

# Meeting not open to the public

**East  
Devon**

District Council

Date: 13 October 2011  
Contact number: 01395 517544  
E-mail: [clane@eastdevon.gov.uk](mailto:clane@eastdevon.gov.uk)  
Our Reference: CL

East Devon District Council  
Knowle  
Sidmouth  
Devon  
EX10 8HL

DX 48705 Sidmouth

Tel: 01395 516551

Fax: 01395 517507

[www.eastdevon.gov.uk](http://www.eastdevon.gov.uk)

To: Members of the Office Accommodation Working Party  
(Councillors: Paul Diviani, Graham Godbeer,  
Vivien Duval Steer, Ray Bloxham, Peter Burrows, Bob Buxton,  
Trevor Cope, David Cox, Andrew Moulding, Helen Parr,  
Ian Thomas, Steve Wragg.)

Officers: Mark Williams, Richard Cohen, Donna Best, Karen Jenkins,  
Ed Freeman.

## **Office Accommodation Working Party Wednesday 19 October 2011 – 6.30 pm – Committee Room**

### **AGENDA**

- |                                                                                                                                                                                                                                                                                                                                                                                   | <u>Page/s</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1. To receive the notes of the meeting held on 6 April 2011.                                                                                                                                                                                                                                                                                                                      | 3 - 5         |
| 2. Introductions and apologies.                                                                                                                                                                                                                                                                                                                                                   |               |
| 3. To consider any items, which, in the opinion of the Chairman, should be dealt with as matters of urgency because of special circumstances.<br>(Note: Such circumstances need to be identified in the minutes. If you wish to raise a matter under this item, please do so in advance of the meeting by notifying the Chief Executive who will then consult with the Chairman). |               |
| 4. Copy of the report and resolution of 13 July 2011 Cabinet.                                                                                                                                                                                                                                                                                                                     | 6 - 10        |
| 5. Papers/Issues for discussion                                                                                                                                                                                                                                                                                                                                                   |               |
| a. The Knowle                                                                                                                                                                                                                                                                                                                                                                     |               |
| i. Value and disposal – development options                                                                                                                                                                                                                                                                                                                                       |               |
| ii. Future costs and liabilities                                                                                                                                                                                                                                                                                                                                                  |               |
| b. Heathpark                                                                                                                                                                                                                                                                                                                                                                      |               |
| i. Speculative interests and other Honiton sites                                                                                                                                                                                                                                                                                                                                  |               |
| ii. Heathpark site specifics                                                                                                                                                                                                                                                                                                                                                      |               |

- c. Exmouth
  - i. Current state of play
- d. What a new HQ should be – discussion on form and function
- e. Council presence elsewhere in the district – principles, places
- f. Immediate tasks – topology, trees, highways, etc
- g. People issues
  - i. Staff
  - ii. Members
  - iii. External - partners
- h. Managing the message - Communication strategy, reputation, a name
- i. Project delivery – project management options
- j. Project timeline
- k. Project cost and spend profile
- l. Practicalities
  - i. Experience elsewhere
  - ii. Democratic and decision making process
  - iii. Member and officer time and engagement
  - iv. Site visits

- |    |                                                              |         |
|----|--------------------------------------------------------------|---------|
| 6. | Engagement Strategy – Office Relocation                      | 11 - 26 |
| 7. | Office Relocation = Project Plan                             | 27 -33  |
| 8. | Strategy Proposal for Electronic Document Management at EDDC | 34 -38  |
| 7. | Future meeting arrangements, content and frequency.          |         |
| 8. | AOB.                                                         |         |
| 9. | Date of Next Meeting – Wednesday 16 November 2011 – 6.00pm   |         |

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## OFFICE ACCOMMODATION WORKING PARTY ACTION POINTS FROM A MEETING HELD AT ON WEDNESDAY 19 OCTOBER 2011

Present:

Councillor Graham Godbeer	GG	EDDC
Councillor Pau Diviani	PD	EDDC
Councillor Andrew Moulding	ATM	EDDC
Councillor David Cox	DC	EDDC
Councillor Vivien Duval Steer	VDS	EDDC
Councillor Ray Bloxham	RB	EDDC
Councillor Trevor Cope	TC	EDDC
Councillor Helen Parr	HP	EDDC
Councillor Ian Thomas	IT	EDDC
Councillor Steve Wragg	SW	EDDC
Councillor Bob Buxton	BB	EDDC
Mark Williams	MW	Chief Executive, EDDC
Richard Cohen	RC	Deputy Chief Executive, EDDC
Ed Freeman	EF	Principal Planning Officer, EDDC
Chris Lane	CL	Democratic Services Officer, EDDC
Karen Jenkins	CP	Corporate Organisational Development Manager, EDDC
Donna Best	DB	Principal Estates Surveyor, EDDC
Chris Powell	CP	Corporate ICT Manager, EDDC
John Lees	JL	Kensington Taylor
Kyrenia Tew	KT	Kensington Taylor

The meeting started at 6.35pm and finished at 8.30pm.

Item	Notes/Decisions	Action
<b>1. Introduction</b>	Welcome and introduction.	
<b>Notes of meeting held on 6 April 2011</b>	The notes of the meeting held on 6 April 2011, were agreed as a true record.	Noted
<b>3. Issues for discussion</b>	<p>Members received a presentation on issues regarding the Knowle Office Review and proposals to relocate the existing offices at Knowle, Sidmouth to a site owned by EDDC at Heathpark, Honiton. The three aspects of the project were:</p> <ol style="list-style-type: none"> <li>1. Realising the value of the Knowle,</li> <li>2. Build out at Heathpark and</li> <li>3. Securing the Town Hall site at Exmouth.</li> </ol> <p>The aim was to secure the relocation of EDDC's office to Heathpark with a zero cost.</p> <p>The present running costs of Knowle were substantial and there were likely to be major savings in moving to be made in this area. The advantages</p>	

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of moving were considered to be:

- Better access off the A30 in Honiton
- Self fund new offices from the sale of the Knowle
- Huge savings in running costs
- Sustainable highly efficient new building
- New and improved working environment
- Improved efficiency
- Cultural transformation
- IT and storage improvements
- Customer focus

The potential disadvantages which would need to be mitigated and considered include:

- Impact on Sidmouth
- Additional mileage costs and travel for staff
- Costs for new storage facilities
- Moving costs
- Staff morale

The need for dedicated project management to deliver the building/brief was emphasised. Members discussed the two options for delivery of the new building which were:

1. EDDC to provide the funding and build its own new offices. This would probably involve borrowing to build new offices before disposing of the Knowle.
2. EDDC to go down the partnering option, where the partner was responsible for the new build in return for acquiring and developing the Knowle after EDDC has moved. The recommendation was that EDDC use the partnering option to deliver the project. This would have several benefits including the potential to avoid borrowing and sharing of skills between the council and professional partners. This option would require EDDC to have a very detailed specification from the outset otherwise there is a high risk of additional cost.

