

What can we do with the office?

Appendix A

Case studies



A Case studies

A1 A new HQ at Dundee City Council

Introduction and background

In 2004 a decision was made by Dundee City Council to relocate from Tay House. The building had condition and functionality problems. The site had major value in terms of the City Waterfront regeneration masterplan.

This project is, however, more than a simple relocation and is part of an overall asset rationalisation and consolidation strategy. It has been used as a catalyst for changing the way people work and is viewed as an important trail-blazer within that strategy.

The building is simple and elegant with flexibility, loose fit, long life and a healthy workplace being at the core of what the council wished to achieve. The project has been approached holistically considering new flexible working practices (people), the space planning (place) and the technological (process) implications in a joined up strategy which has informed the architecture.

This project is still very much work in progress. The building and the space planning are accommodating the evolving and developing workplace strategy as the “New Ways of Working” are driven to be more flexible.



Case study contact details:

Rob Pedersen
City Architect
City of Dundee Council
rob.pedersen@dundeecity.gov.uk

A Case studies

A1 A new HQ at Dundee City Council

The workplace strategy

The strategy has flexibility at its core. The workplace is viewed as part of a suite of tools which enable staff to do their job rather than a just having a desk.

Staff are enabled to work hours to suit their work life balance with the workspace being open from 7.00 am to 9.00 pm. Shift working is managed on a voluntary basis however the long term strategy is that this operation will allow public facing parts of the council to operate to suit the before and after work needs of their community.

The open spatial strategy has been rolled out to all staff apart from those at director level and above. Space allocation at this level is an owned office. Below this higher level, virtually no one now owns a desk. Initially there were anchor work styles based on owned desks however they are now moving to a ratio of 9:10 as more and more staff embrace the opportunity of managed home working and there is more understanding of how annual leave and such like affects desk occupation.

There is an understanding now that more staff does not necessarily mean more demands on space or more desks, and space allocation is carefully monitored with desk share ratios being adjusted to suit use.

The building is not at workstation capacity. As the balance of the asset rationalisation is implemented more people will

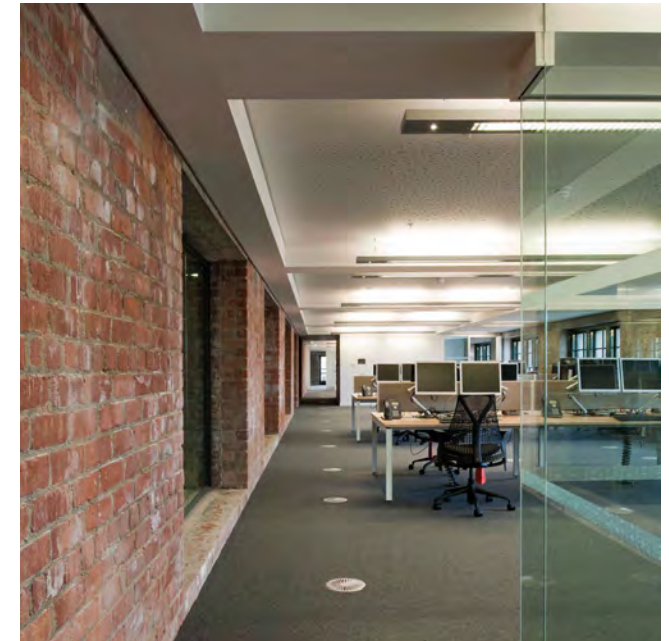
be moved into the building. As the workforce becomes more flexible in their use of space, partnership opportunities will also be considered.

Leadership and change management

The project has been led by a passionate champion who has been involved in all aspects of the building brief, the furniture procurement, the flexible working strategies and the ICT decision making. He in turn has been fully supported at senior level with his director and the CEO being fully committed to the key concepts of the project. This project embraces new working practices and a healthy workplace ethos with sustainability at its heart.

The user community has been fully involved throughout the process with the fixtures, furniture and equipment procurement being fully informed through user participation and live test beds. There have been fourteen furniture trials involving variations in desk sizes and shapes along with task chair types. Different IT monitors were tested. Pilots were run on how to ease the transition to a paperless office and it was found a dual monitor allowed paper files to be easily replaced with an e-version through duplicate screen viewing. This dual monitor approach has also eased the migration to "thin client"*.

**Thin client eliminates the need for "hard drive" equipment being provided per desk. Central servers or "clouds" contain all files and are available according to an individual's profile*



A Case studies

A2 WorkSPACE at Aberdeenshire Council

Overview

The aim of Aberdeenshire Council's workSPACE Strategy has been to ensure the effective and efficient delivery of front facing customer services. Coupled with this is the development of an efficient office portfolio which supports the delivery of these services effectively providing an appropriate environment and supporting working practices fit for the 21st Century.

The strategy has been developed alongside key overarching policies and initiatives. The formalisation and adoption of these is now being implemented and is starting to enable the rationalisation of the office portfolio which is being realised in an incremental way. These overarching policies and initiatives include:

- Corporate management of the whole office portfolio, managed by the Property and Facilities Management Service
- Centralised room and desk booking systems
- *"Worksmart"* (flexible working roll-out)*
- Corporate records and storage facilities and systems
- Service Point provision
- Collaborative working arrangements/co-location with partners
- Minimise use of leased accommodation
- Implementation of the strategy will allow the council to rationalise the office portfolio from 98 facilities to 72 over a two year period (2011 - 2013) with a further reduction to 53 beyond 2013.

The space standards

Generally, a space standard of between 9 – 11 sq m per workstation including work area, ancillary and support space, an allowance for central support along with secondary and primary circulation is used to calculate building capacity in modern and new build workplace projects.

There is an allowance of 9 – 13.4 sq m in refurbishment projects within existing properties which are more difficult to plan.

Hot-desk areas are provided for mobile staff.

**"Worksmart" is a flexible working brand developed by Nomad Scotland*

A Case studies

A2 WorkSPACE at Aberdeenshire Council

The work to date

Much of the work to date has been around co-locating staff and rationalising the dispersed nature of the portfolio through lease exits and tightening the space standard. Pivotal to managing this has been an extensive study looking at how the council currently uses space.

Metrics have been tabulated looking at space per workstation (area calculated for those working in open working areas, shared or owned offices) across the portfolio. Consideration has been taken of staff numbers based on full time equivalent hours.

Duplicate desk numbers are tabulated both in terms of those who have offices in numerous locations but also in terms of those who are on part time hours or on job shares yet still owning a desk.

Performance categories for space have been established from good (A) to bad (D). This combined with the core asset facts (condition, tenure, suitability, operational costs, backlog maintenance etc) helps to inform the moves.

Service heads and directors all work openly with their teams and when in offices elsewhere they hot-desk like everyone else.

This is only part of the story however. There was concern that consolidation away from regional towns would have an impact upon the economy of those towns. Care has been taken to streamline the strategy and to obtain community support. There has also been a need to carefully consider where money is best spent in terms of maximising the benefit of that investment.

