

Accommodation Project Project Closure Report

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31/08/21	N/A	Amendment to the visual for handover of services to BAU (Section 6)
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Approvals

This document requires the following approvals

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Document Purpose

This project report is used during project closure to review how the project performed against the approved Project Approach Document (in this case either the Project Brief or the Business Case)

It also supports the exploration of how well the project has met its objectives and delivered against the expected benefits that were outlined and agreed.

1. Executive Summary

The Accommodation Project set out to refurbish the Civic Building and 323 House, with the Conder building demolished and the rear of the Civic Offices site redeveloped for residential use in line with the Local Plan. The release of this land was crucial to the economic development aspirations for the district.

On the 7th February 2019 the Capital Programme was approved by Cabinet and for which included the Accommodation Review budget of £425,000 (report reference C-032-208/19)

Full Council approved the Capital Programme for 2018/19 to 2022/23 on the 21st February 2019 unamended.

On the 25th February 2020, full Council approved an additional commitment of £8,554,000, which added to previous Council commitments of £425,000, bringing the total budget to £8,979,000 for the project. This budget included the Capital and Revenue costs for the refurbishment of the Civic Offices, Resourcing, and ICT.

Financial Year	18/19	19/20	20/21	Total
Approved Budget	£25,000.00	£400,000.00	£8,554,000.00	£8,979,000.00

The ICT workstream included a new Visitor Management System, Microsoft Teams enabled meeting rooms, bring your own device (BYOD) conference suite rooms that adapted into larger Conference spaces, technology to enable collaborative working, digital signs and a resource/room booking system.

The project refurbishment covered the following scope of works:

- Removal of several existing walls to create open space areas and the upgrading of mechanical and electrical, and plumbing services to fit the new layout
- Installation of new toilet and kitchen facilities
- Renewal of the main atrium rooflight and link building rooflight
- Replacement of new air conditioning units
- Replacement of cabling
- Fire alarm improvements
- Roof coating and installation of solar panels
- Decoration works
- Furniture, Fixtures and Equipment (FFE)

The initial timeline outlined in the tender response for the refurbishment works was a 30-week programme commencing on the 8th June 2020 and a completion date of the 18th December 2020. However, ISG proposed an alternative timeline due to the pandemic which saw the project commence from July 2020 and complete in April 2021.

EFDC outsourced the design, install, training and support of its AV infrastructure for its meeting room spaces and some building signage and the AV project ran in parallel with the Civic Offices refurbishment. Symity Ltd were awarded the procurement contract as the supplier which commenced on the 28th July 2020.

The Accommodation Project has had clear objectives and an understanding of what the project was required to achieve from the outset and being split into three phases allowed for the focus to be on EFDC staff returning to the Civic followed by partners and tenants. This allowed the project to be implemented within the allocated timeframe and ensured that it was fully scoped from the outset with all factors considered. The project has provided a great opportunity to collaborate with stakeholders to design a service that will deliver excellent customer service alongside an opportunity to re-engineer processes and rescope roles and responsibilities supporting the Councils People Strategy and 'New Ways of Working'

The COVID-19 pandemic highlighted that our working environment is often characterised by uncertainty and complexity. The project was required to adapt to the challenges in order to support the impact of effective project delivery. The pandemic tested our ability to effectively deliver which resulted in us flexing and changing as we went.

The Accommodation Project has had clear benefits defined to support environmental gains throughout the delivery of the project. These were:

- Solar Panels
- Heating/Air Conditioning Plants
- Reduction in Gas usage through more efficient boilers
- Reduction in Electricity usage through a combined heat and power installation
- Cutting water consumption
- Installation of Lighting Control System to increase efficiencies

The project has also been successful in providing regular updates and strong communication was maintained throughout the life of the project. Additionally, through design changes there has been an opportunity to incorporate many requirements that were not originally considered. Staff have also benefited from familiarisation sessions being held and have feedback that it has enabled them to understand how their team will deliver, that the space is flexible and collaborative and that it supports their working needs and also that it will be a positive experience for our residents, particularly through the Community Hub.

