

## **Wiltshire Council**

### **Cabinet Transformation Committee**

**22 October 2013**

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Subject: **Three Hub Strategy**

Cabinet member: **Cllr Stuart Wheeler, Cabinet member for hubs, heritage and arts, governance (including information management), support services (HR, legal, ICT, business services, democratic services)**

Key Decision: **No**

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#### **Introduction**

In 2009 Wiltshire inherited considerable estate that had lacked investment and was not fit for purpose. With a reducing workforce and a significant inherited maintenance backlog, a strategic decision was taken by Wiltshire Council to reduce and rationalise Wiltshire's estate. The savings from this approach would be direct protect frontline services and allow the refurbishment of state of the art accommodation providing efficient and effective services to the public of Wiltshire.

#### **Why have a 3 hub strategy?**

- To provide innovative agile space that improves and achieves better outcomes for staff and users of services.
- Customer in communities key to the location and agility of service delivery
- Using the workplace to drive service change away from silo thinking towards end to end process

#### **What is it?**

- Space predicated on the demand for services
- Maximise synergy between teams with customer focused outcomes
- Capitalises on lessons learnt from Bourne Hill and phase 1 County Hall

#### **Where?**

- Bourne Hill – Salisbury
- County Hall - Trowbridge
- Monkton Park- Chippenham

## **Principles of how we operate**

Each hub will have:-

- Hot desk space
- VOIP Telephony and Lync technology
- Follow me printers
- Team Space allocation
- 2:1 desk ratio
- No ownership of desks
- Clear desk policy
- 1 Inr mtr of storage per desk
- Alternative break out space
- Variety of meeting rooms
- Kitchen/refreshment facilities
- Waste recycling

## **The Journey**

The 3 hub strategy affords the organisation the potential to further enhance its culture by co locating teams together that will have the greatest impact for improved outcomes to customers. The opportunity to identify synergies within teams with the customer at the heart of those decisions will in turn inform the best hub location for services to operate from and afford further creativity for the design of future operating models of delivery.

The principles of how teams operate are clear and have been in place at Bourne Hill from 2011 and County Hall phase 2 since November 2012. Staff located at Monkton Park and those teams currently located in temporary accommodation i.e. Shurnhold and Eastwing have not had to embrace the new ways of working and in most cases the former building location will determine the different stages of development the teams will be at in embracing the new way of working. The new operating environment encourages teams to break down barriers and individual team silos, encourages greater understanding of roles from a customer perspective and subsequent end to end process in thinking through

## **Key organisational messages**

The 3 hub strategy affords the organisation the opportunity for management to take responsibility for the moves and support staff through the change. Enforcing the importance of adopting the agile ways of working, including Paper'less', bringing their teams up to the same standard both individually and geographically ultimately providing a consistent service across all service hubs and access points.

## **Hub Occupation timeline**

The opening of old county hall phase 2 will take place during November 13 and run in parallel with the occupation of teams from various sites into either County Hall or Monkton Park.

The physical move of staff from Monkton Park commenced in July 2013 and will be completed in March 2014. The Transformational change team are seeking to avoid duplicate moves of teams but this will not be possible in all cases. The audit of staff from various localities will inform the options appraisal that will be presented to the Corporate Leadership Team on 14<sup>th</sup> October. Depending on the option agreed a rolling programme of moves of teams from larger locations i.e. Shurnhold in Melksham, Eastwing site in Trowbridge, Bewley House in Chippenham and Hopton units in Devizes will commence in December through to Summer 2014.

The new primary data centre is now complete in phase 2 county hall and the Council will have full fail recovery between the Trowbridge location and our secondary data centre in Monkton via full server virtualisation in the event of an incident.

The Civic corridor will be the first floor to be occupied in old county hall during November 13 in advance of the Full Council meeting on the 12<sup>th</sup> November 13. This floor will contain the Leader, Cabinet, Group Leaders, High Sheriff and associated support staff. The Corporate Director along with those appointed as part to the new senior management restructure will also be assigned dedicated space and are due to visit their proposed location on Monday 30<sup>th</sup> September 13.

## **Meeting rooms**

During phase 2 of County Hall a number of meeting rooms will come into use to further enhance service delivery with the use of Pratchett and Wren rooms for dedicated child protection conferences. The former leaders room will become a dedicated space for CLT meetings with four refurbished committee rooms available for use from 11<sup>th</sup> November 13.

## **Key variables**

- Impact of audit affected by VR process on future allocation of team space
- Impact of VR process on key management post in owning the 'way we work'
- Awaiting definition of service area and numbers of staff that will constitute the new Executive office
- Await outcome of operation 'big shed' for the storage of excess team files and equipment.
- The opportunity exists for the removal of the currently designed reception area for the registrar service. (see *note 1* below)

*Note 1:* The design of phase 1 county hall included a separate reception from the main reception as the customer access strategy and thinking at that time felt the uniqueness and sensitivities of this service with the public coming into register births, deaths and marriages warranted this, the operation of Snuff Street is tending to demonstrate this distinction is unnecessary.

**Recommended:**

**That the report be noted.**