RC reported that there had been some interest from agents in the use of the Heathpark site for food retail. These approaches are being carefully considered before any definite decision is to be made on the Heathpark site use. At this point in time it was considered realistic that the project could be delivered by June 2014. This timeline will be kept

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under review as the project moves forward.

Members discussed the importance of public perception and consultation with the public over the proposed developments. The possibility of inviting the Town Councils and residents of Sidmouth, Honiton and Exmouth to give their views on the proposed developments at Knowle, Heathpark and Exmouth Town Hall, was discussed. A consultation process around an outline application for the Knowle Site was considered to be an effective option.

The members of the Panel made a number of comments and asked a range of questions, these included:

- Full consideration needed to be given to the needs of Members in the design of new offices. The new building should be fully accessible for Members;
- The importance of aiming for BREAM Excellent standard in the new offices;
- The needs of the public should be emphasised in the design of the new office building. The perception of the public was vital and consultation would be required;
- The importance of ensuring the specification was to the best standards possible if the partnering option was to be followed;
- Importance of maximising the value of the Knowle site. Does the affordable housing element need to be provided at Knowle or would it be better provided elsewhere?
- The access and exits to the Heathpark site were constrained and would need to be investigated;
- The strong business case for office relocation.

**RECOMMENDED**

1. To take forward immediate tasks required as part of the disposal of the Knowle
2. To engage project management resources
3. To clarify the detail and merits of developer expressions of interest on the Heathpark site
4. that the project be secured by using the partnering option

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	<p>A report would be brought to Cabinet that would further detail the project and cost the above recommendations.</p>	
<p><b>4. Engagement Strategy – Office Relocation.</b></p> <p><b>RECOMMENDED</b></p>	<p>Members received a report from KJ on the Engagement Strategy for the proposed Office Relocation. An important element of the relocation of the Council would be the success with which it was viewed by staff. To gain the support and cooperation of the workforce it was essential to provide clear information and engagement by senior management and members.</p> <p>The report sought to demonstrate the key commitments, principles and tools that would ensure that staff were fully consulted, communicated with and engaged from the outset and throughout the relocation project.</p> <p>The principles of the engagement strategy were that all key stages of the project the Council would:</p> <ul style="list-style-type: none"> <li>• Communicate</li> <li>• Consult</li> <li>• Negotiate</li> <li>• Engage</li> </ul> <p>It was anticipated that the amount of mobile and home working would increase. Those staff who mainly worked out of the office would have 'touch down' spaces. It was agreed that the terminology of 'hot desking' was not helpful but clearly there could be some shared spaces for those that work mainly in a mobile way or have their 'administrative centre' elsewhere. It was emphasised that those working mainly in the building would have their own desk as the benefits of a degree of personalisation are clear. It was highlighted that this would need to be understood in as much detail as possible to ensure the right design and use of space.</p> <p>That Members would agree key messages for communication at the end of each meeting. This would include consideration of messages internally and externally.</p>	<p>Noted</p>
<p><b>5. Strategy proposal for Electronic Document Management at EEDC.</b></p>	<p>Consideration was given to the Strategy Proposal for Electronic Document Management (EDMS) at EEDC. CP reported that electronic document management, comprising scanning, indexing and retrieval was used to good effect in Planning,</p>	<p>Noted</p>

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	<p>Environmental Health and Revenues and Benefits.</p> <p>The strategy for EDMS at the Council would help the move to a smaller, more open plan building with less storage and make employees more mobile and less office bound.</p>	
<b>6. Exmouth Town Hall</b>	<p>The issue of the refurbishment of the Town Hall remains under consideration but unresolved for a mix of reasons. DCC had indicated that they wished to renew their lease for a further three years. It was uncertain at present which EDDC staff would work at the Town Hall. SW reminded the Working Party that the heating system at the Town Hall was very antiquated and needed replacing. The possibility of using the TIC building for office space was suggested.</p> <p>Members emphasised the importance of engaging Sidmouth and Exmouth Town Councils in the relocation process at an early stage.</p>	Noted
<b>7. Date and time of next meeting</b>	Future meetings would normally be held on a bimonthly basis with the next meeting at a date to be agreed in December.	All





## Office Relocation – Project Briefs

### Project 1 – Disposal of the Knowle

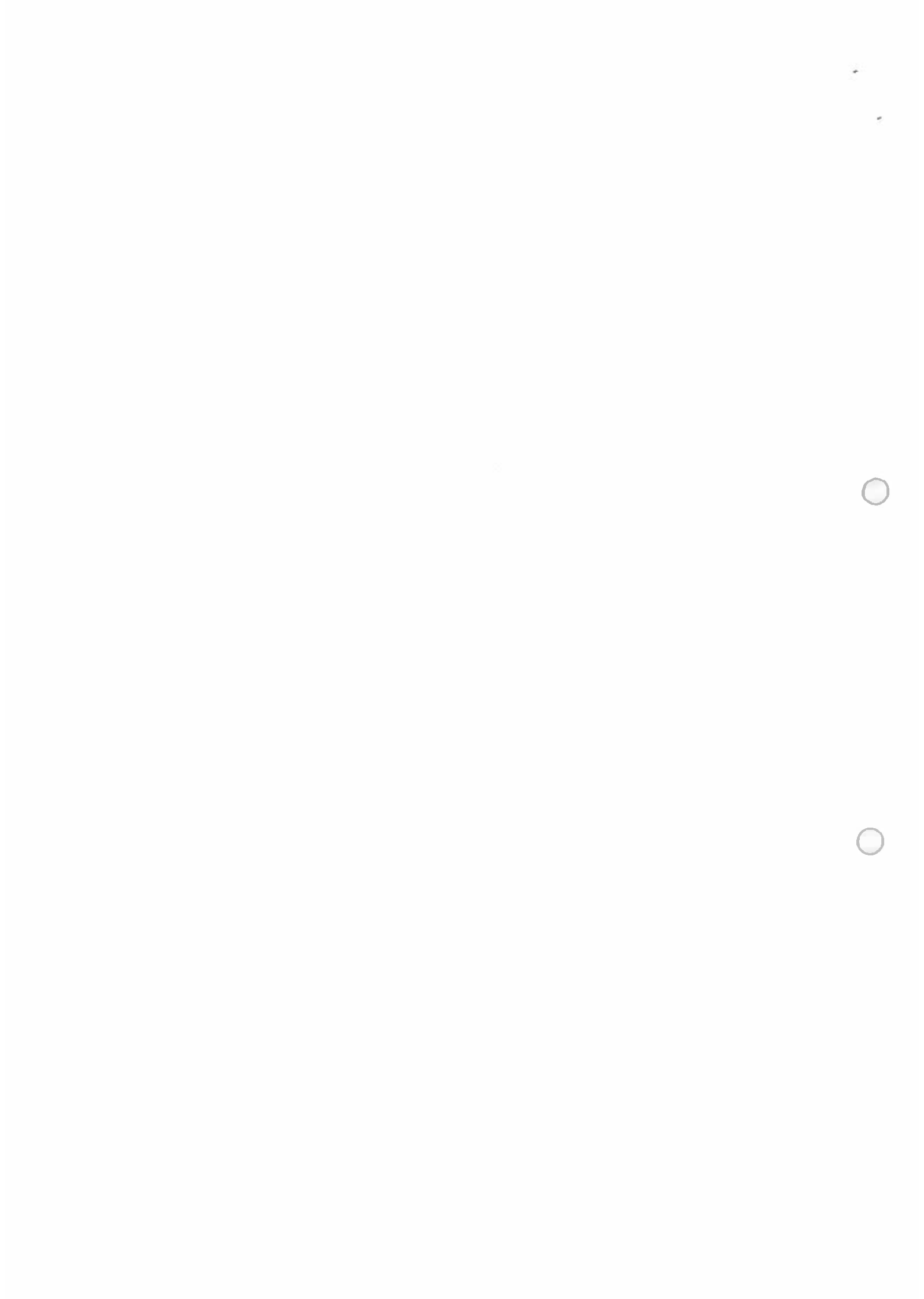
- Maximise the value of the site consistent with the quality of Sidmouth and the planning framework
- Ensure adequate sums are released to cover the costs of Projects 2 & 3
- Release additional capital sums to assist the Council's Capital Programme?
- Relocation of Knowle depot to Manstone Depot
- Appointment of Planning Consultants to submit planning application