Overall and to summarise, the project has delivered on time, in budget and has fully supported achieving the outcomes set:

- A focus on customer service, "placing them at the heart of everything we do".
- Create an improved, modern, affordable and value for money working environment that reflects positively on the image of the Council.
- Enable transformation and cultural change across the Council involving new and agile ways of working across teams.
- Support the economic development aspirations for the district through the Local Plan by releasing the rear of the Civic Offices site as soon as possible and not later than 5 years time.
- Minimise disruption to service delivery and moves during the refurbishment.

2. Project Benefits

The project has been successful in identifying a number of expected benefits and for which some have already been realised. However, with the return to the offices delayed through the pandemic it is expected that the majority of these benefits will be monitored, reviewed and reported on over a period of time and realistically achieved by Summer 2023.

Reference	Expected Benefit	Outcome
APBR-01	Sale of land into Qualis Commercial for residential development to the value of £14.6m. These properties will be available for rent and so will provide a long-term revenue income of c£500k per annum to the Council.	The sale of land into Qualis Commercial has been achieved. The details of the final scheme are subject to planning permission and market conditions.
APBR-02	Revenue saving of £200k for the overhead maintenance costs in the reduction of office space by losing the current Conder building	Achieved
APBR-03	Efficiency saving to be achieved through improving the environmental elements of the building for example new solar panels, and heating/air conditioning plants.	In Progress - Summer 2023
APBR-04	Change in ratio of fixed desks down to 6:10 located within the Civic Offices (no longer occupying the Conder building) reduces the cost of space per person from £3, 678 down to £2, 309 representing a saving of £1, 370 per person p.a.	Achieved
APBR-05	The spaces within the newly refurbished building could be converted into areas that could be let to small business or serviced offices if the requirements for EFDC staff reduce over time. This also provides the added benefit of more income into the Council. By way of example the predicted income from a partner occupying 155square metres produces an income of £46k per annum	Achieved – 2 nd floor has been made available
APBR-06	The planning permission for the external entrance to create a new entrance for the public provides the opportunity to generate more income through a café facility and further collaborative workspace areas. This provides potential further opportunities for small businesses and help in the economic health of the high street.	In Progress Work is underway to complete a re-design of the plans for the Café Ramp. This is due to complexities of a listed building, underground utilities and protected trees. An architect and heritage consultant have been

		appointed and work is underway for the design to be finalised and submitted through the planning and listed consent process. It is expected that the approval process for planning will be completed by Feb/March 2022.
APBR-07	Many elements within the current building are at the end of their useful life and therefore the refurbishment will enhance the life expectancy of the building to 40 years. This will have a positive impact on the capital value of the building and revenue savings on depreciation costs of the building.	Achieved The building was at the end of its serviceable life. Works carried out will increase the life expectancy of the building by a further 40 years.
APBR-08	Organisational cultural benefit of staff working in a collaborative working environment sharing ideas and collectively delivering the corporate objectives of EFDC	In Progress – Training on collaborative tools will continue throughout Q4 2021
APBR-09	Boilers – it is estimated that changing the existing boilers, which run well below 80% efficiency, to new condensing boilers which provide the same heat output but at 98% efficiency will save an estimated £10,015 per annum on our gas usage.	Achieved
APBR-10	Combined Heat and Power Installation – this will be utilised for pre-heating of the heating and domestic hot water system. The by-product of its use is electrical generation, and this is estimated will save £12,400 per annum on our electricity usage.	De-scoped Due to changes in evidence in green credentials this was no longer a requirement.
APBR-11	Photovoltaic Array (Solar Panel) – this will be relocated from the Conder building roof to the Civic roof to continue to provide energy offset to the site.	Achieved
APBR-12	Water – Additional use of dual flush toilets, controlled urinal flushing and reduced flow to sink taps will cut water consumption.	Achieved
APBR-13	Lighting already in place, by installing a far more advanced fully addressable lighting control system it is anticipated a further 10 – 20% efficiency increase, providing dimming, daylight sensing and presence detection	Achieved
APBR-14	Air Conditioning – Far more environmentally friendly refrigerants with lower Global Warming Potential (GWP).	Achieved
APBR-15	Heating Control System – Will provide greater control to provide a uniform spread of heat throughout the building.	Achieved

