Leicestershire County Council
County Hall Masterplan 2014

Prepared by: Elisabeth Carter
Version: 1.0
Last Updated: [07112014]

Contents

1. Executive Summary

1.1 The County Hall campus

The County Hall campus in Glenfield is made up of 10 buildings (or "blocks") totalling almost 43,000m2 gross internal area (GIA).

Block	Name	GIA m2	Functional Use(s)
A	Pen Lloyd	21,456	Office accommodation, civic suite, catering, Registration Services, storage
B	Western Annex	1,327	Storage, fire service workshops
C	Boiler house	455	Heating plant
D	Garages	541	Storage (Trading Standards service)
E	Rutland	7,977	Office accommodation
H	ICT Building	1,197	Data centre, Office accommodation
J	Eastern Annex	7,523	Office accommodation, warehouse storage, Library Services for Education
V	Fire HQ (House)	665	Office accommodation (vacant)
W	Fire HQ (Cottages)	425	Office accommodation/storage (vacant)
X	Fire HQ (offices)	1,141	Office accommodation/ lecture hall (vacant)
	Total	**42,707**	

Blocks V, W, and X were added to the campus in January 2014 when the County Council completed the purchase of the former Fire and Rescue HQ buildings, totalling more than 2,200m2, GIA.

1.2 Strategic Priorities

The operation of County Hall resulted in a net operating cost of £2,286k in 2013/14, as shown below. County Hall represents 40% of the overall operating cost of LCC's corporate property estate. The Medium Term Financial Strategy is seeking a reduction of over £1.6m from property costs by April 2017.

The Transformation process which is reshaping the Council's priorities and approach to service delivery has identified a series of areas of focus which will shape how County Hall is used in the future including:

- New ways of working by staff and new technology solutions for working smarter
- Integration of health and social care services
- An increasing focus on revenue income in traded service areas

1.3 Building Condition, Energy Performance, and Use

A review of each building's condition, energy performance, and its use has been completed to evaluate the long-term future and opportunities of the campus. The key findings of this review are set out in the attached Masterplan and are summarised below:

- With specific investment on key maintenance projects (roof maintenance, heating system renewal, Rutland windows replacement), the Pen Lloyd and Rutland Buildings represent sound and cost effective assets for future utilisation by the County Council, with a continued lifespan of at least 20 years. Both buildings are energy efficient for their age and type and the accommodation provided in these buildings is of a good standard and well received by users.
- The Eastern Annex and Western Annex buildings are in reasonable condition for their current operational uses. The Western Annex would require investment if it was to be regularly and more intensively occupied than at present.
- The ICT building represents a significant maintenance issue and would require investment in excess of £1 million (inclusive of costs associated with ICT removals and temporary accommodation) within the next financial year, 2015/16 to maintain existing functionality. The structure of the building is sound, but all other components, especially electrical systems and the raised access floor are close to the end of their useful operational life.
- The ICT and Eastern Annex buildings are significantly energy inefficient. Despite comprising less than 5% of the total floor area of County Hall, the ICT building consumes 18% of the electricity used. Both buildings are wholly electrically heated, causing disproportionate financial and environmental impact.
- The adapted spaces in the Eastern Annex (currently occupied by the Library Services team for Education and as office accommodation) are inappropriate due to the warehouse design of the building and subsequently high levels of energy consumption and costs.
- Reducing energy use in the Eastern Annex and the ICT building would make a significant contribution towards reducing the County Council's carbon emissions and liability for CRC costs.
- 41% of the electricity used at County Hall is consumed in the evenings and weekends, outside of normal operating hours, mainly as a consequence of the use of large parts of the campus at these times by a small number of individuals engaged in provision of essential services,
- The former Fire and Rescue HQ buildings are generally structurally sound, but require immediate investment to repair and maintain them, including works to ensure weather tightness.

1.4 Office Use and Occupancy

County Hall is primarily used for office purposes and accommodates 2,792 workstations. A review of office use and occupancy has identified that:

- The occupancy rate never exceeds 87% at any time in any building at County Hall;
- Occupancy during normal working hours regularly drops below 50% in several areas of office accommodation;
- Typically, 550-600 workstations are unoccupied at any given time. This represents a significant opportunity to reduce net operation costs through potential rental and service charge income.

- Underutilisation has also been identified in larger meeting spaces, notably the committee suite and individually managed training rooms.

These low rates of occupancy and space utilisation create further opportunities for rationalising the current use and occupancy of County Hall offices which can be further enhanced through flexible working methods, and for securing revenue income from letting surplus space.

1.5 Proposals

The County Hall Masterplan recommends as follows:

1.5.1 Long-term Maintenance

Incorporate a long-term maintenance strategy of Capital Programme investment into the Medium Term Financial Strategy; specific named projects to include:

- the replacement of the windows in the Rutland building;
- the renewal of the heating distribution system in the Pen Lloyd building.

1.5.2 Registration Service

Invest to create new registration offices and an enlarged ceremony room in the former Fire and Rescue HQ building, sufficient to enable the Registration Service to generate additional revenue. Lease (or otherwise generate revenue income through the re-organisation of the provision of County Council services) the space in the Pen Lloyd building vacated by the Registration Service.

1.5.3 'Out of hours' office provision

Invest in the refurbishment of office accommodation in the former Fire and Rescue HQ to create a new "out-of-hours" office environment. This will enable restricting the physical opening hours of all other buildings at County Hall from 7.00 am to 7.00 pm (with specific exceptions, such as use of the Committee suite for evening events), thereby reducing operating costs.

1.5.4 New Data Centre and ICT Infrastructure

Invest to develop a new data centre to replace the existing dilapidated facility in the ICT building (Block H). Cease use of the ICT building for the present to minimise running costs. The displaced ICT office use would be relocated in space that will be vacated elsewhere in County Hall through the recommended space utilisation measures.

Invest in new ICT infrastructure to support the further development of a flexible working approach across all Council offices at County Hall. This will enable a revised allocation of 10 Full Time Employee (FTE) to every 8 workstations instead of the current 11 FTE to every 10 workstations and the release of surplus space for leasing to generate revenue income.

1.5.5 Reorganise Office Space

Reorganise the allocation of office space at County Hall to secure the following outcomes:

- Ensure the allocation of office space and the location of teams support existing and emerging relationships that will support delivery of effective services.

- Office accommodation is focussed in the Pen Lloyd, Rutland and the former Fire and Rescue HQ buildings with the existing office space at the Eastern Annex and ICT buildings vacated and mothballed.
- Enable surplus office accommodation to be marketed and leased to appropriate partners.

Complete a review of options for the future use of the Eastern Annex, informed by the emerging needs of the Transformation programme, including both Communities and Wellbeing services (particularly museums) and health sector partners.

Work alongside a number of NHS partners based at the nearby Glenfield Hospital campus to review and develop an approach to supporting future training needs through a shared property solution.

1.5.6 Reduce Power Consumption

Pursue all opportunities to minimise grid-supplied electricity use on the County Hall campus in support of the objectives in the Property Energy Strategy, including undertaking a review of joint opportunities with Glenfield-based NHS partners including the feasibility of District Heating or similar. District Heating is the provision of heat to buildings using a shared boiler and pipework arrangement.

1.5.7 Delivery as part of the Transformation Programme

The County Hall Masterplan is to be delivered as part of the Transformation programme as a key enabler project. The project will be comprised of a series of workstreams which will focus on the key areas of delivery such as ICT, Property, Human Resources and Organisational Development.

1.6 Costs, Benefits & Affordability

Programme Costs and Funding requirements are set out in the table below:

Project cost £,000s	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
New Registration Offices	698						
Out of Hours Shutdown (Phase 2 Fire HQ)	173	520					
Data Centre & Migration	50	1028	265				
VDI and Office Accommodation	229	1340	553				
Total (invest to save)	**1,150**	**2,888**	**818**				
Existing capital funding (MTFS programme)	898	950					
Capital funding (from underspend/revenue)	252						
MTFS Implications:							
Capital funding required (invest to save)		**1,938**	**818**				
Capital funding required (planned maintenance)		*50*	**500**	**500**	**500**	**500**	**500**

The anticipated revenue benefits of the recommended approach are:

- A reduction in NET costs of the operation of County Hall by in excess of £500k per annum by the end of the crucial target year of 2017/18.

- An increasingly stable and more predictable profile of property costs, attributable to the implementation of the pre-planned maintenance programme recommended.

The overall programme has been assessed through the standard business case testing process, and provides a project with a payback of 6.2 years; an IRR of almost 25%, illustrating the overall importance of this strategy in securing financial benefit for the organisation.

2. Introduction

This report is structured to reflect the way in which the recommendations identified have been developed.

The first stage was to undertake an as-is analysis, which considered the existing operating costs and revenue income attributable to County Hall and associated operations, the technical suitability and sufficiency of the buildings making up the County Hall campus and how these buildings are used. To further inform this as-is analysis, consultation activity was undertaken both within the County Council and with key strategic partners to identify key drivers and issues relating to the current and future use of the campus.

The second stage identified opportunities for change and improvement, to meet the organisations' priorities, including reduction in revenue costs and generation of additional income. Recommendations for the future use and management of the buildings making up the campus were captured, including options for consideration where relevant.