### Project 2 – New Offices at Heathpark, Honiton

- Fully utilise site of Business Centre and adjoining former depot site with a design that respects its location, improves service access and delivery to our customers, and delivers environmental benefits.
- Provide desk accommodation on the basis of desks for office based staff, hot desking arrangements for mobile officers. Offices will be as open plan as possible. Flexible meeting rooms/spaces (fully IT equipped) suitable for the reasonable use of the Council. Overall space reduction to be confirmed following further detailed review of space requirements.
- Ensure design of internal space facilitates effective team working and management practices consistent with what the work requires. Operate on the basis that mobile working will reduce the number of desks required. (Pilot to be initiated asap).
- Provide café space area suitable for operation by a franchise and with capacity for use by the public
- Provide adequate cycle storage facilities and changing facilities
- Provide additional office space suitable for letting out so as to generate an income
- Ensure reduced utility and running costs
- Ensure a reduced carbon footprint for the organisation (in particular look to secure sponsorship for renewable energy features)
- Building Energy Rating reduced from C to B (or A)

### Project 3 – Refurbished Office Accommodation at the Town Hall, Exmouth

- Fully utilise available accommodation
- Facilitate better working with the Town Council and DCC
- Provide accommodation reflecting a range of front line services
- Provide adequate cycle storage facilities and changing facilities
- Provide additional office space for letting out so as to generate an income
- Ensure reduced utility and running costs
- Ensure a reduced carbon footprint compared with current (in particular look to secure sponsorship for renewable energy features – including new mechanical and electrical equipment)
- Improve building energy rating from ?to B or C?



## Brief Summary of Employees Addresses

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<u>Location</u>	<u>Number of Employees</u>
Shepton Mallet	1
Weymouth	1
Bridport	1
Lyme Regis	5
Exeter & District	58
Sidmouth & District	142
Ottery St. Mary	26
Seaton & District	39
Axminster & District	23
Honiton & District	59
Cullompton & District	7
Tiverton	1
Okehampton & District	3
Colyton & district	12
Dawlish	2
Exmouth & District	104
Budleigh Salterton & District	19
South Petherton	1
Crewkerne	1
Taunton & District	4
Chard & District	5
Torquay	1
Newton Abbot & District	4
Teignmouth	1
Paignton	3



## **Engagement Strategy – Office Relocation**

### **Introduction**

An essential element of the relocation of the council will be the success with which it is viewed by our staff. It is important that they understand and support the process and the reasons behind it. To gain the support and cooperation of the workforce we will need to provide clear information and engagement by senior management and members.

This paper seeks to demonstrate the key commitments, principles and tools that we will use to ensure that our staff are fully consulted, communicated with and engaged from the outset and throughout the relocation project.

Whilst there is an equal need to keep communication with Members and the public aligned to staff communication, this paper primarily focuses on staff. Press releases will be issued at key stages of the project and Members will be involved in the working party itself and key decisions will be taken through Cabinet.

### **Principles**

The principles of our engagement strategy are that at all key stages of the project we will:

- Communicate
- Consult
- Negotiate
- Engage

In practical terms, this means we will direct our energy and focus into ensuring that:

- staff have a clear understanding of the business case which supports relocation;
- we communicate and consult officers from the outset and for the lifetime of the project so that where possible we can demonstrate that staff views directly influence outcomes;
- we work to highlight the benefits that this move will bring and develop a sense of pride and excitement about our relocation to brand new offices;
- we ensure that we engage UNISON in this process and that we negotiate on issues which might affect terms and conditions;
- we take a flexible approach working individually with officers to help people make the transition to a new location by modifying working hours for example;
- we support managers and staff who will be making a transition to more mobile ways of working;
- we take officers with us so that staff retention is not affected due to this relocation.