APBR-16	Hot Water – Relocation of a calorifier will reduce distribution losses and make complying with water quality regulations (Legionella) more manageable as hot water will distribute to local outlets and reach temperature quicker.	Achieved
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3. Project Performance

Target	Performance Summary
Civic Refurbishment	<p>The refurbishment of the Civic Offices commenced on-site in July 2020 when construction contractor mobilisation and full strip-out of existing internals started.</p> <p>ISG (construction contractor) maintained a very efficient COVID-19 safe site with dedicated team members to ensure that ALL sub-contractors on-site were protected and high standards maintained to minimise cases of COVID-19 isolation.</p> <p>The construction work progressed at a steady and manageable pace throughout the duration of the contracted works, with a comprehensive and regularly updated Programme of Works provided by ISG – maintaining communication with the client team, informing of progress both informally and formally.</p> <p>Progressing through the Programme of Works, a number of challenges presented themselves which were amplified in their nature due to the Listed status of the building. ISG, Bisset Adams (Architectural Consultant), BWB (MEP Consultant) and EFDC’s Conservation, Heritage and Planning colleagues worked through these challenges professionally and efficiently to ensure that the completed refurbishment met the requirements of EFDC.</p> <p>The site requirements, which were in the main unknown at the start of a construction-type project, resulted in a revision of the outline Programme of Works to factor in timeframes required for the regulated Planning and Listed Building Consent applications process.</p> <p>The project was completed on-plan in April 2021 and the building formally handed over to EFDC. The completed building was signed-off by the Building Control Authority and all Practical Completion documentation was filed by Gardiner and Theobald (appointed Employers Agent / Contract Manager) and transferred to EFDC Facilities Management.</p> <p>The Final Statement of Account was finalised and signed off by EFDC in July 2021, setting out the total cost for the works completed. This was within the</p>

	<p>budget set at the inception of the project and also incorporates a standard 'Retention Value', which will be retained by the EFDC until it is due for payment in April 2022, to cover a 12 month defects period.</p> <p>ISG – the construction contractor has proven to be very efficient, completing the works within a relatively short timescale for a Listed Building and under the government restrictions due to COVID-19. ISG has acted professionally at all stages of the project and have always worked proactively to solve any arising problems to the satisfaction of the client team. To further support this view, the profile of ISG has been significantly raised over the course of the last 12 months, with a large number of high-profile projects commenced across London and the surrounding areas.</p> <p>Bisset Adams – the architectural consultants were involved in this project for a number of years, from concept design phase through to completion. Bisset Adams, as part of the client team, has been very proactive in their approach to resolving the challenges that the project has thrown up. Bisset Adams has been extremely flexible in their approach and have attended site at short notice to aid on-site discussions across all parties.</p> <p>BWB – the MEP (Mechanical, Electrical and Plumbing) consultants were also involved from an early stage of the development of the project and have worked in tandem with Bisset Adams to resolve design challenges effectively and efficiently throughout. BWB has also been a very present member of the client team and have been invaluable in all elements of MEP within the confines of a Listed-status Building.</p>
<p>Furniture Fixtures and Equipment</p>	<p>Darnton DB3 was engaged to complete space planning and design work for the FFE elements of the Civic Offices to ensure that the requirements previously captured were met as part of the FFE fit out.</p> <p>Darnton DB3 presented concepts and designs, in conjunction with furniture providers already secured by EFDC (Gresham Office Furniture and Senator), for approval by EFDC senior leadership team. All furniture types, floor and wall finishes, colours and fabric types were approved in advance of ordering.</p> <p>The furniture delivery and install commenced in February 2021, with a carefully prioritised install to enable other workstreams (IT Kit installs, AV installs, etc) to commence as appropriate and within their timeframes. Some furniture items encountered delays, these were mainly due to the impact of the COVID-19 pandemic on manufacturing and Brexit – both these created difficult to manage shortages of some of the raw materials used in the manufacture of some furniture (eg Steel shortage impacted somewhat on the manufacture of steel storage items).</p> <p>All items have now been delivered and installed, additional items have been identified by service teams for spaces which have changed use from the original intended use and these have been ordered and delivered as promptly as possible.</p>