So far the council is achieving its targets with annual operational savings on completion of the project estimated to be £1 million per annum. This is based on a portfolio reduction of 11,000 sq metres (20%).

Moving beyond this initial 20% reduction is proving to be harder for a number of reasons, including the concern over rolling out the flexible working in occupied buildings until tenants for the vacated space are found, along with retaining office presence within existing settlements.

“The implementation of the workSPACE Strategy, and associated initiatives, enables Aberdeenshire Council to establish an office portfolio that supports modern working arrangements.”

“The benefits are clear; improved customer service by providing a range of ways for the public to interact with Council services, better working environments for employees and savings generated from a reduced portfolio.”

Colin Mackenzie, Chief Executive, Aberdeenshire Council

Case study contact details:

Andy Moir
Asset Management Officer
Aberdeenshire Council

A Case studies

A2 WorkSPACE at Aberdeenshire Council

Challenges ahead

Woodhill House, the Council's HQ building is completely open plan and the space standard targets have been achieved.

There is scope to increase the utilisation through the "Worksmart" programme and desk sharing policies. However there is no requirement to move further population into the building with presence being retained with existing settlements.

Any further staff moves into the building would be either with partner agencies or private leases (Grampian Police, Grampian Valuation Joint Board and Hewlett Packard are also currently within the building). Until further moves are planned there is no requirement to drive things further with current efforts focussing on settlements with multiple offices. There is a concern that unless you consolidate into a few mass population buildings, the efficiencies achieved through desk sharing can be relatively small. In addition the space you free up often needs really clever thinking about how you use the space.

Aberdeenshire is trying to be opportunistic and look for ways of dealing with this, however these "opportunities" which can be grabbed as they happen are hard to write into a strategy. The key to date has been to be nimble enough to realise these as they arise.

A number of the settlement properties which the authority has decided to retain are historic in nature and making these into truly open environments seems expensive.

Getting the best balance between the expenditure and the creation of an "an appropriate environment" in line with the strategy has been challenging, however the council moving forward and exploring all opportunities as they go.

Worksmart

This is seen as the principal enabler for portfolio reduction. It is driving the space efficiencies further. A maximum ratio of 7 desks per 10 employees is the target. Worksmart is seen as the glue to bond together a number of initiatives, including:

- Improved customer services (where and when the public want them)
- Increased productivity (through reducing travel time and allowing staff to best use their resources)
- Attracting and retaining the best staff
- Improved utilisation of space and reduced space demand
- Improved sustainability profile through reduced energy consumption and mileage

There will be approximately 2,300 employees that will change their current working practices to adopt the principles of Worksmart and where possible modernise their processes. Through these changes it is expected the working profile of these employees will change along the lines of the workstyle categories outlined overleaf.

A Case studies

A2 WorkSPACE at Aberdeenshire Council

Workstyle category: Fixed workers

Some job roles within the council require the employee to carry out their tasks at a fixed location but they may wish to change when they work to deliver the service differently. Fixed workers will have a workstation available to them in their team area at their base location. It is anticipated that a high proportion of office based employees would be flexible workers as the tasks of their job do not all have to be carried out at a fixed location.

Workstyle category: Mobile workers

Employees with job tasks which are predominantly carried out in the field e.g. visiting customers' homes or businesses would be a mobile worker.

Employees will be able to work from hot-desks within different council offices or may work from home when they are not out in the field. In certain circumstances their home may become their base location. Technology provided will allow staff to connect to the council network using WiFi areas throughout Aberdeenshire.

Mobile workers will not have their own workstation and will use hot-desks within their team area when they are in the office.

Workstyle category: Flexible workers

These employees will be able to work from multiple council locations that suit their schedule or may work from home one to two days a week.

Although some employees have already adopted Worksmart it will be through the office rationalisation programme that the council will begin to make more efficient use of the office space available and these employees will become flexible and mobile workers.

Flexible workers will not have their own workstation. The desk to employee ratio for office based staff will be a maximum 7:10.

Workstyle category: Home workers

It is anticipated a small proportion of employees could be based at their home for at least 90% of their working week. This working arrangement may suit an employee whose job role is process driven and does not have a requirement to be in an office to complete these tasks. Home workers will have no requirement for a workstation at a council location.

A Case studies

A2 WorkSPACE at Aberdeenshire Council

Structure: The Business Transformation Programme Board

The council have created a Programme Board of Heads of Service which is chaired by a director.

The Programme Board has responsibility to oversee the strategy for delivering improved customer access and the provision of a modern working environment fit for the 21st century.

A major programme of efficiencies was endorsed at a meeting of the full Aberdeenshire Council in February 2012. The programme is planned to increase the pace of change and hopes to deliver a more modern and flexible workforce ready to tackle future challenges. Projects are now divided into three workstreams (supporting people, worksmart and workSPACE), bringing together areas of work where there is direct links and overseen by a Head of Service.

The Supporting People workstream brings together the project managers for the redevelopment of Arcadia (the council intranet), Employee Relationship Management and Information Management.

Worksmart has joined forces with workSPACE to support the physical changes to the working environment, whilst Customer Services (including a delivery programme called Digital by Default) brings together customer services and online transactions.

Keys to success

- All offices are now corporate and the property group have autonomy to manage the estate
- Asset management is championed at the highest level and use of space is challenged from all aspects
- Dedicated resources have been fully funded
- A new space utilisation culture exists considering sq m per workstation, staff numbers full and part time and their dispersal across the estate
- Pilot projects have helped as “good news stories” around these initiatives travel fast
- Implementation is considered around where the greatest benefits can be achieved

Lessons learned

- Really good advance engagement with the teams who are being relocated is critical to a successful move
- Project management needs to consider issues well beyond the normal construction process and link the HR and ICT enablement into the process holistically, with regular team meetings between these component parts of the project
- Aberdeenshire Council has developed structures and reporting procedures around the Business Transformation Programme Board which is helping to streamline collaboration between workstreams which come together to deliver each programme
- Commitment from service lenders is really important as they need to champion and lead the change

A Case studies

A2 WorkSPACE at Aberdeenshire Council

Key benefits to date

- Annual recurring property operation costs are reducing as the project moves forward through the implementation phase. Annual savings will be approximately £1 million on completion of the project.
- Commuting mileage has reduced by 60% amongst those already adopting flexible working arrangements. This has been measured over a two year period and is considered a conservative estimate.
- Business mileage has reduced by 15% amongst those already adopting flexible working arrangements. As staff change their working practices and the council develops an electronic document management system it is anticipated that business mileage can be reduced further over time.
- Based on a recent survey of managers whose teams have changed their working practices, 97% of the managers indicated productivity has either increased or at least remained the same since the team adopted Worksmart.