There will be a variety of opportunities and ways in which staff can participate:

- Feedback opportunities upward through management channels and directly through a suggestion scheme and specific staff fora
- Space design, furniture and equipment testing and choice
- Facilities discussion
- Advising on new work practices, alignments and location within a new office
- Recommendations on cost savings

Senior managers and members will need to be consistently on message with an emerging business case for staff and the outside world:

- The move will save costs allowing the council to fund more services and this could mean more jobs or greater job security if the building is less of a drain on the district
- An opportunity to generate income from a new building by housing small businesses, partner agencies and potentially longer lease tenants
- Being more central to the district and more accessible to residents, businesses and partners
- Working better and more efficiently as an organisation via a better organised workspace and improved facilities

### Timescales

Activity	Level of engagement	Timescale /frequency
Staff awareness seminars	Communication of business case and reassurance around staff involvement	November/December 2011
Staff Joint Forum	Negotiation of any affected terms and communication of project progress against milestones	November 2011 and ????
Roadshows – service by service	Communication of options and consultation	January 2012 and throughout project for key decisions
Team Brief	Communication on progress	Monthly
Officer group	Communication, consultation, engagement with a group of officers representative of key areas	To be set up after roadshows with frequency of meetings to integrate with project plan
News and Views and News and Views Take 2	Communication aimed at Managers	Every 2 months
SMT cascade	Communication on progress	As required

Mark my Words	Communication/signposting	As required
Head of Service/Corporate Manager briefings	Communication and progress	As required
Middle Managers team briefings	Communication and progress	As required
HR surgeries	Dealing with individual concerns	Quarterly
121 meetings with managers and HR	Consultation and dealing with individual concerns	As required

### Early priorities

At present, there is some sense of staff not quite believing that the office relocation will actually happen. It also seems some way away and there may be an expectation that it will take longer than the 2-3 years currently estimated.

As the business case is developed it is important that this is communicated to all staff as soon as possible. Various existing means can be used including the Chief Executive's Staff Awareness Seminar starting in mid November, the intranet, news and views etc. It will be important that the message from the council is consistent and upbeat. As with any transition process there will undoubtedly be misgivings on an individual basis and these will need to be addressed. The physical move is a part of a process of transition for the council that has seen reductions in staff numbers, increased workloads and budget constraints.

Once officers are aware and believe that we will relocate, their concerns will immediately turn to issues around increased travel costs and difficulty with their domestic arrangements. Before we attempt to consult staff on detailed aspects of the move, it is important that we deal with these issues in principle. Not all answers will be immediately available and the detail of the move will develop and change over time. In the first instance staff need to be reassured that their concerns are respected and will be addressed.

This will be done through consultation with staff and UNISON through Staff Joint Forum as an early priority. The Green book part 2 states: employees will be reimbursed the additional costs arising from a compulsory change in their place of work, according to locally negotiated schemes establishing approved items of expenditure and periods of reimbursement.

On a less formal basis there may be the opportunity to bring staff groups together to workshop aspects of the move, hear from professionals (project managers, architects, green transport planners, space experts etc), test out office equipment and other means of influence and engagement.

It will be important that any recruitment advertisements published after the decision to relocate has been made, clearly state our intention to move. This will preclude anyone recruited after the decision from the right to compensation around additional mileage.

Karen Jenkins

Corporate Organisational Development Manager



Office Relocation – Project Plan – 5 Aug 2011

Task	Progress	Responsible Officer
<p>Process Requirements</p> <ul style="list-style-type: none"> <li>• Cabinet report approval</li> <li>• Expenditure code set up</li> <li>• Member Working Party and Officer Group Formation</li> <li>• Exceptions report – re-commission Kensington Taylor (KT)</li> <li>• Spec, advertise and recruit Project Manager (PM)</li> <li>• Visits to other relocations</li> </ul>	<p>Done</p> <p>Done</p> <ul style="list-style-type: none"> <li>• 1<sup>st</sup> meetings – 17/10 Officers, 19/10 members</li> <li>• Approved - Sep Cabinet</li> <li>• Recruitment process to be determined</li> <li>• RC already conducted. Member visits in preparation</li> </ul>	<ul style="list-style-type: none"> <li>• RC</li> <li>• Meeting - RC/KT, report – DB</li> <li>• RC with KJ and KT support</li> <li>• RC</li> </ul>
<ul style="list-style-type: none"> <li>• Revisit KT analysis, costings and new site propositions</li> <li>• Project Management Plan</li> <li>• Financial processes – spend management and monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Underway</li> <li>• Tentative project budget identified – £1.4m = 20% of total project cost</li> </ul>	<ul style="list-style-type: none"> <li>• KT</li> <li>• PM</li> <li>• PM, SD</li> </ul>
<p>Press and External Communications</p> <ul style="list-style-type: none"> <li>• Strategy – milestones, events, press handling (overall and x3 town specific),</li> <li>• FAQ on line and key messages for members and officers</li> </ul>		<ul style="list-style-type: none"> <li>• KJ/NS</li> <li>• KJ/NS</li> </ul>
<p>Internal Communications and Consultation</p>		

<ul style="list-style-type: none"> <li>Plan and deliver staff engagement</li> <li>Develop communication and consultation plan – comms, consultation structure, focus group, information cascade,</li> <li>Record the Knowle</li> </ul>	<ul style="list-style-type: none"> <li>Proposals in development</li> <li>Proposals in development</li> </ul>	<ul style="list-style-type: none"> <li>KJ</li> <li>KJ</li> <li>KJ</li> </ul>
<p>Unison</p> <ul style="list-style-type: none"> <li>Consultation relating to terms and conditions, new ways of working and key project decisions</li> </ul>		<ul style="list-style-type: none"> <li>KJ</li> </ul>
<p><b>Project 1 – Disposal of the Knowle</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Masterplan, soft market test and/or planning application?</li> <li>Site assessments – highways, trees etc</li> <li>Sale negotiation – development proposition, planning process, disposal (with negotiated delay for new build period and/or prudential borrowing)</li> <li>Option to engage development as part of wider Sidmouth plan</li> <li>Relocation of Knowle depot to Manstone Depot</li> <li>Sidmouth community communications</li> </ul> <p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>Maximise the value of the site consistent with the quality of Sidmouth</li> <li>Development package that results in nil cost outcome.</li> </ul>	<ul style="list-style-type: none"> <li>Refresh of initial market testing underway</li> </ul>	<p>RC</p> <ul style="list-style-type: none"> <li>KT, PM, contracted masterplanners</li> <li>KT, PM, contracted agents</li> <li>PM/KL/Town Council</li> <li>SS</li> <li>KJ/NS</li> </ul>

<p>Ensure sums are released sufficient to cover the costs of Projects 2 &amp; 3</p> <ul style="list-style-type: none"> <li>• Consistency with Town and Local Plan</li> <li>• Release additional capital sums to assist the Council's Capital Programme?</li> </ul>	
<p><b>Project 2 – New Offices at Heathpark, Honiton</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Form and function – review of overall space requirement, shared services, continued business units presence?</li> <li>• Design and build – design competition (conditions – future-proof, space flexibility, Eco level 6, local sourcing, reception space and public usage, external public realm etc)</li> <li>• Office internal planning – design, space, facilities, furnishing</li> <li>• Staff and member preparation – new ways of working? Open plan assimilation</li> <li>• IT C planning – strategic objectives, technical requirements, mobile working</li> <li>• Managing the move – phased or all-in-one?</li> </ul>	<p>RC</p> <ul style="list-style-type: none"> <li>• PM, HoS, space consultants</li> <li>• PM, chosen architect and developer</li> <li>• DL, KJ, space consultants</li> <li>• DL, KJ, CP, DV, HoS</li> <li>• CP, IT consultants</li> <li>• PM, KJ</li> </ul>