<p>ICT</p>	<p>AV System</p> <p>The new audio and visual capability in the Civic office meeting spaces is designed to support day-to day activities of EFDC staff and partner organisations with a focus on corporate and customer needs. It is adaptable to different requirements.</p> <p>The council has outsourced the design, install, training and support of its AV infrastructure for its meeting room spaces and some building signage. The objective was the development and enhancement of the service to reflect the latest technology, innovation and social developments; promoting increased efficiency and supporting cultural change.</p> <p>The AV project ran in parallel with the Civic Offices refurbishment and consisted of 6 Microsoft Teams enabled meeting rooms, 5 bring your own device (BYOD) conference suite rooms that adapted into larger Conference spaces, technology to enable collaborative working, 5 digital signs and a resource/room booking system.</p> <p>An acceptable response to the procurement required:</p> <ul style="list-style-type: none"> · A proposal on a solution for AV equipment as part of a unified comms solution for the refurbished offices with relevant high-level costs. Where appropriate, recommend options for each requirement for the Council to consider · A detailed specification of equipment, software or other services in your proposal · A bronze/silver/gold package option proposal would be preferred · A proposal for an ongoing support package post installation <p>Symity Ltd were the only company to provide a response that covered all of the tender criteria. This limited EFDC options. Symity's bid totalled first year charge of £413,443 and ongoing support @ £22,625. It was a detailed tender and scored high at evaluation.</p> <p>Symity was awarded the contract which started 28 July 2020 for 2 years. Little documentation exists of EFDC detailed design requirements and what was actually agreed with Symity to deliver. Changes to the initial requirements were made shortly after the contract was signed. The number of meeting rooms reduced and the whole of the 2nd floor and council chamber webcasting integration was removed. The introduction of induction loop system was added and as the building design evolved so did the equipment/installation requirements.</p> <p>In late January 2021 Symity started installation of the AV equipment into the Civic building, part of the requirements was to provide onsite project management. Its target date to complete the AV install was 1 March 2021.</p> <p>Kit Out of Desks</p>
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	<p>The Civic Office has been given a modern contemporary feel with regards to everyday ICT equipment that our customers can utilise and taking into consideration of tilts and movements of monitors for comfortable positions for all colleagues and providing maximum desk space.</p> <p>EFDC worked with a local supplier to install 110 Kensington docs, LG 34” and a few LG24” monitors together with Samsung Smart TV for multiple purpose use, making the equipment more agile and flexible to our new ways of working. Placing laptop risers on each desk to give the user additional space, whilst for ICT purposes assisting the cooling system in the device.</p> <p>Resource Booking System A resource booking system was developed as part of the management of the meeting rooms, desk and car parking. The system that was purchased is a capable system and fits the original specification that was scoped, however lessons learnt have identified that it does not fully manage the resources in the way it now requires. Due to the change in these requirements, this work will be completed as part of the Travel Strategy and Plan as we explore alternative options for car parking.</p> <p>Networks The project included some major decant and recant from an ICT perspective. Many pieces of equipment were moved, such as plotters, printers and the DVLA machine, both within the Conder building and then back into the Civic building. Various other ICT moves were also coordinated across EFDC sites. A new network has been implemented in the Civic building, including a new Wifi which allows for better and wider coverage, and inbuilt power saving features. A new GovRoam service has been activated which allows easy access to the internet for all public sector staff and for EFDC staff at other public sector locations. A new back up to cloud solution, and Disaster recovery solution have also been implemented.</p>
Business Support	<p>The requirement to implement a Concierge service at the Civic has been implemented and it can be considered that the project delivered the required service. However, there are ongoing discussions with tenants on the 2nd Floor, and Community Partners that will continue to scope the service and consideration to outsource this function will be forthcoming. The benefits will include controlled costs, increased efficiency, resilience with staff flexibility and a focus on core areas. The ongoing management of Concierge services including Audio Visual management and conference suite reconfiguration has been handed over to Business Support and staff have been upskilled through training and a clear process defined and communicated.</p> <p>The successful transfer of Soft FM functions to Business Support from Facilities Management as part of the project has been completed, this includes locker management, catering requirements, issuing of ID/Security</p>

passes, cleaning contract, café procurement, office moves and conference suite reconfiguration. However, due to the increase tasks that have been handed over to Business Support to manage as part of BAU this has required a structure change within this team to accommodate the increase in BAU tasks. This additional cost wasn't in scope of the original project. The ongoing day to day management of these activities has been communicated and staff trained and upskilled accordingly.

