TRANSFORMING ANGUS: AGILE WORKING AND ESTATES REVIEW

1.   BACKGROUND

1.1   This information report has been prepared to provide members with a summary update in relation to key aspects of progress with the Agile Working and Estates Review Programme.

1.2   Reference is made to Report 481/15, considered by Angus Council at its meeting on 10th December 2015. This report presented the developing strategy to support one of the key Transforming Angus work-streams: 'Agile Working and Estates Review'. Specifically this report brought forward details of the business case to support the reorganisation and rationalisation of the Council's property estate.

1.3   Reference is also made to Report 480/15, considered also by Angus Council at its meeting on 10th December 2015. This report outlined the implementation programme for the "back office" settings with the associated re-provisioning of office space necessary within Angus House and Bruce House to support agile working.

1.4   This report also outlined details of the buildings in scope to be re-provisioned as "locality hubs" to support the customer facing services delivered in each of the four identified localities namely Arbroath, Brechin/Montrose, Carnoustie/Monifieth and Forfar/Kirriemuir.

1.5   Report 176/16, considered by the Policy and Resources committee on the 26th April 2016 gave Procurement Authority as per the financial regulations for the building adaptation works required for Angus House and Bruce House.

2.   CURRENT POSITION

2.1   **Back Office Progress**

2.1.1   Substantial work has taken place since these December reports to begin the implementation of the "back office" project. The building adaptation works will commence early June 2016 and, once complete in November 2017, will provide the agile settings for professional and support staff that is not customer facing, and will conclude one of the key milestones of the Agile Working and Estates Review Programme.

2.1.2   Additionally, significant work has been undertaken by the Legal and Democratic Service to help prepare for these building adaptations by undertaking in May a temporary decant to St Margaret's House until their planned return to Angus House in January 2017.

2.2   **Agile Implementation Team**

2.2.1   As service delivery teams adopt agile working practices, it is recognised that staff groups will need significant support during their transition into new ways of working and the associated culture change required to gain maximum benefits from agile working. Since December 2015, work has been undertaken to map out the high level processes service teams will be required to consider. This has resulted in the development of a route map to help support service teams in their transition to agile working.

2.2.2   An Agile Implementation Team (AIT) has been established to support each of the services delivery teams to maximise the benefits from agile working. This AIT will be focussed into three distinct yet interdependent areas to deal with the issues that teams will encounter. The "people" area will consider areas such as communications, HR, and the cultural shift required to maximise the benefits of agile working. The "process" area will focus on the business processes that need to be reviewed to maximise the programme benefits and efficiencies that can be realised by changing established business practices where appropriate. The third area of focus is "place" and this considers the logistics and the physical space requirements within our adapted buildings.

2.2.3   This project is complex and therefore robust project management and governance is crucial to ensure the tasks associated with "people, process and place" all happen timeously to ensure the disruption of service delivery is minimised.

2.2.4   The organogram as shown in Appendix 1 shows the organisational arrangements in place to assist addressing programme issues as they arise.

2.3   **Locality Hubs**

2.3.1 Further information gathering regards the layout of these locality hubs, including utilisation studies regarding the requirement for public and invited spaces has been undertaken. Using enabling funds made available from East Central Territory hubco, further interviews and workshops have been held with Service leads from Children and Learning, Angus Health and Social Care Partnership, and also Communities Directorate to scope the types and locations of spaces required in each of the localities. Completing this work to understand future service needs is an essential precursor before the development of the implementation plan for locality hubs can be presented to committee.

2.3.2 A further report will be brought to the Policy and Resources Committee after the summer recess which will specify the locality hub implementation plans.

2.4 **Surplus Properties**

2.4.1 Report 480/15 identified 32 properties as being surplus to the Council's requirements. The exit strategy options for these include;
- commercial sale;
- purchase from Housing Revenue Account (to support future social housing demand);
- transfer to council commercial property portfolio marketed by Economic Development for lease;
- lease out to public sector partners;
- lease out to private sector;
- lease out to 3rd sector;
- community asset transfer; and other options available to support community empowerment (e.g. development trust).

2.4.2 While these disposal options remain core to the properties exit strategy, further work is currently on-going to identify the most advantageous option, together with details of the earliest date the options can be progressed. Further detail and recommendations will be brought back to the Policy and Resources Committee after the summer recess.

REPORT AUTHOR: Malcolm Cameron, Programme Lead – Agile (Transforming Angus)

EMAIL DETAILS: resources @angus.gov.uk

Sponsor

TA Board

(Margo Williamson & Agile SRO Gordon Cargill)

GC

Programme Board

Agile Working / Estates Review Programme Board

(SRO, Programme Manager, BCM's)

GC & MKC

CMT

(For BCM support)

Programme Management

MKC

Strategy
(AWER001)

MKC

Pathfinders
(AWER002)

MKC

Back Office
(AWER003)

MKC

Unified Comms

MKC

Locality Hubs
(AWER004)

Project Management (AIT)

Project Manager

People | Process | Place

Project Manager

Project Manager

People | Process | Place

Work Packages

Social Work & Econ Dev

OD

Data Gov.

L&DS Decant

HR

IT/Digital

Bruce House

Health & Wellbeing

Delta/Loan

Angus House

Culture Change

OD

Data Gov.

Arbroath

HR

IT/Digital

Forfar & Kirriemuir

Health & Wellbeing

Delta/Loan

Brechin & Montrose

Culture Change

Monifieth Carnoustie