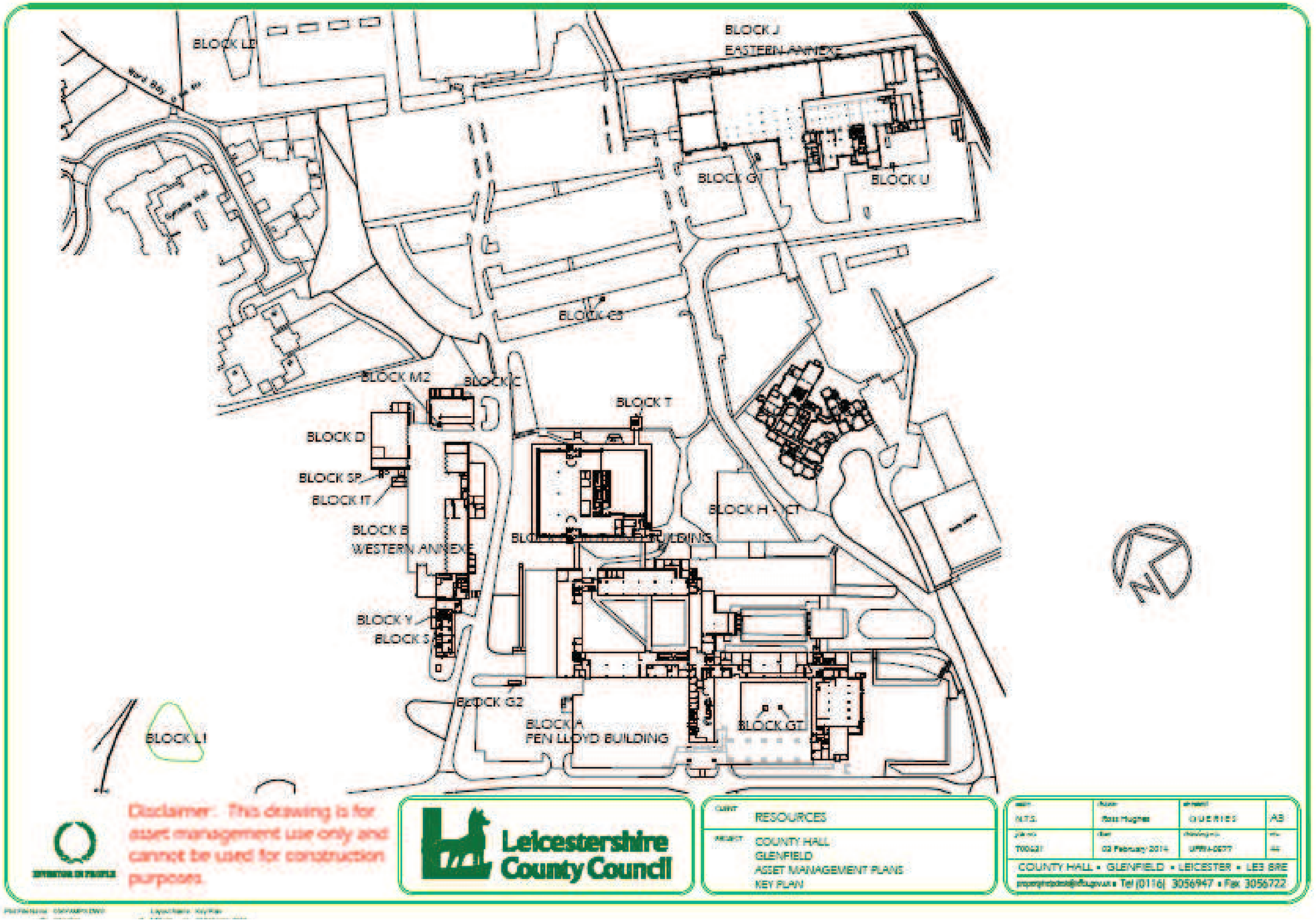
The final stage was to model the financial impact of the recommendations (and appraise options where available), and consider the funding and affordability of the options identified. An implementation approach was developed, together with a risk register.

The County campus is comprised of ten buildings (or blocks); totalling 42,707m2 (gross internal area). The buildings are of mixed age and construction style. The table below sets out the current use of the campus. The key plan on the following page shows the location and layout of these blocks on the campus:

Figure 2.1: County Hall campus

Block	Name	GIA m2	Functional Use(s)
A	Pen Lloyd	21,456	Campus main reception, office accommodation, civic suite, catering, registration services, storage
B	Western Annex	1,327	Storage, fire service workshops
C	Boiler house	455	Heating plant
D	Garages	541	Storage (Trading Standards service)
E	Rutland	7,977	Office accommodation
H	ICT Building	1,197	Data centre, Office accommodation
J	Eastern Annex	7,523	Office accommodation, warehouse storage, Library Services for Education
V	Fire HQ (House)	665	Office accommodation (vacant)
W	Fire HQ (Cottages)	425	Office accommodation/storage (vacant)
X	Fire HQ (offices)	1,141	Office accommodation/ lecture hall (vacant)
	Total	**42,707**	

Figure 2.2: County Hall campus – Key Plan



3. County Hall operating costs and income

In the 2013/14 financial year, the operation of County Hall resulted in a net operating cost of £2,286k, as shown below. County Hall represents 40% of the overall operating cost of LCC's corporate property estate. The Medium Term Financial Strategy is seeking a reduction of over £1.6m from property costs by April 2017.

Figure 3.1 – County Hall operating costs and income, 2013/14

Costs (£,000s)	2014/15
Energy	£653
Rates (NNDR)	£428
Maintenance	£1,182
Soft FM	£752
Insurance	£59
Total costs	£2,939
Income	-£653
Net position	£2,286

In 2014/15, just over £650k of annual income is anticipated from the County Hall campus as a result of the range of activities set out in the table below.

Figure 3.2 – Income arising from the operation of County Hall

Source of income	
Income from government incentives for use of renewable energy	£93,766
Income from data centre business continuity service	£61,336
Income from partners' use of County Hall accommodation (rent etc)	£184,330
Income (gross) achieved by Registration services	£313,880
Total	**£653,312**

Noting the annual net operating cost of £2,286k, effective investment in, use and management of the buildings making up the County Hall campus represents a significant opportunity to reduce revenue costs, generate new income and contribute to the financial savings the organisation must deliver in line with the Medium Term Financial Strategy.

The County Hall Masterplan was prepared to identify approaches to secure these savings, as well as to identify effective strategies for use of the buildings at County Hall to support Transformation of Council and partner services.

4. Building Condition, Maintenance and Improvement Priorities

4.1 Introduction to LCC's Building Maintenance Approach

Leicestershire County Council manages the condition and maintenance of its buildings and other property assets through the use of building condition surveys which are conducted periodically (not less than every three years) by means of building inspections. Condition inspections are divided into three elements:

(i) **general building condition** (covering the internal and external fabric of the building and it's grounds) including roofs, windows, decoration, floor finishes, wall finishes etc;

(ii) **mechanical systems inspections** which cover heating, cooling and ventilation systems, hot and cold water systems and sanitary/sewerage systems and;

(iii) **electrical systems inspections** which cover electrical supply and distribution systems, lighting and lighting controls and other electrical systems.

The results of each inspection are collated to produce reports on the condition of each element of the building. These reports are then compiled and the findings used to prioritise the investment of revenue funds for building maintenance. Figure 4.1 illustrates the format of the condition survey reports.

Figure 4.1 Electrical Condition Survey report extract

Property: COUNTY HALL
Establishment: RESOURCES DEPARTMENT *** CONDITION SURVEY ***
Block: X : OFFICE BLOCK
Survey Ref: 2

E1 Electrical Survey — *Notes:* Extensively refurbished circa 1985, detailed installation survey report and a valid electrical installation condition report were not available for review. — *Cost Base Month:* Feb-14

8 Electrical Services — *Condition Category:* C

1 Main Supply	*Work Required/Comments*	*Cat*	*Pty 1 £*	*Pty 2 £*	*Pty 3 £*	*Pty 4 £*
1 Main switch gear	Public supply from Pen Lloyd (Block A), alternative supply via local Elequip Diesel Generator Circa 1985 (subject of specialist report and routine maintenance).	B				
2 Distribution	A provisional sum has been included to replace and upgrade (18x) obsolete distribution boards (per requirement for 30mA Rcd protection and limited availability of spare parts) - Medium term.	B			19500	
2 Power	*Work Required/Comments*	*Cat*	*Pty 1 £*	*Pty 2 £*	*Pty 3 £*	*Pty 4 £*
1 Control switch gear	Satisfactory with minor deterioration.	B				
2 Wiring	The original power wiring circa 1985 (approx 30% of total) is worn and obsolete - A provisional sum has been included to make safe, remove and tidy obsolete sections of the power installation - short term.	D	2500			
3 Fittings	The original power wiring accessories circa 1985 (approx 30% of total) are worn and obsolete - A provisional sum has been included to replace and upgrade worn power accessories as necessary - longer term.	C			1000	

As figure 4.1 illustrates, the condition survey reports provide a granular breakdown of the component elements of the building, with three critical pieces of information used in planning maintenance activity:

- The condition category gives a quality score for the component; A being as new, D being at or imminently close to failure, with the comments giving a descriptive explanation of key issues.
- A financial sum is identified to rectify defects (or for a component replacement if this is required);

- A prioritisation is then allocated in terms of the urgency of the maintenance investment, from Priority 1 (immediate works required), Priority 2 (works in years 0 – 2), Priority 3 (Years 2 -5) and Priority 4 (over 5 years).

The latest condition surveys forming the basis of this element of the report were completed between November 2013 and February 2014.

Building maintenance activity is funded through the Central Maintenance Fund. This is a corporate revenue fund used to maintain the entire LCC estate. The priorities in the condition surveys are the main tool used to allocate CMF revenue resources for planned maintenance activity across the LCC estate, including County Hall. £250k of funding is available annually to address key pre-planned maintenance projects.

In addition to planned preventative maintenance activity, the CMF is also used to fund three other key areas of building maintenance activity at County Hall:

- Necessary **regulatory compliance activity** (including legionella and asbestos management, fire risk assessments, electrical systems testing)
- **Reactive maintenance expenditure** for unplanned maintenance work requiring urgent attention
- **Service contracts** for ensuring the operation of HVAC (heating, cooling & ventilation), lighting and electrical systems, emergency lighting, security and fire alarms and lifts.

4.2 Existing Condition of County Hall Buildings

A comprehensive review of the current condition of the County Hall buildings has been completed, informed both by the building condition report, and also by a number of supplementary specialist sources. This review has been completed in order to identify and plan for all future planned maintenance and improvement projects required in the baseline financial model for the campus.