The requirement to decommission 15 MFDs from the Conder building has been achieved leaving 16 in use across EFDC assets within the district as per the initial scope. The ongoing maintenance of these products sits with shared responsibility across Business Support and ICT, Business Support staff have been trained and upskilled in the maintenance and ordering of products ensuring value for money and procurement of new contracts.

Within scope of this project was the need to review the storage and archiving of the Council's paper documents. It can be considered that the project delivered a solution to outsource this service once a full review of the Council storage was complete and full inventory captured. The procurement of IronMountain has delivered value for money and social value whilst delivering a professional, risk adverse solution to storage and archiving. This solution will reduce paper files to less than 30% over the next five years and management of the contract will sit with BAU within Business Support Service. The failure was that costs were not budgeted for as part of this project.

In scope of this project was the requirement to procure a café solution for tenants, partners, staff and members of the public to enjoy. This service has not been secured at present until we understand the full requirements from EFDC tenants on the 2nd floor of the Civic, partners, staff and members of the public. Consideration has been given for a short-term solution of a pop-up café and once requirements have been gathered, including marketing of the conference suite, this will allow the correct solution to be implemented and secured. The café management and procurement solution sits with BAU within Business Support.

The requirement to install a fully functional conference suite has been achieved and it can be considered that the project delivered the required quality as per the initial scope. However, there remains the marketing aspect of the suite and this has now formed a new project due to its size and value and it is expected that the requirement gathering for this will be completed by October 2021. The day to day responsibilities of this suite has now been handed over to Business Support who have been upskilled through training and a process defined and communicated.

The Print to Post solution for the Council was out of the initial scope of this project, a decision was made to implement the solution alongside the Accommodation Project. However, there was no budget set for this project and was identified at the end of the project which caused concern when

	<p>procuring the solution. The project solution is an 18-month pilot programme to ensure true value for money can be sought once the implementation phase has been completed. The supplier PSL delivered as contracted, however there are improvements that are being made during the implementation phase to ensure maximum efficiency and value across the organisation. The day to day management of this process sits with a Business analyst but will become BAU within Business Support.</p>
<p>Communication and Engagement</p>	<p>Communication and Engagement</p> <p>The requirement to support the project with internal communications throughout its lifecycle has been achieved. We have delivered over and above the initial scope of the project, mainly due to the changing circumstances COVID-19 presented.</p> <p>Internal communications supported the project with a successful and in-depth communications plan and delivered communications to stakeholders (including employees and members) on a regular basis in support of this project.</p> <p>In addition, we introduced new channels for communication, branding, and new content in modern formats (graphics, animated and regular video, infographics, virtual employee events, newsletters and virtual building walkthrough plans) to support project communications. We held physical familiarisation session events with Managers and Members, providing content and opportunities for feedback for both. Feedback was gained from these sessions and continues to address through various communications channels.</p> <p>Training for our new Content Management System (CMS) for our digital signage (new comms channel) was delayed, this affected our timeline for updating our signs with content and support for the CMS since has been severely lacking. Fortunately, we have recovered from some issues with the CMS which means our digital signs are all now fully functioning.</p> <p>We also acknowledge that our members do not have access to our intranet and therefore do not have a single point of reference for information about the building. We have relied on virtual live events, email, giving access to documents such as the A to Z and the members bulletin for contact. This is being picked up separately and a solution is out of scope for this project.</p> <p>Throughout the project we could see the need for communications on our new ways of working and not just communications based on the accommodation and changes. As the accommodation project draws to a close, this piece of work will be picked up as part of a new and ongoing project dedicated to the future of 'Our Ways of Working – Creating our Tomorrow'</p> <p>Change Management</p>

