assists in terms of the economic regeneration and growth of the city.

2.1 Consultation and Engagement

Stakeholders are consulted as appropriate in line with the programmes communication strategy. We have a Member Champion who works closely with us on Changing the Workplace outcomes.

2.2 Equality and Diversity / Cohesion and Integration

The programme has undertaken an Equality impact assessment and drawn up an Equality action plan

2.3 Council policies and City Priorities

The programme outcomes are in line to support the outcomes defined in the Vision for Leeds and City Priority Plan

The rationalisation of the Councils property assets assists in terms of ensuring the operational property of the Council is appropriate for the delivery of its services.

2.4 Resources and value for money

The portfolio of programmes including Changing the Workplace makes best use of resources and delivers value for money through streamlining business processes, supporting a more flexible workforce and driving through cashable savings including release of property assets.

Through the assessment and review of the Councils assets consideration of the operational costs are taken into account to establish where savings can be made and the subsequent disposal of surplus assets provides a continued source of revenue to the Council.

2.5 Legal Implications, Access to Information and Call In

There are no legal implications associated with this report.

2.6 **Risk Management**

There are no risk management issues associated with this report. There is a risk register for the programme and projects within Changing the Workplace

3 **Conclusions**

3.1 The portfolio of programmes including Changing the Workplace are supporting the wider outcomes defined in the Vision for Leeds and City Priority Plan.

3.2 In respect of Changing the Workplace and release of property assets the report identifies examples where benefits have already been delivered and will be delivered in the future under phase 1 City centre, with further benefits to be identified and delivered across localities.

4 **Recommendations**

4.1 It is recommended that the Scrutiny Board notes the contents of the report.

5 **Background documents¹**

5.1 Changing the Workplace - Executive Board Aug 2010 and November 2011

¹ The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.