The findings of this review are set out in detail for each block on the County Hall campus in Appendix A. The key issues for the major blocks are set out below.

4.2.1 Block A; Pen Lloyd building:

The building is generally in good condition with an expected lifespan life exceeding 25 years.
Renewal of the heating distribution system (pipework and radiators) will be required to avoid progressive and systematic failure, commencing within the next 5 years. Linked to this work is the need to address gradual deterioration in air tightness in the external wall construction, which is gradually eroding the thermal insulation (and therefore energy performance) of the structure.
Specialist inspection of the external concrete panelling has shown this element to be in generally good condition (given the building's age), but this will require continuous monitoring to ensure timely repair and renewal of panels.
The main occupied areas of the basement, including central print and the post and caretaking bases have yet to be modernised, and a coordinated, but modest refurbishment will be required within 5 years to maintain comfortable and safe working environments.
The roof deck of the underground car parking area is no longer watertight and will require a comprehensive renewal within 5 years;
There remain a small number of roofs which have not been recently renewed, including the Council chamber, which will require remedial works during the next 5 years.

4.2.1 Block B; Western Annex

The Western Annex building is in sound condition for its current use (storage and workshops).
The windows are single glazed, and if brought into occupied use, should be double glazed to improve energy performance.
A number of internal fittings and fixtures would require modernisation if the function of the LCC occupied spaces were to change from storage.

4.2.1 Block C; Boiler House

The boiler house is in sound general condition for its use.
The building systems and existing key heating plant (2 x gas boilers) are in good condition and are well maintained. (A third biomass boiler is to be added in early 2015).
Some minor modernisation of electrical systems is required.

4.2.2 Block E; Rutland building

The building is generally in good or very condition and expected life exceeds 25 years;
The window units are the original glazing installed in the 1970's, and are at the end of their effective lifespan. A wholesale renewal with an energy efficient replacement will be required in the next 3 to 5 years.

4.2.1 Block H; ICT Building (Office and Data Centre)

The concrete structure and other external fabric including the roof are in good condition;
In all other respects, the building is at the end of its current effective life, and a wholesale internal refurbishment is required if current function and use is to be continued with. This work is required in the next 12-24 months.
Notable specific issues are:

- Electrical heating and cooling plant is at end of effective life; cooling efficiency to datacentre and comfort of staff cannot be guaranteed with existing plant;
- Raised access floor in data centre is close to the end of its safe life, and any change to part of this structure will necessitate wholesale renewal;
- Electrical and lighting wiring is at end of life.

4.2.2 Block J; Eastern Annex

The Eastern Annex (office and warehouse) building is generally sound for current functions, but will require medium to long term investment if functions are changed;
The mezzanine storage area in the warehouse is no longer structurally sound and action has been taken to mothball this area.
The disused dock loaders and roller shutter doors in the warehouse area would need renewal of comprehensive overall to bring back into operation.
Although not a building condition issue, the heating and cooling systems in the office environment, as well as being energy inefficient (see section 5) are also very difficult to operate effectively to provide consistent levels of comfort to occupants during both summer and winter months. Heating and cooling systems are frequently operated at the same time and require regular engineer attendance to balance. Plumbing and draining systems have also caused regular operating difficulties.

4.2.1 Blocks V, W and X; Former Fire and Rescue HQ

The 3 blocks acquired from Leicestershire and Rutland Fire & Rescue service in January 2014 are structurally sound, but have required immediate maintenance investment to ensure weather soundness.
Further investment is required to bring these buildings into active use, noting areas of considerable internal dilapidations due to lack of maintenance investment. Key building safety systems need to be improved during refurbishment before use; including improving and integrating the fire detection and alarm system with the remainder of the campus.

4.2.1 External Areas

In general, the external areas of the campus have benefitted from proactive maintenance and are largely in sound or better condition.
The car park will continue to require periodic surface dressing and wholesale renewal at 5 to 10 year intervals. Parts of the main staff car park are beginning to deteriorate and will require annual localised repair ahead of a renewal. (Markings have recently been refreshed.)
Pluvial (rainwater) drainage presents a continuing operational challenge, given the gradients of the site and the substantial hardstanding areas of the car park. Drainage surveys show the drain condition to be reasonable, but drainage and flood risk management will continue to be a priority.
The sports facilities are in good or very good condition.

4.3 Planned Preventative Maintenance Costs (Baseline)

Based on the condition survey findings, summarised in section 4.2, a programme of planned preventative maintenance (PPM) activity has been developed for the buildings forming the County Hall campus to ensure optimum performance and lifespan.

In 2014/15, property services commenced a regime of pre-planned maintenance activity, with a specific budget (within the Central Maintenance Fund) of £250k per annum allocated to County Hall. Initially, this pre-planned maintenance was been based on a three year rolling programme of works, but in developing this strategy sufficient confidence is provided from the analysis completed to propose a ten year baseline Pre-Planned Maintenance programme, which will serve to inform the MTFS revenue and capital forecasting and bidding process.

The development of a pre-planned programme of maintenance activity does not exclude the need for a reactive maintenance budget, or expenditure at County Hall, and the financial modelling and forecasting discussed later in this report makes allowance for a continuing proportion of maintenance activity to be completed on a reactive basis. This element of revenue expenditure is not ring-fenced to County Hall however, and enables the cost of emergency repairs to be met across the LCC estate, as well as ensuring the County Council's level of voluntary excess (and therefore the buildings and terrorism insurance premiums paid) are safeguarded.

Figure 4.2 on the following page sets out the anticipated costs of PPM activity by buildings. The specific programme of projects, affordability and funding arrangements to meet the cost of these schemes is discussed in Section 9.

Figure 4.2 – Forecast PPM Baseline Cost Profile by building (Costs in £,000s)

Block	Name	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
A	Pen Lloyd	£195	£155	£697	£65	£419.8	£415	£415	£440	£415	£365
B	Western Annex	£-	£-	£-	£-	£12	£-	£-	£-	£-	£-
C	Boiler house	£-	£-	£50	£-	£66	£-	£-	£30	£-	£-
D	garages	£-	£-	£9	£-	£-	£-	£-	£-	£-	£-
E	Rutland Building	£50	£75	£10	£117.5	£157.5	£117.5	£117.5	£-	£-	£-
H	ICT Building	£30	£1,237.4*	£-	£-	£-	£-	£-	£-	£-	£-
J	Eastern Annex	£30	£-	£17.5	£-	£239.1	£-	£-	£17.5	£-	£-
V	Fire HQ	£63	£-	£10	£10	£10	£10	£10	£50	£-	£-
W	Fire HQ (Cottages)	£38.5	£-	£15	£15	£15	£15	£12	£-	£-	£-
X	Fire HQ Office block	£70	£-	£-	£-	£-	£-	£-	£140	£-	£-
	External Areas	£20	£25	£45	£25	£45	£-	£-	£325	£-	£-
Total Programme		**£496.5**	**£1,492.4**	**£853.5**	**£232.5**	**£964.4**	**£557.5**	**£554.5**	**£1,002.5**	**£415**	**£365**
Capital		£134.5	£1,237.4	£717	£177.5	£433.5	£517.5	£517.5	£865	£400	£350
Revenue		£362	£255	£136.5	£55	£530.9	£40	£37	£137.5	£15	£15

*The costs of the refurbishment of Block H include £443k of costs relating to transitional arrangements for the datacentre which would be required to be put in place to protect key LCC information systems and ensure safe handling of key infrastructure.

5. Energy and Environment

5.1 County Hall and the Property Energy Strategy

Leicestershire County Council has approved the Property Energy Strategy (August 2014) which identifies how energy use in buildings can be reduced to lessen the associated environmental and financial costs. Specifically the strategy identifies how the CO2 emissions from buildings can be reduced in line with the organisational target of 34% reduction by 2020 (compared to 2008) and the cost of energy bills can be reduced by £400k per annum by 2017 in line with the MTFS savings targets identified from the Energy budget.

The Property Energy Strategy sets out the following specific objectives for the Council's corporately managed estate, which apply to the County Hall campus:

- A global **reduction of 24%** in weather adjusted energy consumption by the end of the 2017/18 financial year
- A progressive target of an **annual 1% (year on year) increase in the sourcing of energy from renewable sources** across the LCC estate is to be targeted,
- A **reduction of 23% in the total half-hourly metered electricity consumption** (to secure an overall half-hourly electrical consumption of less than 6million kWh) for the purposes of avoidance of qualification for the next phase of the CRC levy.

The Property Energy Strategy also sets out new policy with respect to the quality of buildings within the LCC portfolio, specifically to set a minimum energy performance standard for new build and refurbishment projects, such that minimum ratings of 'B' and 'C' Energy Performance Certificates accreditations are achieved for each. These standards will apply for any new development on the County Hall site.