<ul style="list-style-type: none"> <li>• Honiton community communications</li> </ul> <p>Objectives</p> <ul style="list-style-type: none"> <li>• Fully utilise site of Business Centre and adjoining former depot site with a design that respects its location, improves service access and delivery to our customers, and delivers environmental benefits.</li> <li>• Create a building that can flex to the Council's needs and size. Future proofed</li> <li>• Provide desk accommodation on the basis of desks for office based staff and arrangements for mobile officers. Offices will be as open plan as possible. Break out space, Flexible meeting rooms/spaces (fully IT equipped) suitable for the reasonable use of the Council. Overall space reduction to be confirmed following further detailed review of space requirements.</li> <li>• Ensure design of internal space facilitates effective team working, interactions, adjacencies and management practices consistent with what the work requires. Operate on the basis that mobile working will reduce the number of desks required. (Pilot to be initiated asap).</li> <li>• Provide café space area suitable for operation by a franchise and possibly with capacity for use by the public</li> </ul>	<ul style="list-style-type: none"> <li>• KJ/NS</li> </ul>
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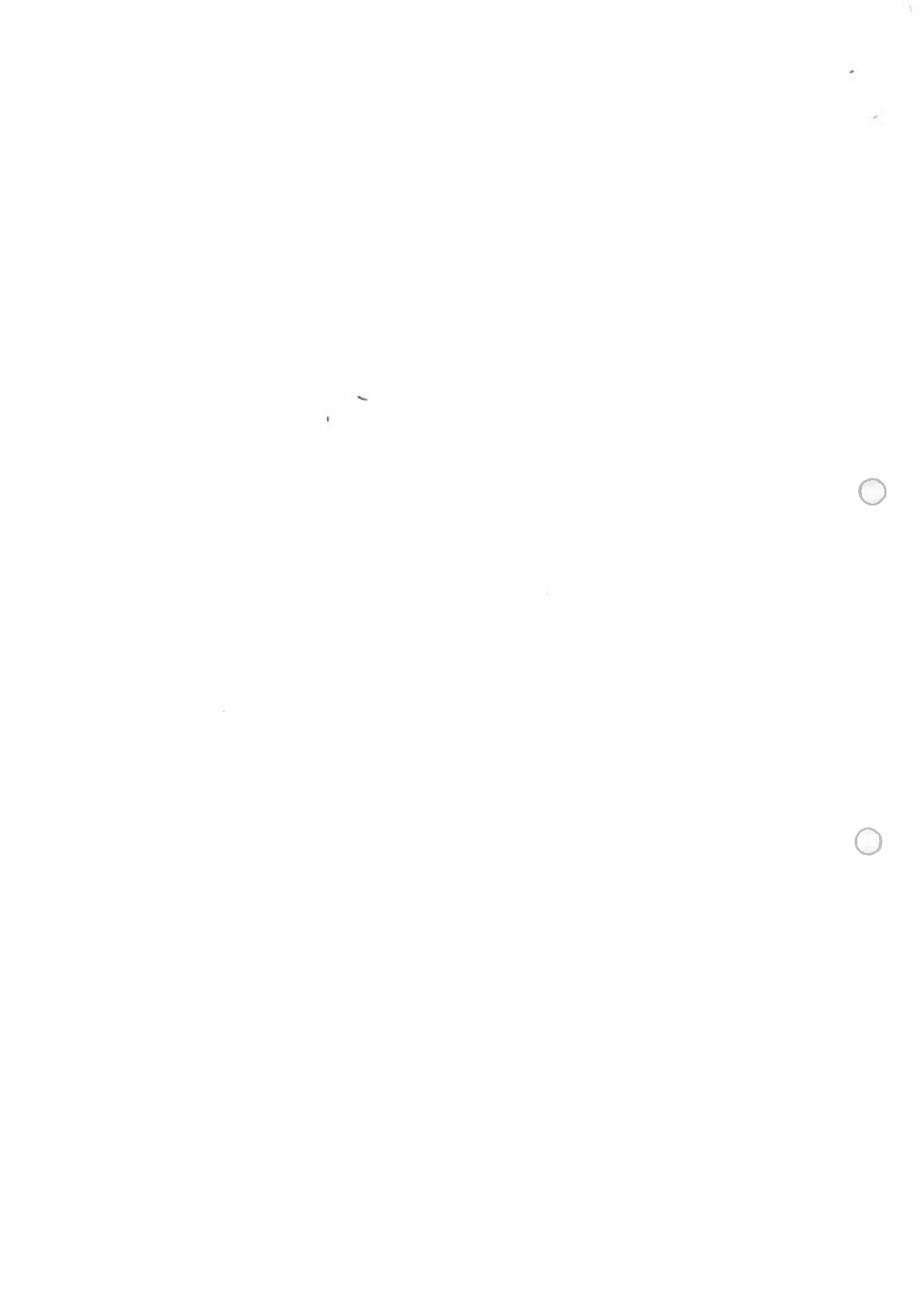
<ul style="list-style-type: none"> <li>• Provide adequate cycle storage facilities and changing facilities</li> <li>• Retain business centre facility</li> <li>• Provide additional office space suitable for letting out so as to generate an income</li> <li>• Ensure reduced utility and running costs</li> <li>• Ensure a reduced carbon footprint for the organisation (in particular look to secure sponsorship for renewable energy features)</li> <li>• Building Energy Rating reduced from C to B (or A)</li> <li>• Consistency with Town and Local Plan</li> </ul>	
<p><b>Project 3 – Refurbished Office Accommodation at the Town Hall, Exmouth</b></p> <p>Actions</p> <ul style="list-style-type: none"> <li>• Review best location for EDDC front line presence – Options include DCC Hub, Town Hall, alternative location/shared space in town</li> <li>• Form and function – review of overall space requirement, shared services</li> <li>• Design (conditions – future-proof, space flexibility, Eco</li> </ul>	<p>RC</p> <ul style="list-style-type: none"> <li>• PM, DL, HoS</li> </ul>

<p>level 6, local sourcing, reception space and public usage, external public realm etc)</p> <ul style="list-style-type: none"> <li>• Office internal planning – design, space, facilities, furnishing</li> <li>• Staff preparation – new ways of working training</li> <li>• IT C planning – strategic objectives, technical requirements, mobile working</li> <li>• Managing the move – phased or all-in-one</li> </ul> <p>Objectives</p> <ul style="list-style-type: none"> <li>• Fully utilise available accommodation</li> <li>• Facilitate better working with the Town Council and DCC</li> <li>• Provide accommodation reflecting a range of front line services</li> <li>• Provide adequate cycle storage facilities and changing facilities</li> <li>• Provide additional office space for letting out so as to generate an income</li> <li>• Ensure reduced utility and running costs</li> <li>• Ensure a reduced carbon footprint compared with current</li> </ul>		
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<p>(in particular look to secure sponsorship for renewable energy features – including new mechanical and electrical equipment)</p> <ul style="list-style-type: none"><li>• Improve building energy rating from ? to B or C?</li></ul>		
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Richard Cohen

14 Oct 2011





## Additional mileage costs and compensation

This paper seeks to highlight potential costs associated with additional mileage claims. This matter will be the subject of early negotiation with UNISON.