Next steps

Virtual desk tops

The council is currently looking at how the Worksmart programme can be mobilised in a “location appropriate way” encouraging people to work in a variety of workspaces across the region to suit where they need to be on business that day, or to suit where their home is. It is recognised however that there is a great deal of work required on the ICT side to mobilise this and this work is underway with consideration being given to how best to implement virtualisation.

Managing document strategies

Strategies to better deal with reducing paper are underway with an analysis of current volume stored. The strategy, for the short term, is around creating efficient rolling rack storage or similar on site areas for closed files being retained up to 2 years and off site stores being created for records with a longer term need. For the long term, electronic document management systems are being investigated.

Partnership working

The council has a number of success stories where partnership working has reaped benefits with both the NHS and with the police. Exploring partnership opportunities are very much part of the strategy and these are developed where opportunities exist or arise between partners.

A Case studies

A3 The Welsh Government's new workplace initiatives

Overview

In 2003 the Welsh Government made the decision to transform itself from a predominantly Cardiff based organisation into one dispersed across Wales. This resulted in the commissioning of three new buildings, in South Wales, Mid-Wales and North Wales, which were to act as local area centres and be the focus of a regional consolidation strategy. The new buildings were seen as an opportunity to catalyse workplace change including the adoption of desk sharing policies.

The traditional culture of space allocation according to hierarchy has been eliminated and ancillary settings are promoted as part of an overall working landscape. This is one of very few projects in the selection where the owned office has really been abandoned, open working applies across all grades.

The vision for the new Welsh Government offices was 'that they will demonstrate best practice and innovation in office environments providing an exciting and efficient place for staff to work'. The project's policy of implementing a modern, effective working environment for staff was underpinned by the principle of average 8:10 working (desks: staff ratio).

The first building which was completed in 2006, trialled the 8:10 desk sharing approach successfully across three groups of around 30 per group. A lessons learned document was published and the subsequent two buildings which followed were designed around a planning module on this basis.

As part of the next phase of this strategy, the average 8:10 desk sharing approach is being adopted across the remainder of the Welsh Government office estate. This transformation of existing workplaces is being done as part of an estate refurbishment programme.

Not all staff need to work 8:10 and there are some instances when an assigned desk is warranted. For other more mobile functions, a lower ratio is achievable. Departments can determine how best to calculate a ratio suited to their own individual operations. The aim here is to achieve 8:10 desking as an overall average.

Incremental transition at Cathays Park

A carefully planned staged refurbishment of the Welsh Government HQ building, this project is learning from what has gone before.

Directorate leaders will work openly with their staff.

The Permanent Secretary intends to work in the open plan on an equitable un-owned desk when her area is refurbished.

Leaders are "walking the talk" which makes it difficult to reasonably resist and find reason why you are different.

Case study contact details:

Paul O'Sullivan
Head of Facilities Management
Welsh Government
Paul.Sullivan@Wales.GSI.Gov.UK

A Case studies

A3 The Welsh Government's new workplace initiatives

Transparency into the transition

The Cathays Park building creates an interesting before and after picture of the change in progress. The areas where refurbishment has not started have large space-consuming desks and there is little ancillary or support space. Areas are clearly under occupied because of one-to-one desking.

In the refitted and refurbished areas, local meeting rooms and other collaborative spaces and quiet spaces along with central support and tea areas are included. Occupation is visibly radically improved as is the work environment both from a space planning and aesthetic perspective.

Design and space planning lessons have been learned and implemented in the second refit areas (simple things like painting the ceiling white and softer dispersal of light through different diffuser types) show a continual improvement. Workspace has been zoned away from primary circulation routes following feedback on disturbance in the first phase.



Before image



Before image



After image



After image

A Case studies

A3 The Welsh Government's new workplace initiatives

Space planning framework

A component-based furniture system has been developed and is being used across the headquarters office. Quality, function, cost and speed of installation are all regularly considered to continuously improve the kit of parts.

There are a number of 'fixes' within the solution (i.e. the storage solution both in terms of quantity but also in terms of height) and a number of choices (i.e. provision of ancillary can be increased if there is a need for a harder sharing ratio). There is also choice on how to configure desks in that it can be linear format or a radial cluster (organic desks as described in section 5.0 of this document).

Initially a test-fit space plan is developed as a "starter for ten" to discuss with the user group. The space plan is the starting point and not the application of a space standard per person. The idiosyncrasies of the existing building, and its space planning inefficiencies, mean this is a more practical approach for the Welsh Government. The test space plan determines the density of workstations. This is then worked up and amended with the client group to suit their needs within the confines of the "fixes".



Ancillary space at Cathays



Meeting space at Cathays

A Case studies

A3 The Welsh Government's new workplace initiatives

Next steps

The Cathays Park building is a core government building. It is currently housing 2,400 workstations and could comfortably house up to 4,000. The final maximum density of occupation will be determined by a number of factors including fire regulation, air conditioning and power capacity along with toilet provision.

Partnerships are being considered across the Welsh public sector. Public sector organisations in Wales are looking to the Welsh Government to take the lead and opportunities are likely to arise from this. A National Assets group is looking at efficiency opportunities through sharing and co-location. Community accessed creative hub spaces have been considered as has the creation of conference facilities. Wherever possible, innovative plans to better utilise space are being considered.

A new People Strategy is being rolled out which will have the workplace strategy at its core. Initiatives such as "location neutral" policies are being considered and these will allow a policy of the right person for the job no matter the location to be implemented. These future policies are recognised as ones which will radically change how office space is used and reinforce that workplace strategies must remain nimble and flexible.

The future role of technology, mobility enablement and formal home working policies are seen as possibilities to further improve the workplace organisationally and spatially. New document management systems are being rolled out. Integration of Facilities Management (FM) initiatives both soft and hard to create better efficiencies are also being reviewed holistically with the workplace strategies and property initiatives.

"I am very excited about the progress we are making to transform our property asset. We are well on the way to delivering a first-class, flexible workplace that is affordable and fit for the future portfolio."

Bernard Galton, Director General, People, Places and Corporate Services, Welsh Government

A Case studies

A4 The Northern Ireland Civil Service (NICS)

The project is called Workplace NI standards.

Change has been incremental around realising better practices and savings through a series of key principles:

- The elimination of owned offices
- Spatial efficiency through a carefully managed space planning framework based on a space standard of 10 to 12 sq m NIA per workstation
- A strategy of tackling the buildings in worst physical condition first

Carefully balanced appraisals are informing the strategy to ensure funds are invested in projects with greatest benefit. Some buildings are so inefficient spatially that they can never achieve optimal space efficiencies (shape, depth of plan etc). Strategically it has been important to consider these aspects when deciding where best to spend money.

Benefits

Careful planning and exploitation of lease expiries has achieved savings of approximately £4m a year on rent, rates and service charges so far. A further £1m a year saving on service charges has been realised by strategically relocating groups when leases expire. Capital receipts have been obtained through disposals.