Effective energy management at County Hall is crucial to the effective delivery of the Property Energy Strategy noting:

- County Hall is the single largest consumer of energy within the LCC estate;
- County Hall represents 39% of the Council's overall expenditure on building related utility and CRC costs; a total of £665k per annum (based on 2013/14 prices and energy use).
- The electricity used at County Hall represents 61% of the total electricity consumed by LCC which qualifies the organisation for payment of Carbon Reduction Commitment levies

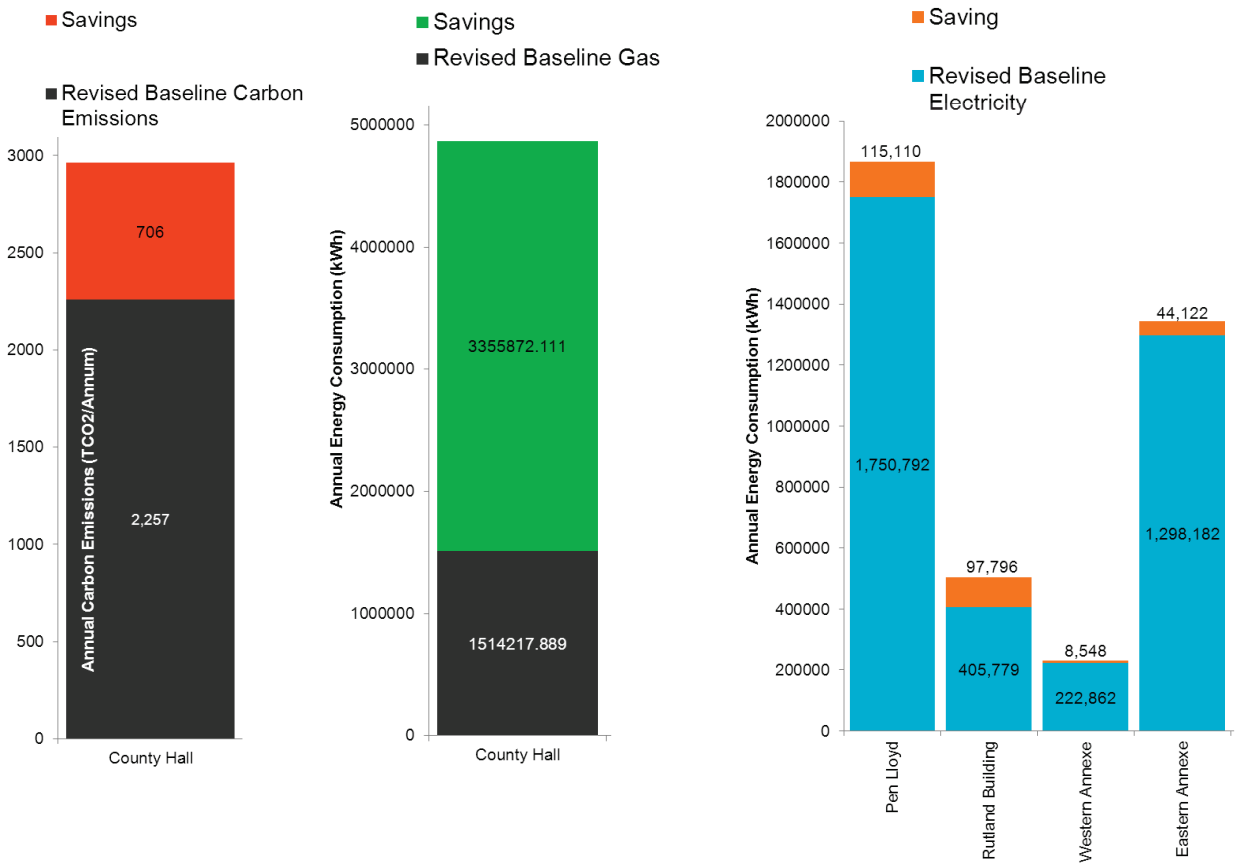
5.2 Committed energy efficiency improvements

Early action has been taken to reduce the energy used by LCC's buildings in the form of an Energy Performance Contract (entered into under the national REFIT energy performance framework) to progress improvements to energy use.

The first phase of the REFIT Energy Performance project (REFIT1) is being implemented in the 2014/15 financial year, and will see investment in energy performance across a portfolio of LCC's highest consuming buildings. At County Hall the REFIT1 project will introduce a number of key improvements, notably a substantial investment in renewable technology in the form of photovoltaic solar panels and a biomass boiler which will take produce more than 65% of the campus requirements for heating and hot water. These projects will satisfy the target to increase renewable energy use across the LCC portfolio for some time.

Figure 5.1 below shows the specific benefits arising from the REFIT1 project at County Hall, identified by the contractor delivering the project.

Figure 5.1 Carbon, Gas and Electricity Benefits Forecast from REFIT1 Project
(Source: Bouygues Investment Grade Proposal



5.3 County Hall campus baseline energy use

Figure 5.2 on the following page shows the baseline energy use included in the financial modelling and planning for this Masterplan exercise. The benefits of the REFIT1 project are included in the baseline, although the anticipated benefits have been for conservatism by at least 12.5% against the electricity gas and carbon savings expected. (Note, the energy use data prior to the improvements anticipated from the REFIT project (already underway) is also set out in Figure 5.2 for information.)

Figure 5.2 - Energy at County Hall – Baseline Metrics

Block	Name	Area (m2)	Electricity Used (kWh)	CO2 from electricity	Electricity cost	Gas Used (kWh)	CO2 from Gas	Gas cost	CRC Cost	Biomass Used (kWh)	Biomass Cost
A	Pen Lloyd	21456	1,783,964	922	£152,763	1,040,805	192	£28,988	£13,374	1,711,058	£54,754
B	Western Annex	1327	226,976	117	£19,436	64,371	12	£1,793	£1,551	105,825	£3,386
C	Boiler house	455	44,998	23	£3,853	22,087	4	£615	£328	36,310	£1,162
D	Garages	541	53,467	28	£4,578			£-	£332	0	£-
E	Rutland	7977	414,732	214	£35,514	386,955	72	£10,777	£3,431	636,144	£20,357
H	ICT Building	1197	819,871	424	£70,206			£-	£5,085		£-
J	Eastern Annex	7523	1,322,046	683	£113,208			£-	£8,200		£-
V	Fire HQ (House)	665	5,000	3	£430	5,000	1	£139	£42	0	£-
W	Fire HQ (Cottage Building)	425	5,000	3	£430	5,000	1	£139	£42	0	£-
X	Fire HQ (offices)	1141	5,000	3	£430	5,000	1	£139	£42	0	£-
	Total (post-REFIT)	42707	4,681,054	2420	£400,843	1,529,218	283	£42,591	£32,427	2,489,336	£79,659
	Pre-REFIT data (2013)		*4,913,177*	*2677*	*£420,720*	*5,458,000*	*1009*	*£152,012*	*£58,971*		

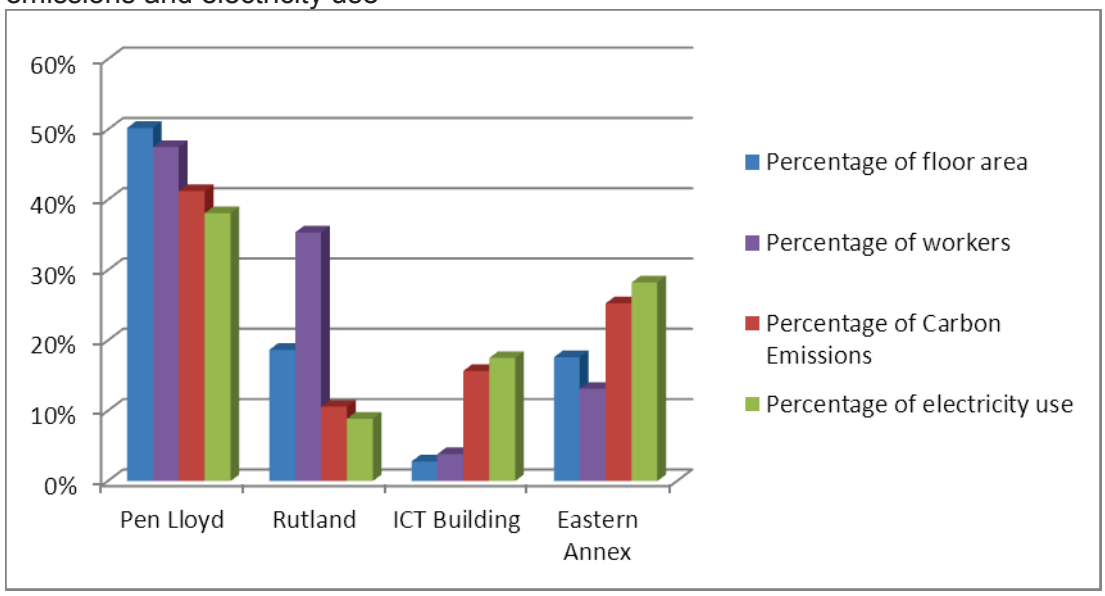
5.4 Energy Performance

As part of the baseline analysis for this strategy and the REFIT 1 project, the following information is available to help illustrates the respective energy performance of the buildings on the County Hall campus.

Figure 5.3 - Analysis of energy use at County Hall by building:

Block	Name	GIA m2	% floor area	% of County Hall based workers	% of CO2 from CH	% of total elec. use at County Hall	Tonnes CO2 per m2 (Occ. GIA) PA	% of corporate HH elec. use
A	Pen Lloyd	21456	50%	48%	41%	38%	0.052	23%
B	Western Annex	1327	3%	0%	5%	5%	0.097	3%
C	Boiler house	455	1%	0%	1%	1%	0.060	1%
D	Garages	541	1%	0%	1%	1%	0.051	1%
E	Rutland	7977	19%	35%	11%	9%	0.036	5%
H	ICT Building	1197	3%	4%	16%	18%	0.354	11%
J	Eastern Annex	7523	18%	13%	25%	28%	0.260	17%
V	Fire HQ (House)	665	2%	0%	0%	0%	0.005	0%
W	Fire HQ (Cott.s)	425	1%	0%	0%	0%	0.008	0%
X	Fire HQ (offices)	1141	3%	0%	0%	0%	0.003	0%

Figure 5.4 - Analysis; relative contributions of building size, occupation, carbon emissions and electricity use



