

Build the Change Programme

Overview and Scrutiny - 17th February 2021

BUILD THE
CHANGE

Striving for excellence



Purpose of briefing

- Programme vision
- Overview of objectives
- Governance
- Progress to date
- Next steps
- Smarter New Ways of Working

What is Build the Change?

Vision

Build the Change is the Council's programme to improve our working practices and environments, modernise our offices and bring our services closer to the people that need them most.

What is Build the Change?

Objectives

- Create better outcomes for Enfield residents by establishing dedicated service hubs (eg Housing, and Children and Family Services Hubs)
- Modernise and streamline the Council's property estate – operating from fewer, better-equipped, better located and better maintained buildings
- Create a 'Modern Council' with spaces:
 - designed to meet the specific needs of services and staff
 - with a greater focus on collaborative working

What is Build the Change?

Objectives

- A 'Modern Council' which has developed working practices which are current and up to date, and:
 - Encourages agile and flexible ways of working
 - Develops a mindset for innovation - rethinking of processes, technologies, workplaces and behaviours to bring about the benefits
 - Creates an ethos where **“Work is a thing you do, not a place you go”**
 - Offers staff a better work/life balance
 - Is a place that is able to attract and retain talented staff

March 2020 - Cabinet Approval

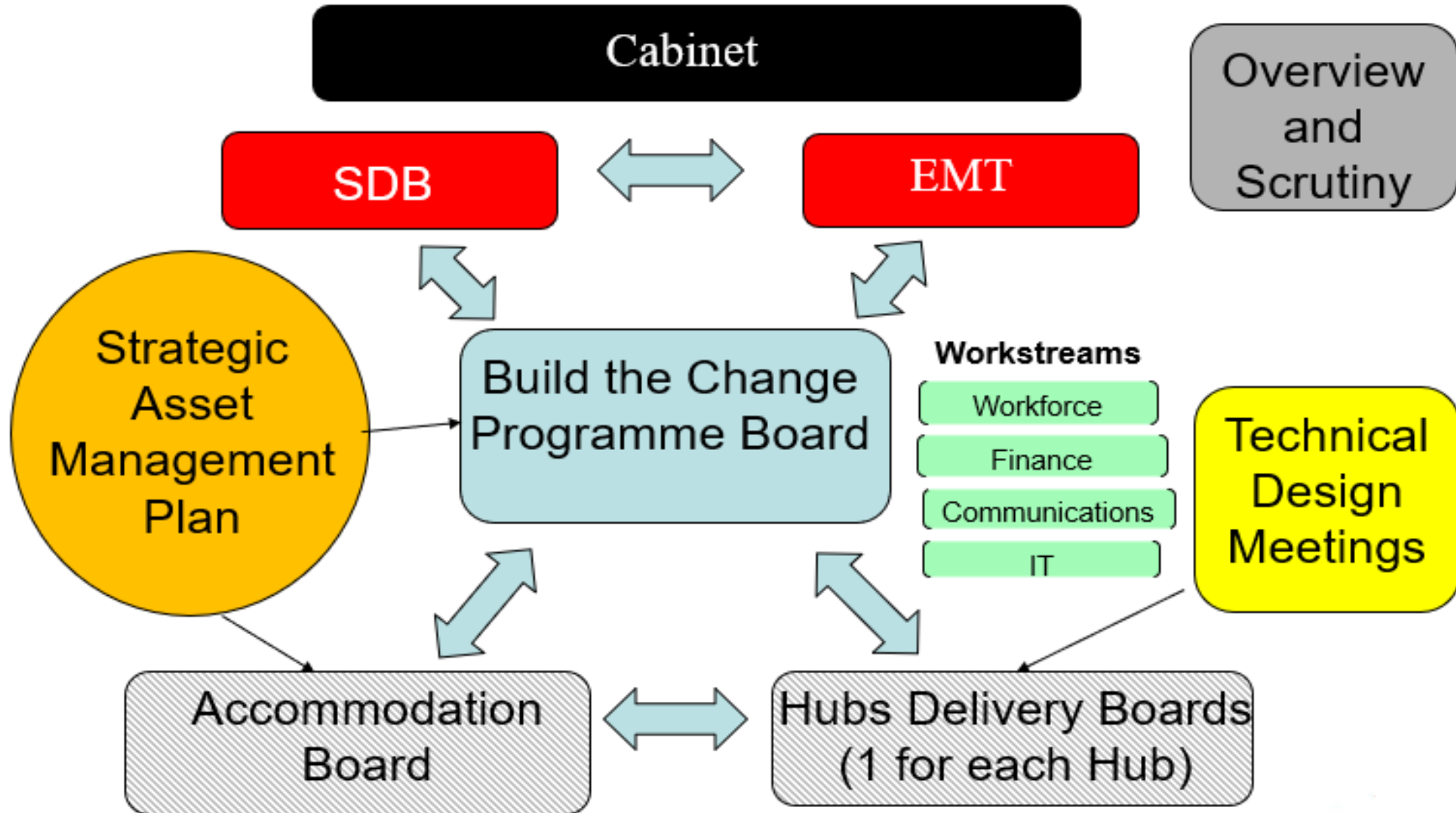
Relocation of Housing/Homelessness Service from John Wilkes House to Edmonton Green