Case study contact:

Jim McCreesh
Head of Office Estates
DFP Properties Division
e mail: Jim.McCreesh@dfpni.gov.uk

A Case studies

A4 The Northern Ireland Civil Service

Space efficient practice and equity at Causeway Exchange

Floor plates are generally zoned into three space types:

- benched workstations six per row at window walls
- open ancillary spaces
- cellular shared spaces

A reasonably generic solution is rolled out based on a 1,600mm work desk. A 1,200 mm work desk in some other buildings has been considered where this is appropriate to function. An allocation of personal storage / filing is provided on the basis of two linear metres of per person.

It has not yet been possible to achieve a 1:1 ratio as it has been difficult to get to the multiple desks in multiple locations but this is a focus moving forward.

The Permanent Secretary and Directors sit openly with their staff. Elected members are the only people entitled to an office.

Quiet rooms, meeting rooms, collaboration spaces and facilities points are all built into the space standard and consideration is given to particular group needs through engagement (eg. media needs for TV monitoring and HR needs for confidentiality).

There is a mix of departments in the building and adaptations of the standard to suit different groups needs within the same space allocation can be seen.

Space planning is undertaken by an internal team and they are consistently looking at the kit of parts to ensure supply contracts for the furniture are delivering best value.



Workspace at Causeway Exchange



Ancillary space at Causeway Exchange

A Case studies

A4 The Northern Ireland Civil Service

Developing the strategy at Clare House

Background

Clare House was the original pilot space.

At the time of the fit out there had not been a “remodel” of the ICT systems this has subsequently happened through a single contract rolling out streamlined processes with a common desktop and a single network along with the provision of remote access and a streamlined support and help desk facility managed centrally.

This can now enable increased mobility and is allowing Clare House to operate as a space where new working practices can be trialled and the benefits appraised.

Ongoing pilot initiatives

The Information Strategy and Innovation Division (ISID) is a very mobile group and it became apparent their desks were empty a lot of the time. An evaluation survey showed that their workspace was at 23% utilisation.

They are now trialling a more agile way of working and their space has been developed.

Different desk and ancillary set ups are installed and their use is evaluated and monitored. They are working in a shop window of components which departments looking to move to new ways of working can come and see and understand the implications of a new way of working and how space and furniture solutions can support mobility.

Protocols around agile working are enforced such as tea breaks away from desks and policies around leaving desks as you find them, clean and ready for next person.

Future at work

‘Future at Work’ is a project which allows staff to explore the future at work and what it means for them.

It is used to help staff better understand, accept and exploit change. It is seen as a mechanism which can sell new ways of working and the opportunities for staff and their business outcomes. It considers the implication of new ways of working on the physical and virtual environment.



Business zone space touchdown

A Case studies

A4 The Northern Ireland Civil Service

Developing the strategy at Clare House

Objectives for the pilot spaces

- To create a positive and compelling showcase of shared work settings/hot desking/agile working and encourage others to consider such concepts
- To use the new workspace as an opportunity to trial new technology developments, including wireless connectivity; supporting ISID's aspirations to become an NICS showcase for work and technology innovation
- To provide operational flexibility for ISID and the business consultancy team in particular, to more easily absorb anticipated growth and changing team dynamics
- To take the opportunity, where possible, to improve the overall working environment for all ISID staff based on the ground floor
- To develop and understand what new protocols and processes are required to support the effectiveness of such shared, dynamic workspaces
- To provide a model for other parts of the NICS to test desk-sharing and multi setting work environment concepts, including its application for strategic 'touch-down' hubs (business zones) supporting reduced personal travel and remote/local working

Some of the space features / ideas in development

- "Shoosh boxes" are cabinets where quiet rules are observed, no phones are allowed and an opportunity for heads down concentrated activity
- Business zones, where, as long as you register, any civil servant can touch down when working locally
- Huddle rooms which can accommodate impromptu meetings or be a place for a confidential call; some are adhoc use and some are bookable
- Circular pod benches which are another opportunity for incidental meetings or a bit of privacy away from desk for a call



Shoosh box images



A Case studies

A4 The Northern Ireland Civil Service

Developing the strategy at Clare House

Main outcomes to date

There is generally a positive attitude towards the new environment.

The range and flexibility of work settings have been viewed positively. Staff like choosing who they sit with and welcome the pods and group working booths for collaborative working. Guest users like the efficiencies generated from working in the Business and Quiet Zones.

The move has addressed inconsistencies in storage allocation across ISID, and all staff now have their Workplace NI entitlement.

There is now a model for Workplace NI and the other parts of the NICS to test desk-sharing.

Circular meeting pods with power and data available and accomodating 8 people



Lessons learned

The importance of getting the ICT correct has been acknowledged as extremely important. A need to identify an individual to take responsibility for regularly checking that IT equipment at the agile workspaces is now in place and working. Docking stations and screens are now provided at all “agile” desks.

Loud conversations and non compliance with desk clean policies can be a problem if protocols are not adhered to. Clear lines of responsibility (including contact points) for resolving workspace problems/issues are now being communicated to all staff. There are now measures in place to ensure that staff leave workspaces as they would like to find them clean, tidy and with phones properly logged out.

A Case studies

A5 The big move at Stirling Council

Overview

In 2010, the Council developed a number of workstreams targeted at identifying up to £30m of savings over the course of the next three financial years. One of these workstreams focussed on asset utilisation, and this workstream quickly focussed on the clearly evident less than efficient use of office space as a prime target for identifying savings.

During the latter part of 2010-2011 a strategy to downsize the total office floorspace in Stirling from over 21,000m² to around 10,000 m² was devised.

The big move

The office rationalisation project, which is called “The Big Move” is based around five moves:

- Refurbishment of the Municipal Buildings to house front facing professional services such as planning, building control, education and social services
- A move to the vacated Forth Valley College building to house roads and transport and back office corporate services
- A one stop shop for public accessed services
- The Old Viewforth building will be retained and will accommodate the democratic core of the Council including accommodation for the elected members and the directorate leaders
- Some reconfiguration of existing depot office space to intensify use, largely involving housing, roads, and transport and land services

The changes have involved vacating offices at new Viewforth (11,000m²), Drummond House (2,900m²) and Wolfcraig (1,500 m²) leading to operational savings in leases and building running costs. An overall revenue budget saving of £1m is partly offset by debt servicing charges arising from investment in the remaining estate, leading to a net revenue saving of around £450,000 per annum.

Work is due to commence in 2012 with moves commencing Spring 2013.

Case study contact details:

Lesley Malkin
Strategic Asset Manager
Stirling Council
malkinl@stirling.gov.uk

A Case studies

A5 The big move at Stirling Council

The workplace strategy

The democratic core housing elected members (Old Viewforth) together with parts of the Municipal Buildings and depot accommodation will be the only buildings within the city centre office accommodation that will have cellular space. In all other locations the move to open plan working will apply to all grades and functions.

In 2003, Stirling had 1,200 workstations in use across the city centre offices. Today there are currently 960 workstations in use and this will reduce to 760 once the moves are complete.