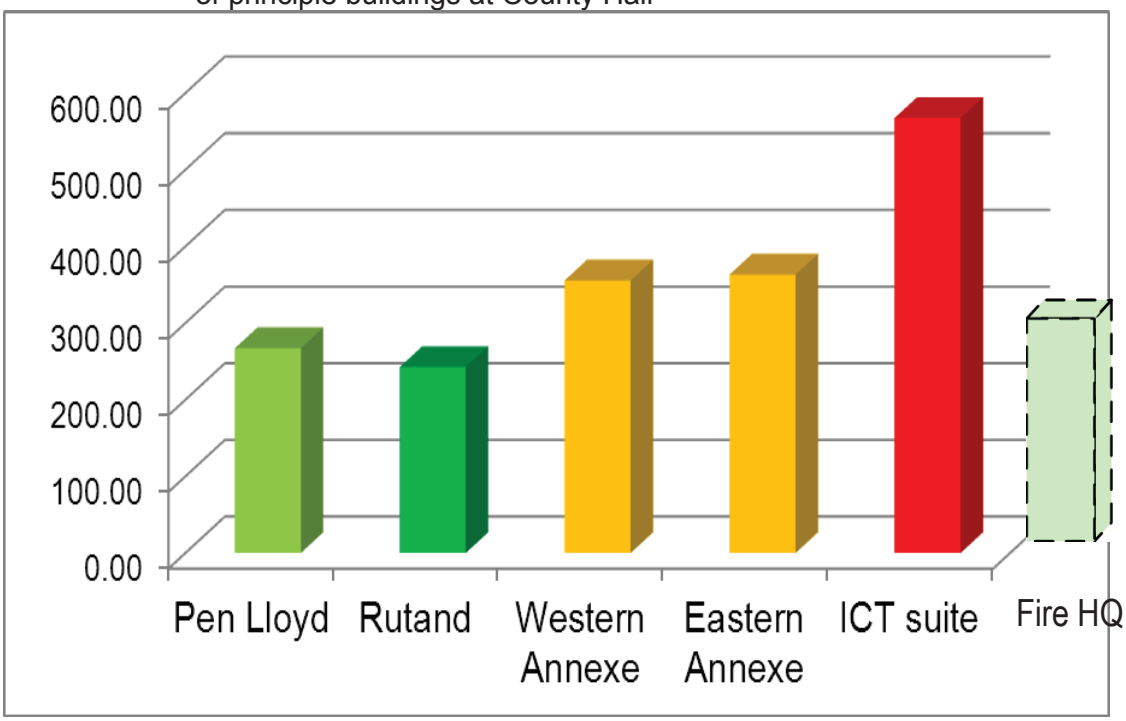
The above figures illustrate:

- The relative energy efficiency of the Pen Lloyd and Rutland buildings when compared to the inefficiency of the ICT and Eastern Annex buildings.
- The electricity consumption of the Pen Lloyd and Eastern Annex buildings are the two largest supplies used by LCC; the Eastern Annex consumes only 25% less electricity than the Pen Lloyd building, but is a building less than

one third of the size (and if occupied floor areas are compared, less than 10%!).

- In terms of the target to reduce the corporate half-hourly electricity supply, a 34% reduction solely in County Hall electricity use would leave the Council at or below the threshold for qualification for the CRC scheme. On this basis, reduction in energy use from the Eastern Annex and ICT buildings must be a key priority in the future management of County Hall.
- Figure 5.5 compares the energy efficiency of the existing buildings with the overall efficiency of the Fire HQ buildings; illustrating that a potentially more energy efficient premises is available as an option for use.

Figure 5.5 – Overall Energy Efficiency (kWh per m2 per annum) of principle buildings at County Hall



6. Existing Use & Operation of County Hall

6.1 Office Accommodation

Office Accommodation is the largest single functional use type within the County Hall campus. County Hall is the administrative hub of the County Council's service delivery. There are 2792 workstations (individual desks) at County Hall, arranged in an open-plan configuration.

Workstations are managed as a corporate support service by Operational Property Services.

In addition to use by 2,675 LCC employees, there are three external organisations who occupy office space within County Hall; University Hospitals of Leicester, Public Health England and Unison.

A review of the effectiveness of the County Hall office accommodation has been completed, covering three elements:

- Physical use of space (layout)
- Utilisation of workstations by workers
- Quality and comfort of environment through user feedback

Table 6.1 – Distribution of workstations at County Hall

Building	
Rutland	962
Pen Lloyd	1380
Eastern Annexe	345
ICT	105
All	2792

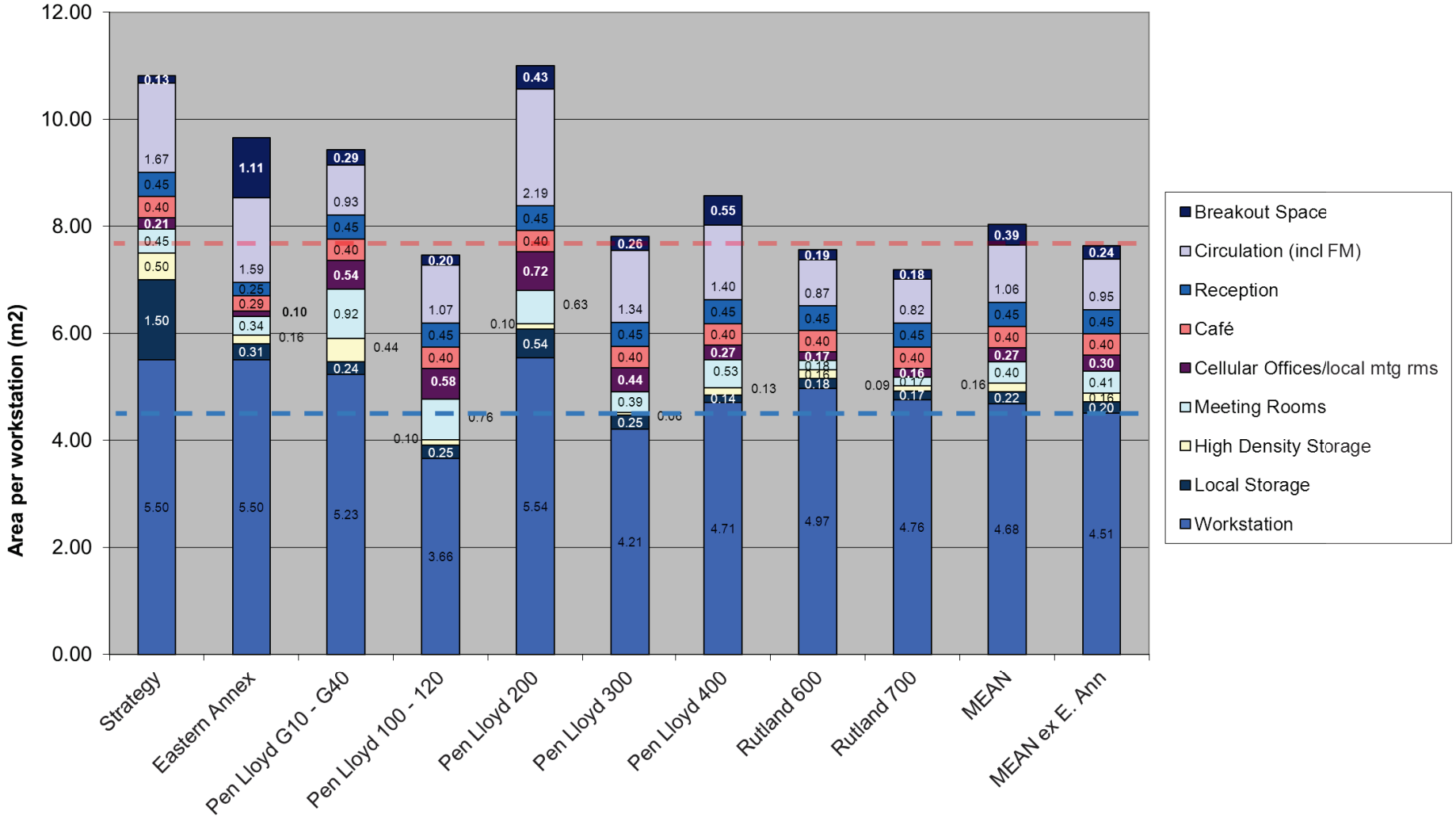
6.1.1 Physical Use of Space - Layout of Office Accommodation

During implementation of the Office Accommodation Strategy, substantially more efficient use of office floor space (per workstation) was delivered through refurbishment and the adoption of standard furniture and open-plan office layouts. This effort has achieved a reduction in gross office floor space per desk, across Leicestershire from 13m2 per desk to 10.93m2. At County Hall, where back office forms the majority of the site, the total floor space per desk at County Hall is an average of 7.8m2 per workstation.

Nonetheless, there remains local variation between individual office wings and buildings. Figure 6.2 on the following page presents the variation in allocation of space per workstation in different areas of the County Hall campus, which highlights the following key observations:

- Four areas identified that show higher than average open plan space per workstation; the ground, second and fourth floors of the Pen Lloyd, as well as the Eastern Annex and to a lesser extent room 600.
- First floor and third floor offices within the Pen Lloyd building are most space intensive.
- The second floor has the highest space per workstation allocation; this reflects generous open plan working space and the significant cellular office and meeting room space associated with corporate management team space.

Figure 6.2 – Office Space Standards per Workstation Across County Hall



6.1.2 Allocation of workstations:

Workstations used by LCC employees (across the LCC office portfolio, including County Hall) are allocated to individual employees in one of two ways; established as an organisational standard during the office accommodation strategy in 2010:

- Desks for workers who are defined as “fixed”, that is expected to be in the office more than 50% of the time, are allocated on the basis of 1 workstation:1 FTE (full time equivalent post).
- Desks for workers who are defined as “flexible”, that is who are out of the office at least 50% of their working time, are allocated on the basis of 7 workstations:10 FTE.

Table 6.3 on the following page summarises the data collected in a review of current office accommodation usage by LCC departments conducted during 2014. The table sets out how workstations are presently allocated to service departments and external organisations. The table also sets out the demand for workstations based on the worker type definitions above and the number of each type of FTE.