The Green Book states that:

*'Employees will be reimbursed the additional costs arising from a compulsory change in their place of work, according to locally negotiated schemes establishing approved items of expenditure and periods of reimbursement.'*

This replaces the old Appendix E to the Purple Book. The negotiations on a local scheme will focus on what costs to reimburse and over what period. We know UNISON will use the old agreement as a starting point. It may be helpful to highlight that the four year period of compensation in the old Appendix E was extended from a previous three year period to compensate staff when home to duty travel cost reimbursement became taxable in the mid 1970's.

I have attached to this paper some research demonstrating how other Council's have tackled this negotiation with Unions.

Below are three tables that illustrate the annual costs for compensation of additional mileage incurred in travelling to Honiton. This analysis shows that there is little differentiation in costs between the options analysed.

### Points to note:

- The AA Route Planner has been used to calculate the differential in mileage from the employees' home address and the offices at the Knowle or the Business Centre in Honiton (i.e. postcode to post code).
- The reimbursement cost for all examples has been calculated based on a rate of 16.4 pence per mile. The rate is based upon NJC rates for 2011/12 and therefore the rate for 2012/13 may be increased if this is agreed at a national level.

Table 1 is a calculation of the cost based on actual additional mileage that may be incurred. It has been calculated assuming a 260 day year (365 – 104 (52 weekends)). The number of days for part time staff is pro rata based on the number of days in their working week.

There are a number of benefits to this approach:

- Employees will be reimbursed actual additional mileage incurred.
- Additional mileage can only be claimed for actual days worked (i.e. excludes holidays/sickness days/Flexi days and any other absence).
- Actual cost identified is likely to be lower than the estimate due to non working days.

The issues with this approach are that the employee will be required to submit actual claims on a monthly basis and so this will create some extra work for managers and payroll. However, this is minimal as the process for approval of mileage claims is an electronic one.

## Additional mileage costs and compensation

Table 1

<b>Number of Employees</b>	<b>Annual Cost of Additional Mileage based on 260 day year (Pro rata for part time staff)</b>
251	£114,002.30

Tables 2 and 3 are a calculation of the cost if a banding system is applied. The rates paid to part timers would be pro-rata according to the number of days that are worked within a week based upon their work pattern. Each rate has been calculated by totalling the annual cost of actual additional mileage incurred for all employees (Column A) that fall within the band and calculating an average (Column B). The calculated average is the suggested rate to be paid.

There is a benefit to this approach in that claims are not required to be submitted by employees.

However a concern with this approach is that there will be winners and losers depending on where we arbitrarily draw the line of the bandings and it is envisaged that this would cause unnecessary disagreement. Additionally in this scenario payment is not reduced to account for days not worked (i.e. holidays/sickness days).

Table 2

**Table showing estimated cost of allowance based on bandings at 3 mile increments @ a calculated average rate:**

This table attempts to introduce bandings. To arrive at an annual figure that we would use to compensate individuals in each banding, we have taken actual mileage costs for each employee in the band and averaged it by using the number of employees falling into the band.

<b>Band (Additional Miles Per Day)</b>	<b>(A) Number of Employees</b>	<b>(B)</b>	<b>Annual Cost to Council (pro rata for part time staff)</b>	<b>Maximum Annual Gain to Employee versus Actual Mileage Claim</b>	<b>Maximum Annual Loss to Employee versus Actual Mileage Claim</b>
<b>&gt;=1 to &lt;=3</b>	<b>6</b>	<b>£79.59</b>	<b>£445.73</b>	<b>£36.95</b>	<b>£48.33</b>
<b>&gt;3 to &lt;=6</b>	<b>19</b>	<b>£162.93</b>	<b>£3,014.20</b>	<b>£35.01</b>	<b>£92.91</b>
<b>&gt;6 to &lt;=9</b>	<b>74</b>	<b>£355.76</b>	<b>£24,689.46</b>	<b>£99.92</b>	<b>£28.00</b>

## Additional mileage costs and compensation

>9 to <=12	26	£443.78	£10,517.68	£60.02	£67.90
>12 to <=15	63	£580.72	£33,797.68	£69.04	£58.88
>15 to <=18	50	£704.07	£32,668.93	£64.47	£63.45
>18 to <=21	13	£805.57	£9,102.92	£38.05	£89.87
Totals	251		£114,236.60		

**Table 3**

**Table showing estimated cost of allowance based on bandings at 5 mile increments @ a calculated average rate**

Band (Additional Miles Per Day)	(A) Number of Employees	(B) Average Annual Cost of Additional Travel (Suggested Rate)	Annual Cost to Council (pro rata for part time staff)	Maximum Annual Gain to Employee versus Actual Mileage Claim	Maximum Annual Loss to Employee versus Actual Mileage Claim
>=1 to <=5	24	£139.65	£3,225.82	£97.01	£73.55
>5 to <=10	84	£358.07	£28,431.11	£144.87	£68.33
>10 to <=15	80	£557.41	£40,434.93	£131.01	£82.19
>15 to <=20	63	£725.02	£41,771.84	£85.42	£127.78
Totals	251		£113,863.71		

## Additional mileage costs and compensation

Tables 4 and 5 are as tables 2 and 3, but the rates are calculated by using the midpoint of each band (i.e. the rate for the band of '>5 to <=10' is based on 12.5 additional miles per day). This calculates a fairer rate when compared to the average rates calculated for tables 2 and 3, as it does not vary according to the number of employees in a band.

