

Committees	Dated:
Establishment Committee – For Information	9 th July 2018
Information Technology Sub (Finance) Committee – For Information	10 th July 2018
Subject: Guildhall Workplace Utilisation Programme – Update Report	Public
Report of: The Town Clerk, Chamberlain and City Surveyor	For Information
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Summary

This report provides an update on the Accommodation and Ways of Working programme that has been reviewed and rebranded – Project Martini – to support a clear vision for the target operating model for the use of Guildhall office space.

Project Martini progress is being driven by the organisation's needs when considering new ways of working, including working in a more agile, collaborative and flexible way; and will consider three areas – People, Process and Technology & Infrastructure.

Recommendations

Members are asked;

- To note the report and the progress being made.

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 transformation projects 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. There have been developments within each of the three workstreams; IT Transformation, HR Transformation and Operational Property Review, that

support the rationale for taking this forward and enable optimal use of the Guildhall office space:

Current Position

3. High level strategic planning is currently being undertaken to help make decisions relating to the future of Guildhall complex properties west wing, north wing, 65/65a Basinghall Street and 20/21 Aldermanbury. A new Masterplan, to be agreed by Members, will then support all future decisions on the various projects supporting the Masterplan.
4. City Surveyor officers, and when recruited, the Workplace Manager will continue to manage with a number of tactical space related issues in the interim period, and develop the Project Martini workplace vision of People, Process and Technical and Infrastructure, working closely with colleagues from HR and IT.
5. An overarching aim of Project Martini is to support cultural change through enhanced collaborative working and a working environment that accommodates the need and aspirations of the differing generations of our current and future employees. The project will consider both the needs of employees and the organisation when making decisions to change the existing ways of working.
6. The majority of the improvements to space utilisation will be made by better use of the current desk allocation, moving away from the culture of “owned” desks, adding more docking stations, implementing a clear desk and locker approach and introduction of a new telephony system to support agile working around the complex.
7. The main progress highlights to note are;
 - a. Target to empty Walbrook Wharf Offices by end of 2018, save for Coroners Court and Occupational Health.
 - b. Plan to implement clear desk policy by making corporate Access to Information Network (AIN) Representatives, consisting of departmental colleagues, responsible for the clear desk policy implementation and cultural change.
 - c. Workplace Manager recruitment campaign commenced, May 2018.
 - d. North Wing and West Wing met 2017/18 the space target of 8sq.m per FTE
 - e. A Workplace Management Project meeting took place April 2018, between City Surveyors, HR and IT and discussed the principal components of People, Process, Technical and Infrastructure.
 - f. Work has commenced with DBE to develop space design to absorb the DBE team from Walbrook Wharf into Guildhall.
 - g. Work has commenced with EDO and CBT to identify a space design template to absorb new team members to these departments and align with the Corporate Project Martini deliverables.
 - h. The IT Transformation programme has delivered an “evergreen” core technology platform that has mobility and flexible working features enabled by design. Windows 10, Skype for Business, Office365, and SharePoint

online has been deployed to 2,600 corporation users, 70% of whom now operate from a laptop device. In addition, 900 users have access to the core platform from a managed mobile device. New WAN and LAN services, including an upgraded corporate wireless LAN have provided further capacity, resilience and capability across the Corporation's operational estate. This investment is now able to be leveraged to support new work styles and drive better utilisation of the estate. For business users this has realised the following operational benefits;

- i. Remote management – remote fixes, first time fix on the desk and quick replacement of equipment eg laptop computer.
 - ii. Standard profiles – security control and new starter management
 - iii. Zero touch support – patch and maintenance, on line requests
 - iv. Enhanced resilience – stable platforms
- i. Work is ongoing to support departments collaborate across organisational boundaries, though the wider adoption of the Microsoft Office365 suite. This will include the need for further investment to equip workspaces to support collaboration, voice and video conferencing facilities.
 - j. Further phases of work currently being defined include a shift away from traditional “fixed” telephony, (which constrains workers to a specific location) to a Unified Communications platform that enables single number reach regardless of the location of the individual. Be they in a corporation office, working remotely off-site, or working from a partner agency.
 - k. HR are planning to introduce a Service Manual for agile working which includes a range of tools and techniques as to how the City Corporation can work in a more agile, collaborative and flexible way.
 - l. The new performance management process introduced as part of the new appraisal process is anchored in enhanced coaching conversations. More frequent ‘check-ins’ and quality conversations between managers and employees can also enhance working practice and lead to changes in how people work.

Financial Implications

- 8. In order to support the delivery of space efficiency, we need to ensure that any trials/proof of concept are in line with the Project Martini deliverables and costs are coordinated centrally through the project.
- 9. Project costs of £68,775 have been previously spent (from an approved budget of £165,000) on the Accommodation and Ways of Working programme for consultancy costs and workplace design options.
- 10. Outline workspace options, together with costs will be presented in the next Gateway 3/4 report, due Autumn 2018.

Corporate and Strategic Implications

- 11. The new Ways of Working will support the delivery of the following key outcomes in the Corporate Plan:
 - a. People enjoy good health and wellbeing.

- b. People have equal opportunities to enrich their lives and reach their full potential.
- c. We are a global hub for innovation in financial and professional services, commerce and culture.
- d. We are digitally and physically well-connected and responsive.

12. In addition, the Commitments within the Plan identify that we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. This means as individuals, we must be open to unlocking the full potential of our many assets, which includes our space, employees and technology. Trying new things and learning as we go is also key and can be addressed by looking at the way we work and how we can achieve more by working differently.
13. A workstream has also been identified in the Asset Management Service Based Review to develop an integrated business case for the provision of modernised flexible workspace that supports future ways of working. This will include the non-financial benefits of Project Martini eg Wellbeing, increased collaboration and flexibility in the workplace.

Conclusion

14. Progress continues to be made against the Project Martini deliverables and once the Workplace Manager is successfully recruited, additional traction and progress will be generated to the overall project.
15. In the meantime, the Agile Working Group will continue to meet and focus on the principle components of Project Martini; People, Process and Technology & Infrastructure. It is not about doing things in the old way with some new technologies and redesigned offices – it is about new ways of working using new tools, new processes, and new approaches to management and teamwork. This requires different types of behaviours and different expectations about how work is done to support a shifting culture.

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