The allocation of workstations to departments was a process completed during the refurbishment and reorganisation of the office accommodation during the delivery of the office strategy project. No significant changes have been made to departmental allocation of workstations since 2012. As a consequence, and as the workforce of each department has changed over this time, the allocation of workstations no longer reflects the calculated demand for space. Notably, Children and Family Services, and Adults and Communities Department both have fewer workstations than demand calculations suggest are required, given current working practices. This reflects:

- Growth in the County Hall-based workforce (corresponding to closure of some additional outlying office bases, notably in Youth Services (C&FS) and Leicestershire Adult Learning Services (C&W);
- Increasing flexibility in these departments by mobile workers;
- Increase in workforce size as a consequence of supporting organisational transformation and specific legislative change.

By contrast, Chief Executive’s department and Corporate Resources department both have a surplus of workstations compared to calculated demand, reflecting the reduction in workforce size that has arisen from reduced funding and efficiency measures in the support services areas.

The physical allocation of service departments and external tenants to areas within the campus is shown in the plan in Appendix B. Overall, and on balance of demand, the organisation is presently occupying 67 workstations more than are calculated necessary. Crudely expressed, there are 11 workstations for every 10 workers at County Hall at present.

Table 6.3 – Current allocation of workstations at County Hall, together with calculated demand based on worker types

DEPT	No of Staff	No of FTE	No. staff in all time	No. staff out of office <50%	No. staff out of office >50%	Current No of desks	Current No of vacant desks	Current demand
Adults and Communities	469	405	282	179	8	429	5	468
Chief Execs	283	250	240	14	29	289	28	276
Corporate Resources	913	809	753	127	31	975	33	904
Children & Family Services	610	512	260	154	168	485	24	536
Environment and Transport	400	373	256	120	24	389	22	396
All Departments	**2675**	**2348**	**1791**	**594**	**260**	**2617**	**158**	**2580**
Unison						10		10
Public Health England						26		26
UHL						109		109
Existing external total						**145**	**0**	**145**
Unallocated total (excludes unused desks in departments)						**30**	**30**	
TOTAL per scenario						**2792**	**188**	**2725**
Surplus desks (over current requirements)								***67***

6.1.3 Utilisation of workstations:

Following completion of the Office Accommodation programme in early 2012, a period of post-project monitoring was implemented to establish the effectiveness of the changes made. One specific performance consideration was the level of occupancy of the workstations provided.

At County Hall, the utilisation of workstations was known to be not consistently high; a one-off survey completed by Operational Property Services in May 2013, covering the Pen Lloyd and Rutland buildings, revealed more than 600 vacant desks. This survey was repeated twice more in the following two weeks, with similar results (there were never fewer than 550 workstations unoccupied).

These one-off checks were sufficient evidence to justify a more protracted investigation to examine occupancy patterns. A large scale study was undertaken across the office accommodation allocated to one service department, Children and Family Services.

Over a period of four weeks (excluding spring half-term week) between the 21st May and the 21st June 2013, 28 individual counts were completed recording the occupancy status of every workstation allocated to C&FS department (excluding Youth Offending Service). A series of steps were taken to ensure occupancy data was robust:

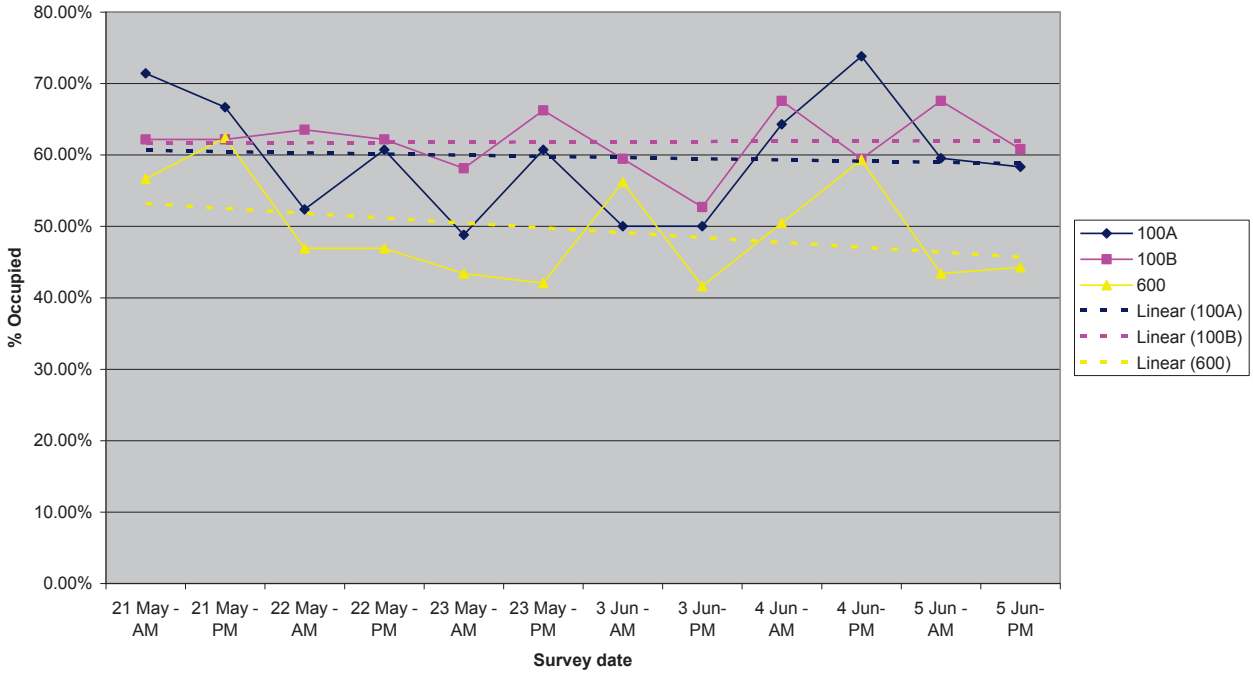
- Counts were completed only days with no specific activity that might disrupt typical office use (for example, local election days when a large number of staff act as polling station officers, were discounted)
- Counts were completed at just after 10am or just after 2pm to ensure they were representative of the busiest times of day.
- Workstations were recorded as vacant only if the desk was clearly unoccupied at the time of the survey, but also that the desk showed no signs that an occupant was in the office but away from their desk (ie. steps were taken to avoid counting desks as vacant when the user was either at a meeting or taking a break).

A summary analysis of the results for the three areas examined are shown in the figure (6.4) on the following page.

General analysis of the data indicates the following significant findings:

- Large scale underutilisation of desks, even during term-time, in C&FS. Given that a significant proportion of C&FS are term-time only workers, these occupancy rates will be significantly lower during the summer months. At best, the global occupancy of desks within the C&FS areas ranges from 55% to 65% for the Pen Lloyd building, and from 45% to 55% for the Rutland building.
- In the worst case, 209 of 384 desks were unused.
- Based on data from the pilot survey, there is gross wastage of desks at County Hall, and there is a clear opportunity to consolidate the use of space, to make more effective use of the building.
- There are clear differences between areas occupied by teams engaged in front-line service delivery (room 600), which include a larger proportion of existing mobile workers and where occupancy overall tends to be lower, compared to areas focussed on management, strategy and commissioning (100A/100B).

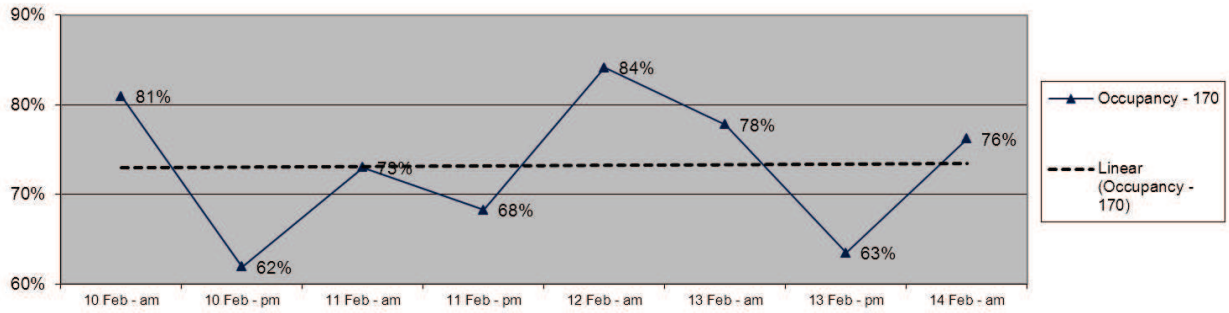
Figure 6.4: Occupancy of Workstations in Study, 2013



Subsequent further spot checks and localised occupancy reviews have been completed subsequently. Relevant findings from these follow up checks were:

- The findings from C&FS were typical, in that occupancy levels vary in mot offices by around 15% from highest to lowest occupancy level across a typical week.
- No office area in County Hall ever showed occupancy above 89% in all spot checks. This highest figure was recorded in the Operational ICT helpdesk service.
- Occupancy levels found in C&FS in 2013 remain consistent in 2014, so the data remains valid.
- Typical occupancy patterns for administrative teams in other departments at County Hall are illustrated with the findings from a review of occupancy in Room 170 (Fig 6.5 below), occupied by workers from Strategic Information and Technology and Operational ICT, on the following page. Occupancy tends to peak at around 85% occupancy, rarely more often than once a week, and drops to a low of around 60% frequently.