Getting the metrics correct both in terms of headcount, space apportionment across headcount through workstyle categorisations, the correct space allowance per workstation and all of this in the correct proportions to stack up in a business case has been really important particularly as money is being borrowed and payback scheduling needs to be robust.

A collaborative approach

At the same time, neighbouring Clackmannanshire Council have been undergoing a similar exercise to reduce central office space.

The two projects have effectively run in parallel, with the Councils currently looking at how best to address the shared services agenda from an office capacity perspective.

In 2011 the two Councils moved to providing shared Education and Social Care services and this has meant some re-consideration of planned office arrangements within the two Councils to accommodate the changing shape of these shared services.

The opportunity has also been taken as part of these closer working arrangements, for the two Councils to learn from each other's experiences and to best share proposed property solutions.

A Case studies

A5 The big move at Stirling Council

Space planning and the workspace module

A bench solution is proposed with 1.2 metre long desks. Personal storage will be planned on the bases of two linear metres per person. Lockers are provided for personal storage. Generally desks are space planned in banks of six however due to building limitations of some existing buildings there are banks of four on occasions; these are used for the most mobile workers who are not at desks for long periods.

There is reuse of some existing 1.6m desks for planners and building control staff and in offices where the nature of the existing buildings means that fully open plan office space is not able to be created.

Desk share ratio

- Fixed workers are allocated one desk per person
- Internally mobile (flexible) workers are on a 7:10 desk: staff ratio.
- Mobile workers and home workers assumed to be at the desk 10% of the time and desks allocated accordingly

Ancillary space provision

- Technical staff will be given shared “browseries” as additional provision to their ancillary space to allow them to review drawings etc
- Local break out settings will be provided and the environment is wireless which allows colleagues to touch down locally
- Cafe spaces are provided and these are intended as an extension of the workspace with wireless connectivity throughout

Support space provision

A tea prep and shared printing / facilities point is to be provided at a ratio of one per every 70 workstations, albeit in some buildings where there are particular building inefficiencies this reduces. Storage is to be provided for hanging coats and for PPE equipment and personal lockers are provided for all fixed and flexible workers.

A Case studies

A5 The big move at Stirling Council

Infrastructure enablers

- Standard desk tops
- Phones have “follow me” software to enable mobility around the working landscape
- Investment has been made in infrastructure to develop a Stirling Council Private Cloud which delivers applications securely across the internet. This allows employees to access ICT services anywhere, using any device, at any time. Wireless access points are being put in place in the main city centre offices.



3D visual of the workspace



3D visual of the ancillary space

A Case studies

A5 The big move at Stirling Council

Staff engagement

There is a service representative for each team, their role is to be the link between the project team and their own team. Each service representative has worked with the project team and with their service teams to design the space they have been allocated. They are given the pot of space based on the standard models and they can then modify this to suit group needs.

Groups in teams agree their own protocols according to workstyles and desk sharing ratios.

They are supported through an information share section on the intranet and there are quarterly staff briefing sessions to update on project progress.

In terms of mobility enablement, there is an application process which determines the level of access and tools which will be provided to any individual.

Furniture mock ups are in place in a vacated area in Veiwforth and provide a “shop window” in to the design of the new workplace.

The project team regularly meet with union representatives to discuss project progress and ensure all of the relevant policies, procedures and processes are being put in place to support the different workstyles.

Communication is facilitated via regular updates to the intranet. These include Q&A responses which follow on from quarterly staff briefing sessions which all staff may attend. Monthly updates are cascaded to all staff through Team Talk, plus a Quarterly Together newsletter.



3D visual of ancillary space

A Case studies

A6 Fife Council: Office Rationalisation Programme (ORP)

Programme

Fife is two years into a five year asset rationalisation plan, which was one year in the making. The initial business case was to reduce the number of offices from 97 to 37. A review to the programme after the first year saw the number of offices to be retained reduce to 31.

4,747 staff are affected by the programme (in scope), of which 3,739 will physically relocate during implementation. The programme will achieve annual revenue savings of £2.5m. Capital receipts will be £12.7m and 3,465 tonnes of carbon will be saved.

ORP is being delivered alongside mobile and flexible working and the Council's Customer Management (CM) programmes. To date 30 offices have been closed. These closures have resulted in a 15% reduction in floorspace. Over the life of the programme 70% of offices will close resulting in a 45% reduction in office footprint.

The Council is also working closely with colleagues in Police and NHS to help deliver mutual benefits. They are also working with other agencies including Courts and Procurator Fiscals office, voluntary sector and other partners.

"Fife's Asset Rationalisation Programme is a key driver for change across the Council, enabling and supporting a number of connected objectives. These range from driving our carbon reduction strategy and supporting enterprising communities to linking with other Corporate Improvement Programmes, which relate to achieving a highly mobile and flexible workforce as well as our workforce change and customer management programmes.

"The changes are delivering a more integrated approach to delivery of services at the front line to include sharing with partners as well as generating significant opportunities for efficiency gains. This in turn is linked to a wider Cultural Change Programme to embed a devolved, empowered and flexible approach to service delivery."

Alan Paul, Corporate Asset Manager, Fife Council

A Case studies

A6 Fife Council: ORP

The approach has been to deliver better for less through:

- Improved quality, efficiency and effectiveness
- Improved customer experience
- Adopting a corporate accommodation model
- Reducing the footprint
- Saving money and other resources e.g. carbon

The starting point was a Space Utilisation Study which showed desk utilisation at below 50%. Avoiding expensive churn (ie avoid expensive building, kit and furniture changes) is key to the strategy progressing forward.

The Council has also defined workspace standards at 8.5 sq m Net Usable Area per workstation and a utilisation ratio of 8 staff to 10 workstations. However they believe whilst metrics are a useful planning tool, a flexible approach is required to implementation. There are some limited owned offices at director level and above only.

Furniture pilots informed the strategy and a standard workstation configuration has been adopted.

Each of the 31 buildings are being developed to a common space standard. Development of the ICT support is fundamental particularly in terms of virtualisation of software through “thin client”^{*} and “cloud technology”^{**} and use of

collaborative applications such as Sharepoint (Microsoft) or Quad (Cisco).

The furniture has been standardised however the ICT is proving more difficult. Legacy software means that a truly flexible approach to ICT kit is not yet possible. Nonetheless three basic build machines are being deployed – ‘blue build’ (generic machine adopting Windows 7 and Office 2010), ‘red build’ (accommodating legacy systems adopting previous version of Windows and Office 1997-2003) and purple build (similar to blue build but with some limited access to

**Thin client eliminates the need for “hard drive” equipment being provided per desk. Central servers or “clouds” contain all files and are available according to an individuals profile.*

***Cloud technology is the term used to describe central internet located servers.*

Enabling mobility

Alongside the ORP, the Council has been rolling out a flexible working programme. The driver for flexible working is productivity gains.