**Table 4**

Table showing estimated cost of allowance based on bandings at 3 mile increments @ a rate calculated from the Mid Range

Band (Additional Miles Per Day)	Number of Employees	Midpoint Annual Cost of Additional Travel (Suggested Rate)	Annual Cost to Council (pro rata for part time staff)	Maximum Annual Gain to Employee versus Actual Mileage Claim	Maximum Annual Loss to Employee versus Actual Mileage Claim
>=1 to <=3	6	£85.28	£477.57	£42.64	£42.64
>3 to <=6	19	£191.88	£3549.78	£63.96	£63.96
>6 to <=9	74	£319.80	£22,194.12	£63.96	£63.96
>9 to <=12	26	£447.72	£10,610.96	£63.96	£63.96
>12 to <=15	63	£575.64	£33,502.25	£63.96	£63.96
>15 to <=18	50	£703.56	£32,645.18	£63.96	£63.96
>18 to <=21	13	£831.48	£9395.72	£63.96	£63.96
Totals	251		£112,375.59		

**Table 5**

Table showing estimated cost of allowance based on bandings at 5 mile increments @ a rate calculated from the Mid Range

Band (Additional Miles Per Day)	Number of Employees	Midpoint Annual Cost of Additional Travel (Suggested Rate)	Annual Cost to Council (pro rata for part time staff)	Maximum Annual Gain to Employee versus Actual Mileage Claim	Maximum Annual Loss to Employee versus Actual Mileage Claim
>=1 to <=5	24	£127.92	£2,954.95	£85.28	£85.28
>5 to <=10	84	£319.80	£25,392.12	£106.60	£106.60
>10 to <=15	80	£533.00	£38,855.70	£106.60	£106.60
>15 to <=20	63	£746.20	£43,055.74	£106.60	£106.60

## Additional mileage costs and compensation

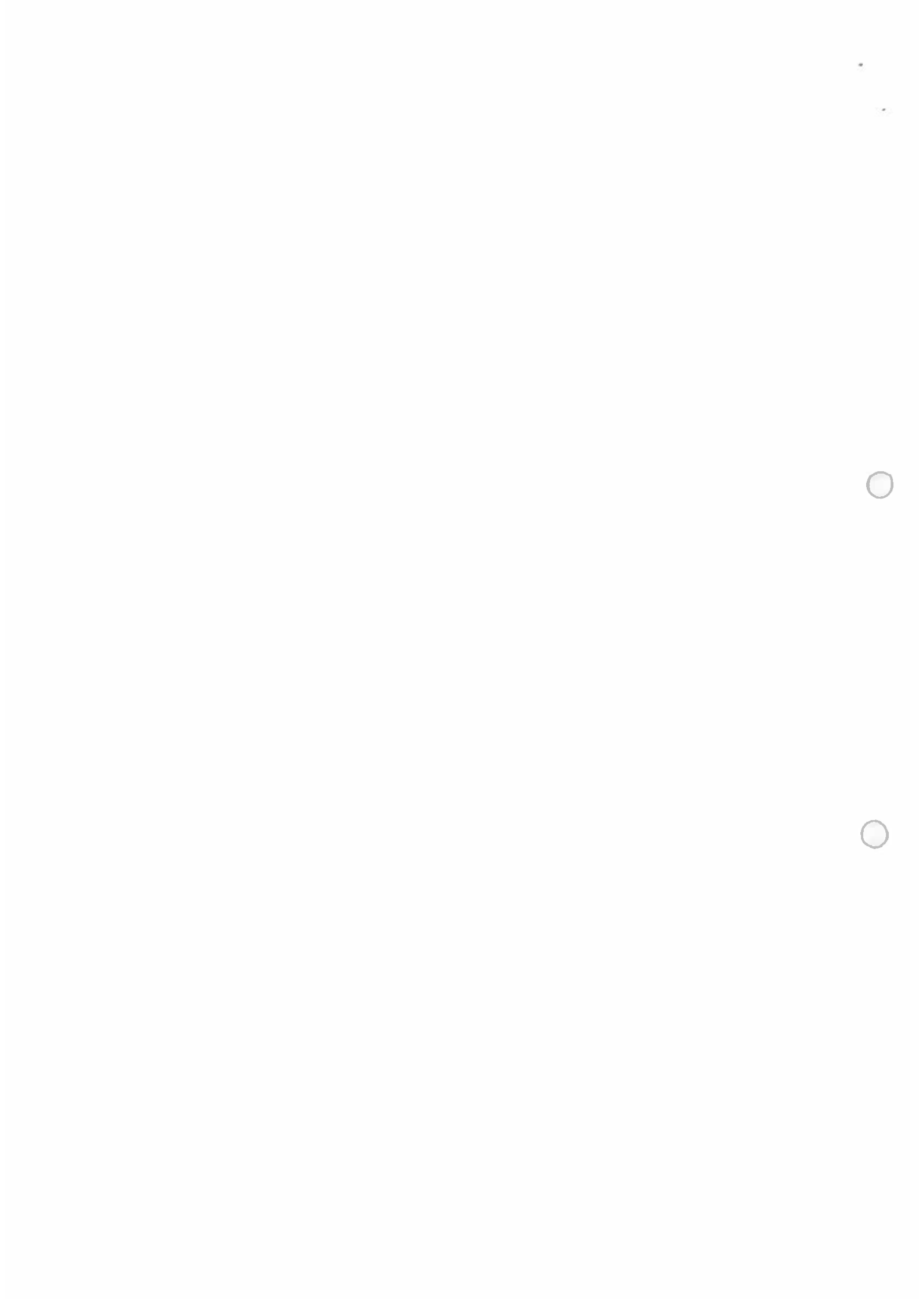
Totals	251		£110,258.51		
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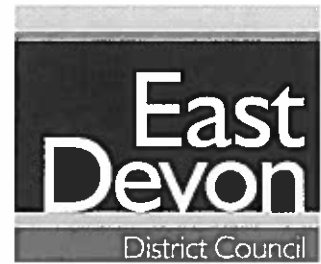
Additionally, we will also need to provide compensation for those travelling by public transport and we may choose to incentivise this option.

We need to survey staff and ask for their suggestions to understand more about travel to work patterns and likely methods of travel. A survey will help us gain an insight into what would be useful. For instance, car sharing incentives, a shuttle bus and incentives for greener travel to work options.

We already have in place flexible working policies and a homeworking policy and these are being used effectively. However, we will need to review these and ensure managers understand how they should operate as we are likely to receive multiple requests for this. Business needs come first in deciding what is appropriate.

Karen Jenkins  
Corporate Organisational Development Manager  
4 October 2011





## Agenda Item

SMT

CP/MM

## Strategy Proposal for Electronic Document Management at EDDC

### Summary

We use electronic document management (EDMS), comprising scanning, indexing and retrieval, to good effect in Planning, Environmental Health and Revenues and Benefits.

We now have three good reasons for defining a clear, new strategy for EDMS at the council and investing resources in making it more widespread.