	<p>The OWOW – Creating our Tomorrow Project aims to maximise the benefits of the Accommodation Project and ensure that our New Ways of Working are embraced, adopted, and are sustained:</p> <p>People – ensuring our people understand what is expected of them at every level, and that they demonstrate these behaviours and new ways of working on a daily basis</p> <p>Process – ensuring our new processes are fit for purpose – if not, continually improve them until they are</p> <p>Technology – ensuring we get the most of our resources, train people and give them confidence in how best to use them</p> <p>Benefits Realisation – ensuring we get the outcomes that we committed to at the start of the project</p>
Public Access/Welcome Lounge	<p>The welcome lounge has been re-opened to the public. During lockdown customers have transitioned to interacting with EFDC by alternative methods and as a result EFDC are a lower footfall rate (on average 30 a week).</p> <p>Customer Service Officers have been upskilled in use of new technology to assist customers, namely the visitor management system, as well as iPads to assist customers with accessing our services online. Two customer terminals are in place for customer use including laptops. All outstanding IT issues are resolved and there will be ongoing support through ICT.</p> <p>EFDC are currently looking into options for the placement of a public utility space such as a library and cafe within an identified space within the Civic Offices.</p>
Community Hub	<p>The launch of the Partnership Community Hub is planned for 13th September and the new welcome branding designed in the same colour palette as the furnishings around the building will go to Cabinet for approval in September, once approved this will be in place with a three week lead time.</p>
Visitor Management System	<p>The visitor management system software was successfully designed, tested and installed well ahead of schedule, however due to COVID-19 restrictions two contactless ‘Check in Kiosks’ were sourced and purchased.</p> <p>Due to technical difficulties in getting the software to talk to the Kiosk hardware to print out badges and check in customers; the hardware being sent with an older versions of Windows and with technology that meant the QR codes generated by the software could not be read by the hardware, a great deal of time was spent by ICT in trying to get this to work. A temporary solution has been put in place whereby the Customer can check in using the terminals, or via the Welcome Area staff visitor management report, and then a badge is printed out using the printer behind the welcome desk. The rest of the process works as it should do, in that it notifies the officer who has made the appointment that their customer is in the Welcome lounge, and advised</p>

	<p>the customer to take a seat to wait to be collected. It also sends a customer satisfaction survey at the end of the visit to the customer.</p> <p>It has been agreed that this sub-project will be closed down, subject to some tweaks in how the badge prints out, and that Customer Services will look at a new project to investigate the possibility of procuring a new system which incorporates both software and hardware in one supplier if necessary.</p>
Commercial Letting	<p>The work around the commercial letting is progressing with legals and EFDC are looking to appoint a service charge agent. The tenants have indicated they want to complete early September and fit out plans are being developed.</p> <p>Issues surrounding Civic Offices and insurance have been resolved and draft leases have been issued.</p>
Travel Plan	<p>A travel strategy and plan is being developed. It provides guidance on how employees can use new ways of working and effective flexibility working principles to reduce both their own and EFDC's environmental footprint. The Civic Offices have changed from a place you had to work, to a place you visit to support Customer needs and purpose. This new way of working combined with a focus on sustainable and active modes of travel aims to reduce the number of dedicated car parking spaces required for employees.</p>

4. Budget Performance

Type	Description	Committed Budget	Spend to Date	Variance
Capital	18/19 Approved Budget	£25,000.00	£8,463,698.00	£193,302.00
Capital	19/20 Approved Budget	£400,000.00		
Capital	20/21 Approved Budget	£8,217,000.00		
Capital	21/22 Additional ICT Budget Contribution	£15,000.00		
Total		£8,657,000.00	£8,463,698.00	£193,302.00
Revenue	20/21 Approved Budget	£327,000.00	£60,000.00	£267,000.00
Total		£327,000.00	£60,000.00	£267,000.00
Total		£8,984,000.00	£8,523,698.00	£460,302.00

The agreed budget for the project was approved at £8,979m which was split across both capital and revenue. In addition to this was a contribution received from ICT within the capital budget for a further £15,000. **This meant that the project had an overall total committed budget of £8,984m.**

To date there has been an actual spend of **£8,523,698m** across both capital and revenue leaving a current variance of **£460,302m against the committed budget.**

However, due to the project timeframes there are several forecasted high value costs which are yet to be realised but all are inline the committed budget and are being closely monitored and managed. The main contributors to the forecasted spend are ICT costs relating to the AV equipment and the Café Ramp Access which are expected to account for between £200k to £250k of the remaining committed budget and circa £80k for the replacement of the sliding doors at the welcome area and furniture costs.