Employees are assessed to establish their work styles. Three work styles have been adopted – home, flexible and mobile. Currently there are only a limited number of home workers, which is forecast to grow to approximately 150 over the life of the programme.

With the exception of CEO, Executive Directors and Heads of Service, all other employees are either flexible workers or

mobile workers. For office-based staff, no flexible employee is allocated a workstation on a permanent basis.

To assist with the transition to flexible working ‘team zones’ and ‘corporate zones’ have been identified within all buildings.

Case study contact details:

Alan Paul
Corporate Asset Manager
Fife Council
Alan.Paul@fife.gov.uk

A Case studies

A6 Fife Council: ORP

Enabling mobility

- Mobile workers are provided with tablets, Black berries, notebooks, etc to suit the requirement of their role.
- Hot desks and touchdown areas have been enabled throughout Fife to support mobile and flexible working.
- In future the functionality of buildings will be enabled to provide charging points for electric vehicle, 'hot swap' facilities for kit that requires repair, etc.
- A web-based resource booking tool is currently being procured to book workstations, meeting rooms, catering, pool cars and eventually pool bikes.

Co-location

All has not been plain sailing and it is recognised what has been achieved, has taken hard work. Peer pressure is seen as a powerful tool.

The philosophy is around developing better services and how to best align demand for space and supply of accommodation. It is recognised that aligning business function and planning adjacencies can improve service delivery. There is however an understanding of the need for sensitivity and that the management of successful outcomes needs an understanding of business requirements, processes and relationships.

One recent example of successful co-location is at Brunton House, Cowdenbeath. Brunton House was refurbished for £1.75m to accommodate a range of strategic and local functions including space for the Community Safety Partnership, Social Work and Education. As a partnership initiative, the building will also house Police, as well as providing community facilities.

Moving forward

Fife has been looking at alternative uses for surplus buildings and there are some innovative ideas being considered including social housing and community space.

ORP is an evolving programme, Fife undertake annual reviews of their business cases and in time this may mean the number of offices required may reduce still further.

A Case studies

A6 Fife Council: ORP

Space charging initiatives

Fife Council is also considering the, pros and cons of space charging. To support this work a business case is nearing completion and is likely to recommend a first phase of work focussing around development of benchmark costs and a balanced scorecard.



Branded touchdown spaces being incorporated across the portfolio

Space charging: Food for thought

It should be noted that the experience of other sectors such as the higher education estate indicates great care should be exercised when considering space charging and how to do this.

When departments, groups and teams pay for their space it does encourage them to think very carefully about how to use space efficiently however it can also encourage territorialism.

If you pay for your space it can start to foster a culture of “your space” where a culture of “our space” can be an enabler in the consideration of how best to share resources.

Providing the mechanisms are carefully considered there are many advantages in considering a levy on space use in a centralised way across an organisation. Space should not be considered as a free cost; it is far from being free and the benefits illustrated in releasing space and area is clear in the study review.



Bankhead office



Bankhead office

A Case studies

A7 Effective working in Midlothian Council

Introduction

Effective working in Midlothian (EWiM) is part of Midlothian Council's asset management strategy which is in turn one of six business transformation work streams developed to fundamentally change and improve the way Midlothian Council operates.

The drivers are; a focus on improving the quality and maintenance of Council's assets, the alignment of service delivery to best suit customer requirements at key/core locations, along with ensuring a well utilised estate which is rationalised and modernised.

The project is still in its strategy development stage and the benefits achieved will depend on the final selected option.

There are two preferred options the first being a consolidation of the 13 operational offices into a single new build project and the second being the refit and remodel of two existing and adjacent buildings Midlothian and Fairfield Houses.

Savings of around £600,000 per annum are projected in both these options.

The Philosophy

The project's philosophy is around losing buildings and not bodies. The portfolio reduction is planned around increasing occupancy rates and utilisation through new and better ways of doing things which will help deliver improved business outcomes as well as:

- Reducing the cost per capital
- Reducing service and maintenance costs
- Reducing energy and carbon costs
- Reinvestment and capital contribution
- Selling and letting the surplus estate

Target for completion is 2017.

Case study contact details:

Garry Sheret
Head of Property & Facilities Management
Midlothian Council
Garry.Sheret@midlothian.gov.uk

A Case studies

A7 Effective working in Midlothian Council

The workplace strategy

The workplace strategy is predicated on the concept of neighbourhood working and increased desk utilisation through flexible working and desk sharing. The neighbourhood working concept is seen as promoting a sense of shared responsibility and a culture of shared space rather than ownership of space. The following principles have been set:

- Divisional “owner occupiers” will become “tenants” within occupancy agreements
- Allocation of working space based on business need reflecting work styles, work patterns, and best work practices
- Full Health & Safety compliance
- No personal domains
- An informed and efficient space allocation/work station including shared meeting, ancillary and social space
- An average of 8 workstations for 10 staff
- Centrally managed common booking system for shared spaces
- Shared printing and copying

- Three work systems: Fixed, mobile and flexible
- Space efficient modern furniture and storage systems in line with new technology
- Team storage based on two linear metres per person
- Better archiving/data storage technology

Through these principles the Council aims to provide a modern, fit for purpose portfolio which will support location independent working practices and an integrated property and facilities management service which can corporately support ongoing strategy development.

Future proofing

Midlothian Council is considering the opportunities of location neutral policies and have included this within their planning of flexible work areas.

ICT

Information technologies are seen as an essential enabler. Much effort has gone into linking the property strategy with a well grounded ICT change strategy, including :

- Standardisation of networks, printing and desktop technologies
- Wireless approach
- Automated centralised tools and flexibility
- Work or mobile access to systems
- Integrated messages – email, voice mail, fax
- Tele-conferencing
- Single contact number regardless of location
- Secure networks within/outwith Council buildings
- Electronic information storage and retrieval systems

A Case studies

A7 Effective working in Midlothian Council

Leadership

The Midlothian Council example is being driven in line with the conditions for success outlined in section 5.0 of part 5.1 in the main document as well as the process diagram in section 3.0 of part 3.4 as follows:

- There is commitment to, and championing of, the goals, aspirations and what the new way of doing things entails from the top including, the chief executive, elected members and service directors.
- The title of this project makes it clear, it is about a better way of working and this is being considered across property, ICT and HR in a holistic way.
- Those who will have responsibility for implementing the strategy have the corporate ability to enforce it as well as supporting continuous engagement across departments with a structured change programme; new structures will and are facilitating this.
- A clear process is being following from the visioning stage where goals and aspirations are clearly defined to the more detailed stage where the strategy is being tested against detail space planning models in conjunction with service areas and their users.

