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| Committee Establishment Committee | Date: 16 January 2019 |
| Efficiency and Performance Sub Committee | 29 January 2019 |
| Subject: Guildhall Workplace Utilisation Programme - Smart Working Report | Public |
| Report of: The Town Clerk and The City Surveyor | For Decision |
| Report author: Dorian Price, Guildhall Manager | |

Summary

The purpose of this report is to update Members on progress with the Guildhall Workplace Utilisation Programme and refreshed as Smart Working.

Recommendations

Members are asked to;

- note the contents of this report,
- approve the six Design Principles to support the Smart Working programme.

Main Report

Background

1. In support of the City's Corporation Property Asset Management Strategy and Operational Property Review, the Accommodation and Ways of Working programme was formally initiated in September 2016. In early 2017, it became clear that this project was failing to gain momentum as a result of dependencies on other workstreams and a lack of clarity around the rationale for change and target operating model. The decision was taken to pause the delivery of the project to tackle these issues.
2. Subsequent developments within each of the three workstreams; IT Transformation, HR Transformation and Operational Property Review; support the resumption of activity under a revised Smart Working Programme.
3. The focus of the programme is the efficient use of space with a resultant improvement on current desk allocation, moving away from the culture of "owned" desks, achieved by introducing additional docking stations (thus allowing effective use of IT equipment and increased mobility) and implementing a clear desk policy.

4. “Smart working” is defined by the Chartered Institute of Personnel and Development as ‘an approach to organising work that aims to drive greater efficiency and effectiveness in achieving job outcomes through a combination of flexibility, autonomy and collaboration, in parallel with optimising tools and working environments for employees.’
5. The purpose of the Smart Working Programme in the City Corporation is to bring about change to current practice in three areas – workforce, organisation, and physical and digital. The following strategic objectives, set within the framework of the Corporate Plan, are proposed for each area:
 - ***To contribute to a flourishing Society (Workforce):***
 - To make Officers safe in their digital and physical work environment.
 - To enable Officers to have the best work-life balance possible whilst meeting business requirements.
 - ***To support a thriving Economy (Organisation):***
 - To enable Officers to adopt and optimise new technologies to meet business requirements.
 - ***To shape outstanding (Physical and Digital) Environments:***
 - That the work environment enables Officers to meet business requirements e.g. City Surveyors 2018/19 business plan target ratio of 1 Full Time Employee (FTE) per 7 sqm. (currently 1 FTE per 8.1 sqm).

Current Position

6. High level strategic planning is currently undertaken to inform decisions relating to the future of Guildhall complex properties (west wing, north wing, 65/65a Basinghall Street and 20/21 Aldermanbury. To this end it is deemed important to develop a comprehensive Architect led masterplan for the Guildhall complex subject to Corporate Asset Sub Committee approval and funding. Such a masterplan will provide a framework by planning the estate to maximise future development potential and flexibility. See Appendix 1 – current/future utilisation capacity.
7. In the interim, the key tactical objective is to relocate office-based staff from Walbrook Wharf to the Guildhall Complex, thus releasing space in Walbrook Wharf to generate income. However, one of the many tactical challenges is to find circa 420 sqm office and auxiliary mixed-use space for Market & Consumer Protection, excluding their additional requirements for storage and laboratory space at Guildhall.
8. The vacating of the majority of the Walbrook Wharf offices will be interdependent with the Operational Property Review, ensuring that the identified benefits of running cost savings and rental and service charge income generation, see Appendix 2 – Estimated Walbrook Wharf Income.

Proposals

9. The new Workplace Manager will continue to manage a number of tactical space related issues in the interim period, e.g.;
 - Compiling thorough headcount data for Guildhall Complex (GHC)

- Reviewing options for Guildhall Justices Room and moving Agilisys IT team
- Working with Town Clerk/Department of Community and Children's Services /Economic Development Office and City Bridge Trust teams to improve their department utilisation
- Assisting the current security Bomb Blast Mitigation project as point of contact for GHC
- Key member of Smart Working Group.

The main focus of activities will be on consolidating the operational footprint by relocating departments from Walbrook Wharf offices to Guildhall Complex to facilitate the proposed letting.

10. **Design Principles**, the following draft design principles are proposed;

- i. Taking a zero-based approach to workstyle requirements, i.e. everyone needs to demonstrate that they need a particular element (e.g. office, fixed desk, other equipment) rather than the programme having to persuade them to give it up.
- ii. Setting benchmarks around numbers of desks, meetings spaces and other facilities per person, using a 'neighbourhood' approach rather than 'sit anywhere'.
- iii. Allocating resources in every department to help identify workstyles, related provision of desks etc and any other local requirements (such as equipment for specific roles/teams) AND to helping baseline and track improvements as per the goals set out.
- iv. Requiring all changes to be cleared through the Smart Working Task and Finish Group and anything significantly different from the benchmark to be cleared by Strategic Resources Group / Summit.
- v. Recycling equipment where possible before procuring afresh. All spend to be approved by the Smart Working Task and Finish Group or accountable group if above thresholds.
- vi. Running all communication through the internal comms campaign that will cover all organisational change projects and programmes and thereby hold the narrative on what staff said and what we are doing in response to the survey.

Corporate & Strategic Implications

11. The Smart Working programme aligns with the following Corporate Plan outcomes.

- Outcome 1: People are safe and feel safe.
- Outcome 2: People enjoy good health and wellbeing
- Outcome 4: Communities are cohesive and have the facilities they need
- Outcome 5: Businesses are trusted and socially and environmentally responsible
- Outcome 8: We have access to the skills and talent we need
- Outcome 9: We are digitally and physically well-connected and responsive
- Outcome 10: We inspire enterprise, excellence, creativity and collaboration

Further assessment of outcomes and measures which could be used to evaluate the impact of the Smart Working Programme are listed in the table in Appendix 3. The results of the staff survey will be analysed to find out where staff feel least satisfied with their working environments.

Other Implications

12. There is demand from departments and from Members for the Corporation to move to better ways of working and more efficient use of space and with the IT in place we can now progress with the project.
13. How much we spend on improving work spaces will depend on the nature and level of improvement we want to deliver and, for how long the benefits will be felt.
14. This means we need to;
- a) understand the size and scale of the challenge versus an acceptable benchmark;
 - We have information on occupancy levels that we can compare with other organisations, and the recent staff survey will tell us which departments are least happy with their physical environment, plus give us private, public and charitable sector benchmarks for comparison. This can be used to prioritise a programme of work, to be co-ordinated by the Workplace Manager, in the context of also needing to vacate Walbrook Wharf.
 - b) Take a view on how long it will be before we have a full refurbishment;
 - We need to undertake a high level options appraisal on three options –
 - i. move quickly to refurbishment,
 - ii. delay for as long as possible or,
 - iii. a compromise option i. and ii. somewhere between the two.This then needs to be considered alongside the major capital works programme.

Financial Implications

15. Outside a consultancy budget funding the workplace manager, there are at present no funds earmarked for this project. Given the competing priorities for City's resources any initiatives from this programme will need to have a robust business case and demonstrate an acceptable return, in accordance with our usual property metrics.

Conclusion

It is recommended that the Design Principles are approved in order that these can be incorporated into the Smart Working programme, providing the DNA behind any future evidence-based design.

Appendices – These can be found in the non-public section of the Agenda.

- Appendix 1 - Current/Future Capacity
- Appendix 2 - Estimated Income
- Appendix 3 - Outcomes and measures for the Smart Working Programme

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