The drivers for EDMS change are:

- Potential move to a smaller, more open plan building with less storage
- The need to make employees more mobile and less office bound
- Need to have an effective disaster recovery plan for the council operations

This document proposes an EDMS strategy and actions to implement the strategy.

### Recommendation

**Council agree the EDMS strategy and the implementation plan**

#### a) Reasons for Recommendation

The reasons for reaching the recommendation must be detailed here.

#### b) Alternative Options

Please provide alternatives to the recommendation here.

#### c) Risk Considerations

Consideration of any risk must be fully and clearly detailed here.

#### d) Policy and Budgetary Considerations

Please confirm that recommendation(s) conform with existing Council policy and/or the Council's current budget. If not, this must be clearly stated.

#### e) Date for Review of Decision

Please recommend a future date for this decision possibly to be reviewed by the relevant Overview Committee.

# **1 Scope of EDMS**

1.1 The EDMS will be used to store and index any electronic document or file that is part of a council delivery process. If the document is originally in paper format it will be scanned first and then returned to source or destroyed, if allowable (Document Retention Policy applies).

1.2 Each file will be stored on the councils EDMS and accessible through the relevant business systems eg Academy, CAPS, Lagan etc, as well as the screens of the EDMS itself.

1.3 Such things as magazines, personal emails; supplier sales offers etc and any document not used within a formal council process is not included.

# **2 EDMS Strategy**

2.1 The proposed strategy statement is

"All documents involved in a process transaction are scanned (if paper) and indexed appropriately into the EDMS as soon as is practical in the process to enable all users of the business systems to have retrieval access wherever they are connected to the council's data network."

2.2 The ideal is that the council would be in this situation prior to moving to a new building.

2.3 It is expected that with more eforms and better systems integration and a greater take-up of digital channels by customers that the amount of transactional paper within the council will reduce over time.

# **3 Benefits of the Strategy**

The end result, if fully implemented would be:

3.1. Improved levels of customer self-service by making appropriate documentation publicly available through the council's website.

3.2 Documents can be retrieved and delivered to the desktop immediately. This is especially desirable for helping resolve customer issues at first point of contact.

3.3 Documents are available to remote or mobile staff enabling new working practices to be implemented.

3.4 Freeing up accommodation space currently taken up by the storage of current and archived paper documents.

3.5 More robust Disaster Recovery and Business Continuity capabilities. Electronically stored documents can be easily backed up and stored and accessed at off-site locations in the event of an emergency situation.

3.6 Documents in electronic queues (should there be any), provide good visibility of work in progress and throughput.

3.7 Could extend simple "document management" into the more rigid "records management" which will assist the council with data compliance issues.



## 4 Implementation of the strategy

4.1 EDMS is already in place and working within several services and dealing with live transactional papers. The most notable is Planning where documents are scanned and indexed and available on the web site and CAPS within 24 hours of arriving.

4.2 The council's current EDMS (Comino from Civica) has not been very reliable and ICT would be happy to see it replaced.

4.3 IDOX, the supplier of our CAPS system, has offered a competitive buy-out which will return savings over a 3 year period and also improve the integration and resilience of the EDMS. This should be considered before further development of the current system.

4.4 Every service has stores of paper documents. On moving from the Knowle these documents will either have to be transferred to a cheap storage location, probably somewhere on Heath Park, or scanned into electronic format (or even both).

4.5 Back scanning and indexing of documents is a labour intensive process that could cost us over millions of pounds if we decided to back scan everything at once. The first step must be to investigate what we NEED to keep because of regulatory or statutory requirements and then move to determine what we WANT for process efficiency.

4.6 Identifying all process documents and then creating processes to turn paper or electronic files into indexed EDMS files is a big piece of work. To implement this strategy within the deadline of about three years (before we move to the new building) will require dedicated resources to achieve.

4.7 The approach I would take is to:

- 1) Replace the existing system with IDOX, keeping the current processes as they are and simply moving them to the new system.
- 2) Identify all new processes within each service area and set up the document types needed and begin scanning and indexing of live cases as soon as possible.
- 3) As each process with its document type is defined, investigate the requirements for back scanning with an emphasis on doing the minimum required to release the storage space and/or deliver the process capability.
- 4) This project would need a permanent project manager/analyst able to carry out business analysis and deal with the configuration of the IDOX system
- 5) Our Document Centre have considerable expertise in the scanning and indexing process and, **if suitably resourced**, can take on any part of the scanning process ie live or archived scanning or simply assist others to achieve it. Rather than stipulate a "central scanning" or a "point of use scanning" strategy we should go for a "horses for courses" and probably have a mixture of the two.

4.8 Would scanning save money? This is difficult to answer. We do know that there are trade-offs but it would be safer to assume that no savings occur:

- People who previously filed and retrieved papers now scan and index. There has been a slight saving in human resource.
- Scanned docs are quicker to retrieve and make staff more efficient
- We can deliver scanned document to the website which is a unique capability
- Scanned docs do take up hard disc storage and network usage...marginal increase in IT costs versus building space.

4.8 The information we would need to implement the strategy:

Service Area	Number of process doc types	More/less resource to scan than file	Resource required to back scan
Planning	Completed	N/A	All docs required...4 people for two years
Building Control			
Revenue – C/Tax			
Revenue - NNDR			
Benefits			
Land Charges			
Housing - HSG			
Housing - rents			
Housing - needs			
EH – housing			
EH			
EH			
EH			
Streetscene – waste			
Streetscene			
Finance			
Legal			
HR			
Elections			
Complaints			
DP and FOI			
Licensing			

**5 Next step**

The major step is to fund a project manager to focus on EDMS in the council for the next two years to help prepare the council for a move to a new building with reduced physical storage capacity but more reliance on extensive mobile and homeworking facilities.

The cost for the project manager for two years is likely to be in the region of £80,000-£100,000. This person will run the project, get all processes into the EDMS and plan the back scanning operations.

Any back scanning will need to be separately resourced. We will not know how much this will be until the analysis has been done.

**5.1 Legal Implications**

The Legal Section will detail any implications here. If there are none, this should also be stated by the Legal Section.

## **5.2 Financial Implications**

The Accountancy Section will detail any financial implications here. If there are none, this should also be stated by the Accountancy Section.

## **5.3 Consultation on Reports to the Cabinet**

Reports to the Cabinet re the budget/policy framework must detail the nature, extent and outcome of consultation with stakeholders and relevant Overview Committees. Reports about other matters must give details and outcome of consultation as appropriate

## **5.4 Background Papers**

- Background papers to be listed using bullet points;
- Identify if these have been submitted to Committees etc before;
- Background papers attached to the report must be clearly identified by a reference letter in the report and reference repeated here.

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Chris Powell