Relocation of Children's and Family Services from Triangle House; Charles Babbage House & Claverings to Thomas Hardy House

Funding for design feasibility work for options to reconfigure Civic Centre

Approval in principle to dispose of John Wilkes House and Charles Babbage House

Build the Change Programme Governance



Progress

Housing hub – Edmonton Green

- Detailed designs produced and signed off by the Senior Responsible owner - Joanne Drew
- Project is at RIBA Stage 4 Technical Design ([Preparation for procurement including invitation to tender and award of contractor, and planning application submission](#))
- SCAPE framework used to appoint Wilmott Dixon to manage contractor procurement exercise which has commenced, with tender evaluation to take place in April 21
- Construction to commence in May 21, with building works completion and handover to the Housing Service in November 21
- Regular Housing Staff Briefing Events held
- Housing hub project board set up
- Change champions identified from within Housing Teams, with regular meetings to commence from Feb 21

Housing Hub floor layout



Housing Hub



Progress

Children and Family Services hub - Thomas Hardy House

- End of Stage 2 Concept Designs produced and signed off by the Senior Responsible owner - Anne Stoker
- End of stage 2 'Concept Design' presented to staff in Children and Family Services on the 10/12/20. (Excellent feedback received)
- Currently at RIBA Stage 3 - Spatial Coordination (Confirm Design proposals with end user and IT Tech Team, Prepare Planning Application and submission)
- Travel questionnaire issued to service staff (To support planning application process)
- Planning pre-app submitted (requires change of use of first floor and some changes to elevations) and planning application being prepared

Archives Service relocation / re-provision

- Archives Service will move away from Thomas Hardy House
- Archives Service relocation / re-provision options are at detailed design assessment stage

Children and Family Services Hub



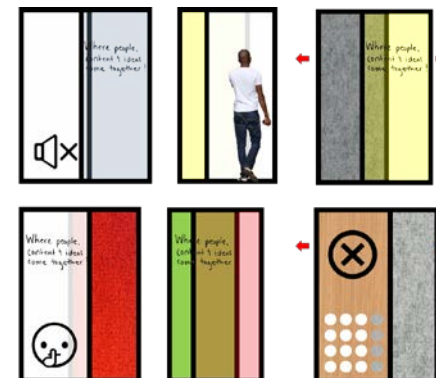
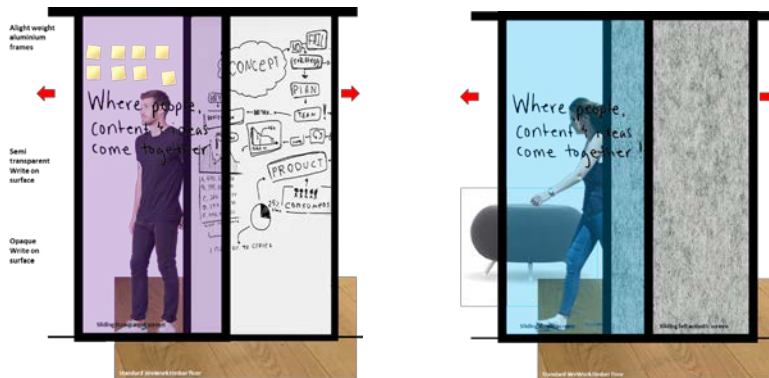
2nd Floor - back office



1st floor – customer facing & back office



Children and Family Services Hub



Progress

Civic Centre

- Test and Fit diagrams presented to Executive Management Team, with key principles / policy decisions made (01/12/20)
- Test and Fit diagrams demonstrate that staff from outlying buildings identified as in scope (including Claverings), can be accommodated within the Civic Centre.
- Claverings Industrial Estate buildings will not meet EPC energy standards in 2023 so major investment (or redevelopment) will be required if staff are not relocated
- Cabinet report proposes to split the Civic Centre into 2 phases of development
- Proposed that 1st phase focused on reconfiguration of the ground, 1st and 2nd, 3rd, 4th and 5th floors of the tower block along with the ground and 1st floors of D block
- Proposed that 2nd report to Cabinet in due course presents options for Civic Centre - phase 2