Figure 6.5 – Occupancy Profile for Room 170 at County Hall, February 2014

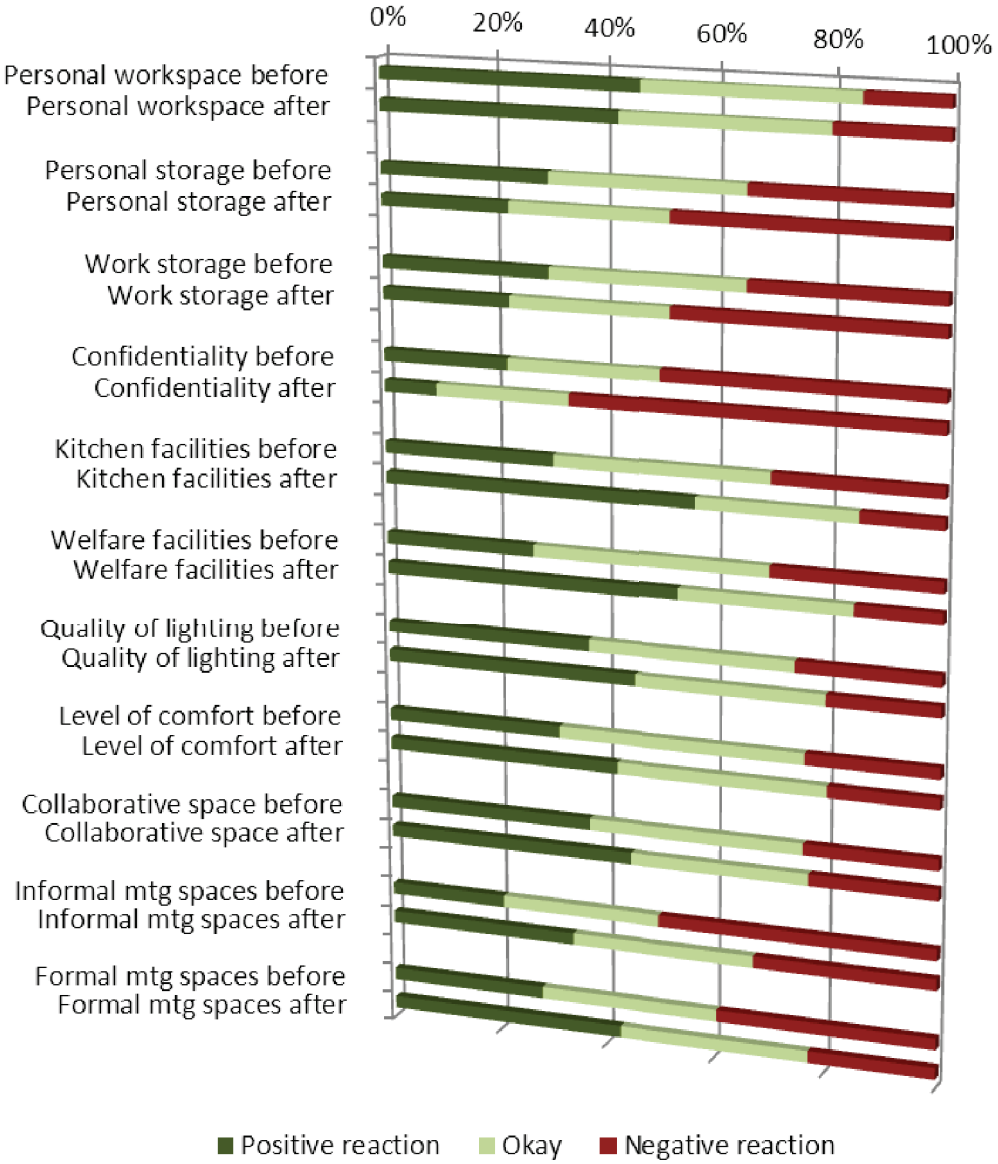


6.1.4 User Feedback on Office Environment and Workplace

Feedback from users of the office accommodation at County Hall has been captured at various times during the period from 2010 to 2014. Key sources of data are:

- Statistical data collected through before and after monitoring during the refurbishment of County Hall, summarised in Figure 6.6 below.
- Complaints and comments made to the property services helpdesk.
- Other comments and anecdotal reports from property service professionals.

Figure 6.6 - Key User feedback on office environment – before and after refurbishment



Highlights from analysis of user feedback on accommodation quality indicated:

- Conversion of the office environment to open plan design and increasing intensity of use had a negative impact on user feedback in areas relating to personal workspace, storage and confidentiality. This latter negative consequence of open plan office accommodation is consistently experienced by all organisations adopting this approach, and was anticipated in planning the office accommodation strategy.

- However, and more positively, the refurbishment of County Hall has increased user positivity in respect to quality of facilities, and overall comfort in the workplace.
- Users are increasingly positive about meeting spaces (both formal and informal) point is consistently.
- Collaborative workspace is not a feature that has improved in terms of user feedback. Noting the importance of collaboration and creativity to effective work, this is an area requiring particular focus.

Figure 6.7 – Comparison of overall user feedback by building

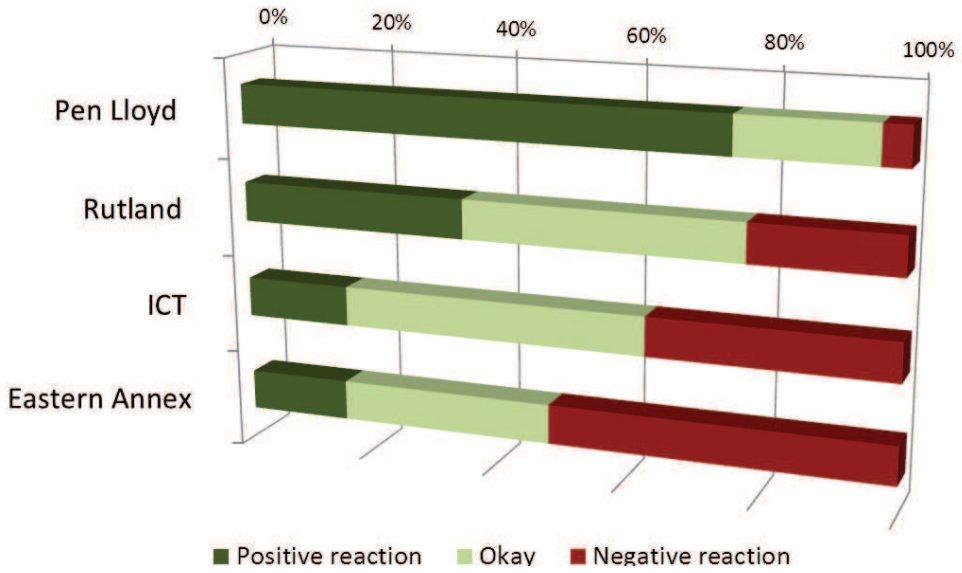
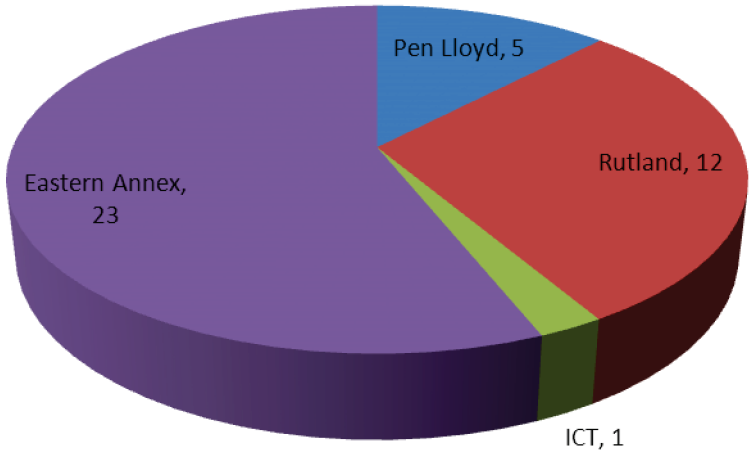


Figure 6.8 – Number of complaints raised re: comfort to property helpdesk by building



Figures 6.7 and 6.8 provide important comparison between the office accommodation provided in the four main buildings at County Hall. Key observations on comparative quality of buildings are:

- More than half of users responding to post project surveys had an overall negative response to office accommodation in the Eastern Annex. Associated qualitative comments identified a lack of natural light and temperature management problems as the main concerns.

- The number of complaints to the helpdesk about the Eastern Annex support users feedback; of the 23 complaints raised, 20 related to management of temperature in the Eastern Annex (both summer heat and winter cold).
- Although both Rutland and Pen Lloyd buildings benefitted from refurbishment at the same time, the Rutland building suffers by comparison due to both size and shape, with persistent dissatisfaction with working conditions in the Rutland most regularly made by workers in the social care disciplines (noting scale of open plan spaces as an issue in terms of confidentiality of the most sensitive data). Of the 12 complaints about the Rutland building made by users, all but 1 related to temperature management, reflecting the challenges for FM colleagues in maintaining a temperature that suits all users in such a large space,

6.2 Storage and the Eastern Annex Warehouse

A corporate review of storage in LCC buildings was completed in 2013. This review included County Hall, with a particular focus on the use of the Eastern Annex warehouse.

This Masterplan exercise does not seek to repeat previous work, but has reviewed progress against the recommendations made in the storage review which identified a three phase approach. Phase 1 of the review has been completed, the outcomes intended and progress against the same, are set out in Figure 6.9 below.