5. Lessons Learnt

A number of lessons learnt have been noted and documented below. These predominately focus of areas of project management and for which the development is a key priority for 2021.

To support the lessons learnt, the PMO is currently reviewing and developing a number of processes, some of which have already been implemented and which will further support all areas of project lifecycle management. This includes stronger upfront governance through the production, review and sign off of project documentation such as project briefs and business cases. Resource mapping, milestone planning from design through to delivery, benefits mapping and financial control is also under development across all portfolios. This will allow the right level of scrutiny for all projects and allow EFDC to capture requirements at the very start, prioritise appropriately, manage budgets effectively, agree and document decisions and engage with the right people at the right time which will support with relationship management (both internal and external)

The PMO is also reviewing and developing processes around continued oversight and accountability against project delivery and a number of information channels are also being explored such as a dedicated TEAMS site and Intranet page to allow for key documentation to be stored and shared amongst all. The PMO is committed to being a 'centre of excellence' and is using the lessons learnt through this project to shape how we best manage projects in the future. The processes that are being developed will increase visibility and ownership for all projects and stakeholders.

Reference	Description
APLL01	Earlier incorporation of an estate-wide asset strategy into the design process of the Civic Offices.
APLL02	Would of benefitted from a more holistic integration of common processes e.g. print to post, PPE management, shared equipment issue (e.g. portable projectors), marketing & comms materials and equipment.
APLL03	For the decant and recant to be managed as a dedicated stand-alone project to capture requirements and manage the significant preparation stages.
APLL04	Decisions for 2 nd Floor at an earlier stage in the design and procurement process would of provided the potential for further time and cost savings.
APLL05	Co-location of Partner discussions at an earlier stage within the design process – reducing subsequent requirements for amendment would of strengthened relationship management.
APLL06	Enhanced discussion and decision documentation at an earlier stage would have aided project development and allowed for appropriate accountability and visibility on what was and wasn't agreed.
APLL07	Stronger Customer Journey mapping during the design stage would of reduced the need to retrofit requirements later.

APLL08	Project budget focused on building delivery. Associated individual service area transition costs consistently scoped and incorporated into wider accommodation project budgets at an earlier stage would assist with delivery costs such as new systems and hardware.
APLL09	The benefits of Effective Flexibility and outcomes enhanced through earlier agreement during accommodation project concept stage being agreed would have allowed for further benefits realisation work to be completed.
APLL10	Enhanced supplier relationships through stronger project management would of reduced project deliverable re-scoping, stronger performance management and issue resolution.
APLL11	Having a greater focus on employee requirements (ER) in relation to the listed building consent and heritage conditions would of picked up more structural issues that needed to be incorporated into the design at the pre-tender stage.
APLL12	Clearer definition of detailed requirements (when amendments are easier to achieve) earlier in the design process would of reduced subsequent work to incorporate at a later stage.
APLL13	Enhanced project teamwork through greater clarity of individual roles and responsibilities such as governance and best practice would of improved all areas of project delivery.
APLL14	A reduction in reactive tasks leading to time and cost savings through enhanced budget involvement by the Project Manager would of allowed for better capacity planning.
APLL15	Risk and Issue management improvements through stronger documentation, education and workshops.
APLL16	Reductions in staff turnover and enhanced handovers to ensure project consistency during personnel changes.
APLL17	Project benefits captured during feasibility as well as concept and design to provide earlier oversight and project support.

6. Handover of products and services to BAU



Through the delivery of the Accommodation Project, several opportunities have been identified that will continue to support the sustainability of the project and build upon the foundations for improvement that the accommodation project has set. These are smaller initiatives or projects that will be managed through individual Service Areas as we move through the cultural shift of returning to work in the Civic Offices.

Above is a visual representation of the opportunities that have been agreed. Should other initiatives or projects not listed above be identified and scoped, these will be managed through the project management/PMO function and in-line with our governance framework.

Therefore, we formally close this project and present this to Cabinet on 13th September 2021 for approval.