Progress

Triangle House has been vacated and the lease on the property is being terminated, bringing forward savings on rent and other occupation costs

The refurbishment of the Enfield Highway Carnegie Building is complete and the IDLS Service will relocate from **St Andrews House** by March, delivering savings on rent and other occupation costs

April 2021 Cabinet Report

Approval of reprofiled budgets for Edmonton Green and Thomas Hardy House

Approval of budget for works to Civic Centre - reconfiguration of the ground, 1st and 2nd, 3rd, 4th and 5th floors of the tower block along with the ground and 1st floors of D block

Smarter Working Policy & New Ways of Working for staff

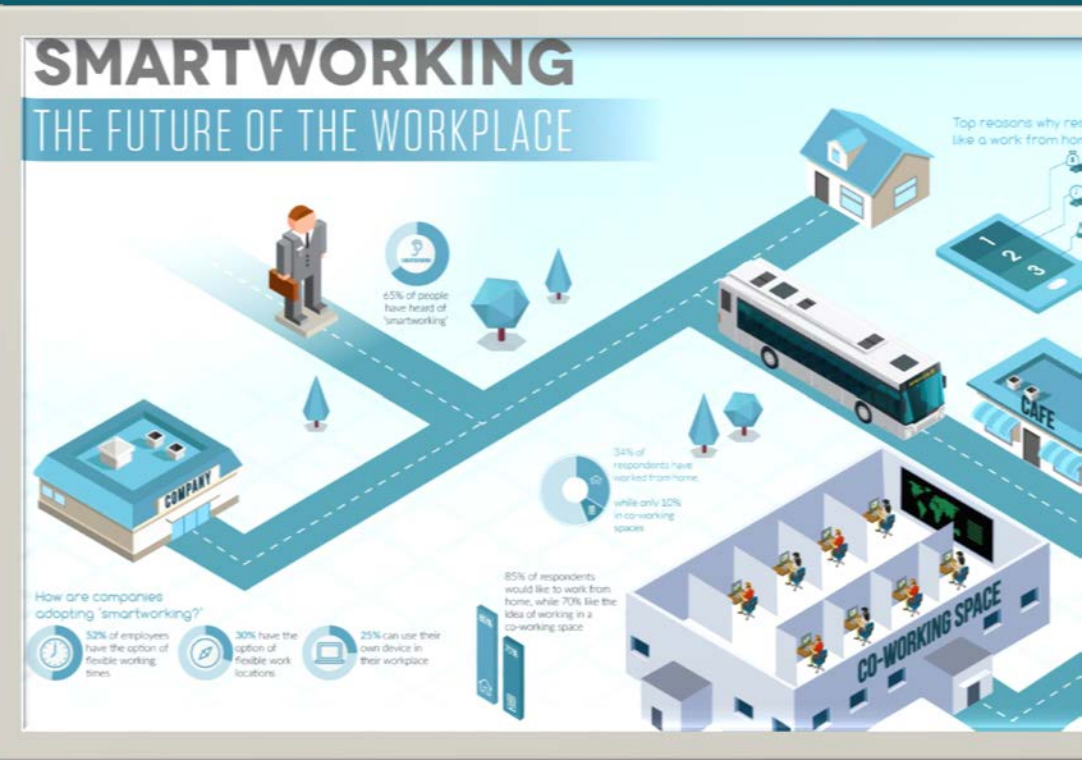
BUILD THE
CHANGE

Striving for excellence





What is Smart Working and how will it change the way we work?



WORKING STYLE CLASSIFICATIONS

Work place specific workers

The need to attend a specific location

Home based workers

Work 100% of the time at home

Flexible workers

Mainly work from home and attend the office approx two days a week

Leadership roles

Must have visible presence & spend majority of time in a council location



DESK RATIO

- ✓ 10:3.2
- ✓ Hot-desk
- ✓ No allocated desks unless a disability requirement

ATTENDANCE & AVAILABILITY FOR WORK

- ✓ Needs of customer / members
- ✓ Managers aware of circumstances
- ✓ Outlook calendar up-to-date
- ✓ Work in similar way - office / home



Smarter Working culture essentials

Traditional Working	Smart Working
Management by Presence	Management by Results
Holding onto the Past	Commitment to Continuous Improvement and Innovation
Territorial & Personalised use of Space	Working in Shared Spaces with greater focus on Collaboration
Considers Smart Working as the Exception	Operates from Smart Working as a Default Principle
Focus of Work is on Where you are Based	Work is Done Anyplace, Anytime, Anywhere, as long as the work is done effectively