- Measures have been put in place to support the change and there is an understanding this is only worth doing if it can improve things for the Council staff and their expected business outcomes

Next steps

- Financial cross checks
- Detail service information data gathering
- The application of workstyles and optimisation of mobility
- Determining in exact detail the number of staff and the full time equivalent headcount detail
- Determining where there will be a need for exceptions to EWiM standard
- Initial consolidations and developing essential interim locations
- Developing interim:
 - ICT technology proposals
 - Space planning of retained offices
 - Alterations to current estate
- Exploring partnership options

A Case studies

A8 Incremental change at Scottish Borders Council

Background

The programme was predicated on a need to support restructuring arising from the Council's Strategic Review Programme, achieving savings through reducing the office accommodation footprint, reducing carbon emissions from business and personal mileage along with achieving productivity gains from flexible working practices.

The service delivery reviews have entailed accommodation moves to consolidate the location of workforce wherever possible with the aim of reducing duplication and enabling good space efficient practice. Embedded in the strategy is the need to improve efficiency and effectiveness through increasing mobility and opportunities to work more flexibly.

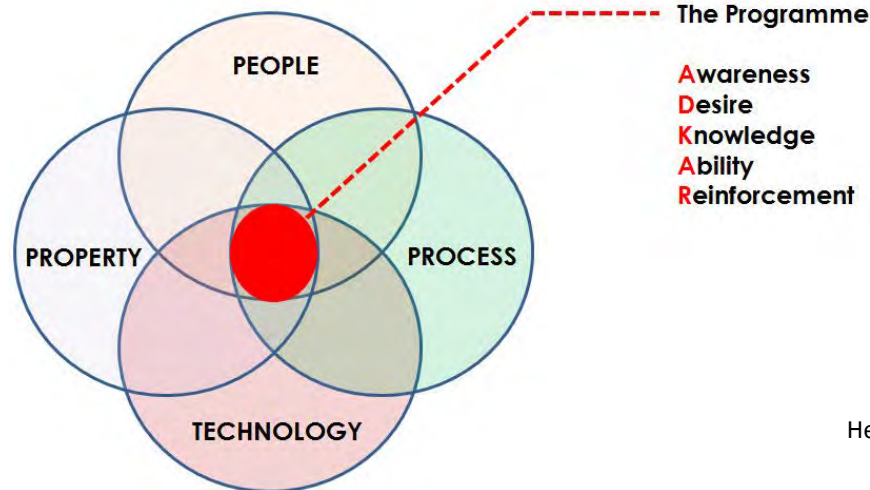
This is reported by the Council as resulting in productivity gains, reduced space demand and a much reduced council carbon footprint through travel reductions and energy consumption reductions.

The targets in the draft Work-Style Transformation Blueprint are viewed as conservative and evidence to date indicates the benefits to the Council will be much greater by the end of the programme in 2016. However in terms of the overall council budgets these modest estimates are still substantial savings.

Key elements of the strategy

The strategy is built around a holistic process and the relationship between people change, process change, place change and the technology which can enable this.

The meeting of these facets of the strategy is the focus of the change management programme.



Case study contact details:

Andrew Drummond-Hunt
Head of Property and Facilities Management
Scottish Borders Council
ADrummond-Hunt@scotborders.gov.uk

A Case studies

A8 Incremental change at Scottish Borders Council

The People strategy

The benefits to staff are:

An opportunity to work in ways which provide a better balance between work and their lifestyles and the programme offers the necessary support to them in doing this.

An opportunity to develop and enable a more flexible approach that is better able to respond to the needs of customers in ways and at the times that best suit them and to meet organisational needs, whilst making work processes easier for staff.

The Property strategy

Through spatial efficiencies and new working practices the Council's aim is a reduction in the office accommodation footprint of 20% (a reduction of at least 3,270 square metres of office accommodation).

This will realise recurring savings of at least £241,000. It is also hoped to achieve capital receipts of at least £1.2 million from the disposal of surplus office accommodation (subject to market conditions).

The reduction in building footprint will mean less energy usage and reduced CO2 emissions from office accommodation by at least 333 tonnes per annum.

Office accommodation solutions are to be developed to suit new ways of working including the provision of hot-desking in each area.

As space is freed up, and the Work-Style Transformation Programme matures, the Council plans to realise further savings through seeking opportunities for shared office solutions with partner organisations.

Benefits from process change

Through more location appropriate working business mileage will be reduced by at least 9.8% (or 412,000 miles). In turn this will also reduce the commuting travel to work mileage.

This new and better way of working will realise productivity gains through reduced absenteeism, and redesign of service processes.

Technology Impact

To enable the new ways of working the Council is putting in place the technology solutions that enable people to adopt and sustain more flexible work-styles.

"Our Work-Style Transformation Programme is a key part of the Council's approach to modernising our working practices - improving our working environment for our employees, realising essential efficiency gains and supporting improvements in customer services.

"It is a programme that connects and supports a number of key strategies including property rationalisation, carbon management, IT, customer services as well as the HR policies which enable us to develop, retain and attract the flexible and adaptable workforce that we need today. Our approach is built on an innovative programme of enabling technologies which is essential to achieving our vision."

Tracy Logan, Chief Executive, Scottish Borders Council

A Case studies

A8 Incremental change at Scottish Borders Council

How they are doing this

The programme is half way through in terms of the property reduction with a 10% reduction of the portfolio realised.

The value of property across the region is low. Cost of new build can often exceed the value of new building. Managing resources to deliver the programme has meant the project has had to do the best with what they have as a starting point and wherever possible with any investment being targeted to where it is really essential for delivery.

Building work is kept to a minimum with space planning carefully considered to avoid re-carpeting and the like where possible.

Increasing density has in some buildings meant additional toilets and infrastructure amendments, all of which has to be carefully considered within the big picture.

New furniture is only included where existing furniture cannot deliver the environment; the starting point is to reuse what is there if possible in all cases.

One big lesson learned however is that standardising “kit” including furniture makes the workplace more flexible and reduces the impact of churn thus budget for furniture needs to be included to ensure there are no recurring costs through lack of investment.

Business centres which provide shared printing and facilities points are now being rolled out. IT changes have allowed the desk sharing and flexible working policies (which has been the key organisational change) to get up and running quickly.

In terms of the changing work practices a departmental move follows three stages with:

Stage 1.0

Moving to open co-located and collaborative working practices

Stage 2.0

Changing the way you work in line with work styles (flexible, mobile, fixed and home working categorisations)

Stage 3.0

Stepping up the change and moving to a more flexible way of considering your workspace with desk sharing

A Case studies

A9 Glasgow City Council: Tomorrow's Office

Portfolio reduction

The planned reduction of Glasgow City Councils City Centre portfolio is from 19 buildings to six, or from 1 million sq m to 375,000 sq m. The project will ultimately consolidate 3,750 staff into 2,900 desk modules across the 6 buildings enabled by the workplace change programme and a one stop shop service desk.

Benefits

The approximately £45 million investment is projected to save nearly £6 million per annum.

Other efficiencies will arise:

- The EDRMS information management system is achieving performance benefits particularly in relation to process activities
- The impact of co-location and centralisation on journeys between buildings and travel time along with taxi bills is significant
- The stepping up of the flexible working programme into the agile working phase and the impact on space use with the opportunity to sub-let and share accommodation is being reviewed

Vision

The programme is meeting the vision through more efficient and effective use of space which has been achieved by modernising business processes and enabling flexible working practices which has reduced the amount of office space the Council uses.

Flexible working

The initial aim of the programme is to have approximately 20% of the workforce working flexibly. The flexible working programme is currently calculated spatially by identifying flexible workers through work style categorisation. Those workers who have the greatest level of mobility are calculated on flexible desk share ratios to optimise desk utilisation.

The desk share ratios for flexible workers vary from 2.5 desks for 10 staff ratio in Land and Environment Services to a five desks for 10 staff ratio in Design Related Services.

ITC implications

The application of desk sharing ratios has been gentle to date and will step up in future. The initial target was to have 55% of the population in scope with fixed desk locations and 45% flexible. ICT is catching up with the property moves currently and once the full ICT infrastructure change is implemented with virtualised desktops and centrally accessible software the Council plans to roll out what it is terming an "agile working" programme.

This programme will enhance mobility and home working opportunities and will allow a much wider implementation of flexibility and desk sharing. The imperative has been to get a property and space planning solution which will support this agile working as a first stage. As they roll out more flexible work practices, this will in turn release more space. The long term plan as space is released is to look to partnership working with other agencies.

Case study contact details:

Iain Love
Senior Property Officer
Governance & Asset Management Unit
Glasgow City Council
Iain.Love@glasgow.gov.uk

A Case studies

A9 Glasgow City Council: Tomorrow's Office

Developing the appropriate space planning

An external firm of specialist workplace designers and space planners, was employed to test fit the buildings according to agreed space standards based on a planning module of 8 sq m NIA per workspace occupant. They were also employed to generate the kit of parts which offers a menu of options for ancillary settings as well as a design guidance document.

There are a number of workplace fixes which apply to all groups and within this, the selection of the range of settings to suit the specific needs of particular groups is developed by the in house design team in conjunction with the user group. The initial test fit space plans are used as the starting point for dialogue, with staff



The "kit of parts"
Credit: Graven Images

A Case studies

A9 Glasgow City Council: Tomorrow's Office

1,600 mm of workbench is provided per occupant space. Generally workbenches are 4800mm long and are intended for three persons; however the module means that in future they could accommodate four people with a 12,00 mm long work-space each.

Workflows in Exchange House and 220 High Street buildings (the largest) are approached via a lift lobby with a centralised booking system monitor and control panel. This lobby affords direct access to cellular meeting spaces and a tea preparation area which has a variety of settings for social and collaborative activity.

Like other projects in the review, meeting rooms are not as well utilised as was anticipated. All Council departments can book these rooms and are being encouraged to use them more. Utilisation should increase as further refurbished accommodation is occupied.

Each person is allocated a locker for personal items. There is three linear metres of storage allowed per person for departmental filing. Whilst this is a generous allowance it is still being managed within the overall space standard. Wardrobes are provided for coats in 220 High Street & Exchange House with coat stands provided elsewhere. There are no rubbish bins in the main work floor with recycling points and general waste bins located in admin hubs and tea/coffee areas.

Flexible workers are provided with a laptop, keyboard, mouse, stand and rucksack. According to business need the ICT provision can be enhanced, for example dual monitors may be provided for fixed workers. Wireless is provided throughout and formal meeting rooms are well serviced with television screens, white boards and interactive smart boards.

A space standard of 8.6 and 9.2 sq m net internal area per occupant / desk is achieved in 220 High Street (new build) and Exchange House (refurbishment) respectively. These standards are per desk before the application of a desk sharing ratio and include central ancillary space such as reception areas.



Workspace at Capella



Workspace at Capella

A Case studies

A9 Glasgow City council: Tomorrow's office

Specific project case study: The Pilot space at Capella



Informal meeting booths at Capella

The move

The organisation moved from a cellular environment over two floors into this open environment in Summer 2010. They have embraced the opportunity to change their working habits and this is producing performance benefits. They are meeting high targets despite reduced staff numbers.

The move was carefully managed over an eight month period with staff involvement in the selection of furniture and with staff groups the protocols and behaviours for the new environment. Graphics were developed through staff involvement.

Ancillary spaces are popular as alternative settings for more collaborative activities or for when greater quiet time is required. Wireless is not yet installed in this building.



Collaboration space at Capella



Touchdown space at Capella

A Case studies

A9 Glasgow City council: Tomorrow's office

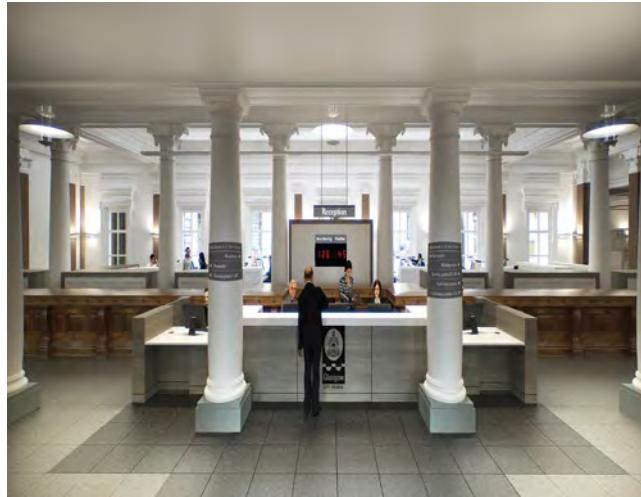
Specific project case study: The one stop shop at John Street

Overview

The need to rationalise the customer contact experience as part of the Tomorrow's Office project has resulted in a single city centre public counter where all face to face enquiries will be dealt with.

"Channel shift" is a feature of the council's ICT Strategy. The ultimate aim is to increase on line contact.

Given the differing service needs the Council had to decide how they wished to operate in the new consolidated facility. The modern method of customer contact is moving away from a large number of "subject matter experts" towards a more multi skilled advisor service.



Service point at John Street
Credit: Graven Images



Self help at John Street
Credit: Graven Images

What was the opportunity for change?

The Council employed a consultant to embark on a programme of participation to really understand the options for the best solution.

Through individual interview of service personal and data gathering an overall assessment of the "as is" position was modelled. Best practice reviews and service desk champion's workshops started to inform a series of scenarios for the future shape of delivery and the associated spatial demand models.

These demand models were then reviewed against a number of possible building supply options re-using existing buildings within the portfolio. 45 John Street was the best fit for the efficient and effective delivery of the new single service desk (a reduction from 20 desks across the City).

The demand model selected was a hybrid including multi skilled advisors where appropriate (with the associated reduced back office function) supported by skilled subject matter experts in areas such as the Registrar, where specialist qualifications are required.

The result is an area reduction of approximately 75% from 6,175 sqm to 1,500 sqm.