Figure 6.9: Storage Review Phase 1 Outcomes

Recommendation	Progress/ Achievements
Make best use of storage space and facilities available within the County Hall campus, principally in the main [Pen Lloyd] building and the Eastern Annex	✔ a Operational storage of materials and equipment used by LCC service delivery teams has now been confined almost exclusively to the basement areas of the Pen Lloyd and Rutland buildings. ✔ Residual storage in the warehouse is now managed by FM, or is clearly contained in localised areas for review.
Maximise the service delivery improvements that may be available through increased storage consolidation	✔ Shared surveying equipment store established in Rutland building for E&T use. ✘ Dry room storage for Personal Protective Equipment and clothing was aborted as primary demand (from relocation of staff from depot sites) was cancelled by E&T. ✔ Centralised bike store created in Pen Lloyd underground car park.
Provide centralised storage swing space to deal with peaks and troughs; moves etc	✔ now managed by FM and offering this service – done for UBB project in A&C and currently supporting works at Leicester Cathedral (furniture storage).
Clearing out redundant items and tidying up – immediately and routinely	✔ significant disposal of sundry items; FM now regarding surplus items as assets and seeking value wherever possible. Led to development of recycling service operating from E Annex. ✔ self-contained departmental storage now ensures review necessary.
Implement more cost effective systems eg: Just In Time	? Storage of printed materials has not been resolved as hoped. Although digital by default is reducing

Recommendation	Progress/ Achievements
ordering and delivery, Increased digitisation	printing, remain issues with storage of palletised bulk print runs. Wastage of large volumes of leaflets remains commonplace.
Reduce the need for physical storage space through replacing multiple Service activities with centralised services	✔ A key benefit has been further emphasis of the use of off-site file storage and the removal of backlog archive files. Creation of a file management bunker in the basement for files awaiting indexing, and instruction for files not to be stored in the basement and warehouse is a key step forward.
Consider the feasibility of providing centralised Facilities Management services for: • Managing the use of storage facilities • Providing a distribution service for delivering stored items to/from collection points	✘ Not actioned to date.
Heritage & Arts collections currently stored at Barrow and the Sherrier Centre would lend themselves to re-location into a consolidated, centralised storage facility in the Eastern Annex, subject to satisfying service, accreditation and access requirements.	? Future support to collections management activity at County Hall has not been ruled out, but is subject to outcomes of Transformation work. Further review at a relevant time will be required.
Deliver an interim storage solution to capacity issues at the record office	✔ Interim store provided within the Eastern Annex with controlled conditioned and suitable access.
Health and Safety issues require attention	✔ Risk assessment of storage methods, equipment and facilities has been substantially increased and made more consistent; process of review enabled engagement by H&S and compliance teams. ✔ Fire Risk greatly reduced in County Hall basement areas with detection, partitioning and management systems greatly improved.

Phase 2 of the Storage Review was intended to be focussed on two key areas;

- a review of the Library Service for Education facility and the related activity undertaken at the Sherrier Centre;
- a move towards increasing commercialisation of the use of the warehouse to generate income.

Phase 3, planned to be delivered by autumn 2014, was to see marketing and leasing of the Eastern Annex with associated modification work if required.

While the evidence above demonstrates substantial progress on Phase 1 outcomes, the later recommendations in Phases 2 and 3 have been less successful. Very recently, the first commercial letting of a small element of the warehouse to LOROS has been completed, generating an income of £3k per annum. Corporate FM colleagues have also successfully established a service which will generate revenue from recycling services, which will operate from the Eastern Annex.

6.3 Meeting and Training Spaces

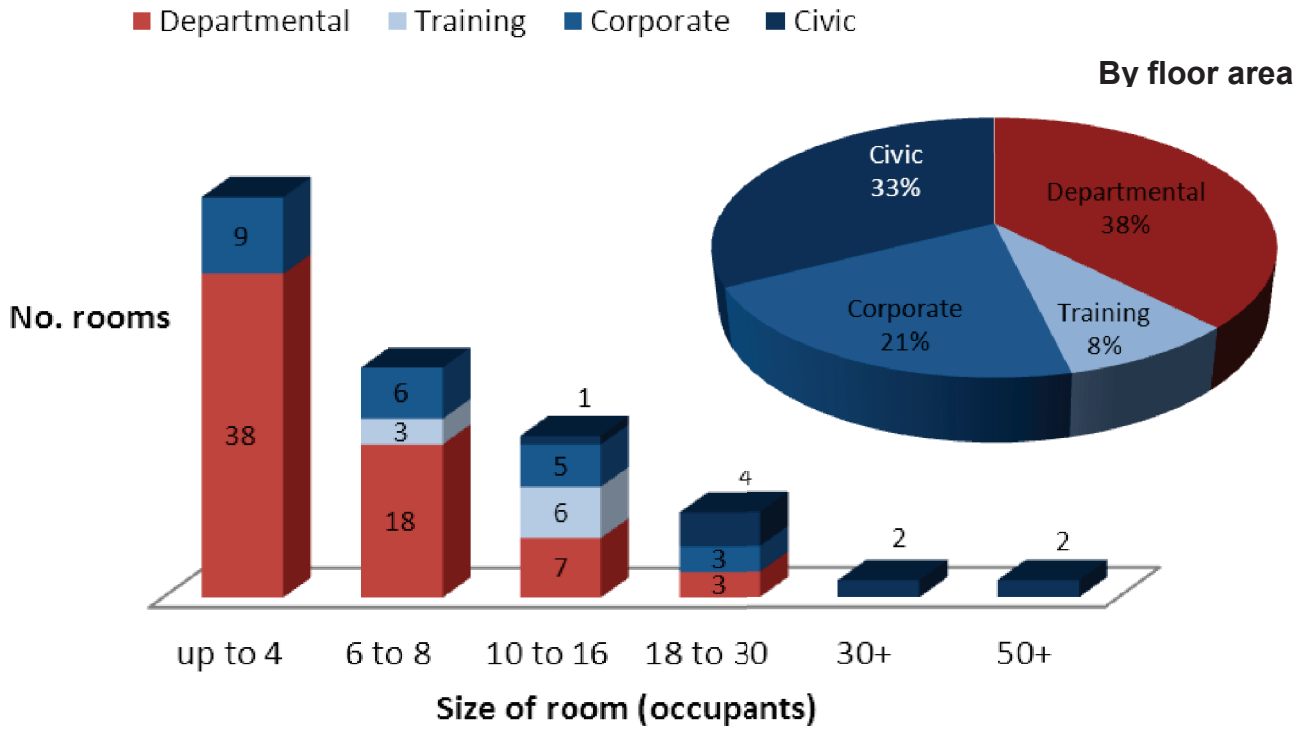
6.3.1 Meeting Room provision at County Hall

County Hall provides a total of 107 rooms which provide venues for meetings and similar events. There are four groups of rooms provided, according to the manner in which the venues are managed:

- **Civic Suite** – rooms, including the Council Chamber and Committee Rooms, managed by Democratic Services, provided primarily for use by elected Members (Councillors), but also for public meetings, civic functions and LCC internal service delivery meetings. Bookings are administered by a locally managed diary system by democratic services.
- **Corporately Managed meeting rooms** – rooms provided and operated by Operational Property Services; bookings are completed using self-service arrangements, linked to the Outlook calendar system that all LCC users (and County Hall tenants) can access.
- **Training rooms** – rooms managed by a range of 4 different providers associated exclusively for training use.
- **Locally managed meeting rooms** – rooms allocated within office areas to occupying services and managed primarily for local service delivery (including rooms managed by external tenants).

In general, smaller rooms are locally managed, supporting PDR, supervision and other forms of one to one meetings which happen within teams and services. Larger rooms are generally managed through more centralised methods, including by the learning and development services (and similar functions), by use by staff of the corporate self-service booking system and through management of the civic suite by democratic services.

Figure 6.10 – meeting rooms at County Hall (number, size and management



arrangements)

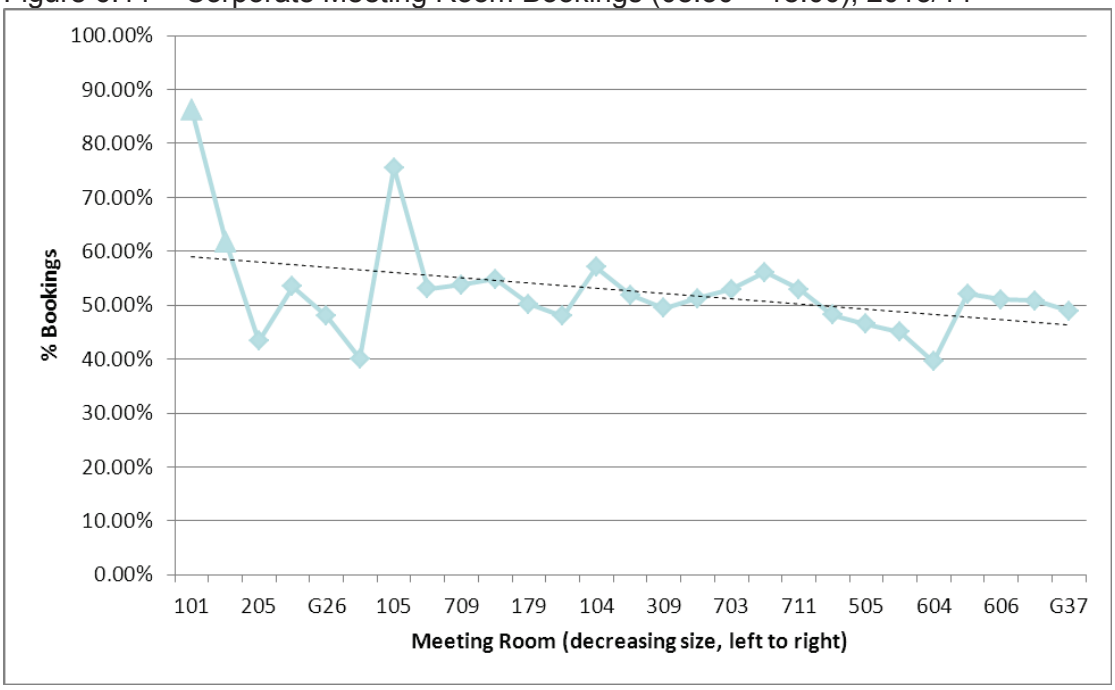
6.3.2 Analysis of Meeting Room Use

Information on the use of departmentally managed rooms and training rooms is not available in a format that is consistent for analysis, but existing use of both the corporately managed rooms (bookable up to 3 months in advance through self-service), and the civic suite (bookable through the Member Secretariat team, within Democratic Services) at County Hall have been analysed. Findings of this analysis are set out in the figures over the following pages.

Figure 6.11 shows the relationship between the level of bookings of corporate rooms and the room size, with booking levels of the largest rooms being consistently higher than the smaller rooms. User feedback on quality and availability of meeting rooms at County Hall is generally positive (reflected in section 6.2 of this report.

One noticeable recent trend, which has prompted some specific user feedback in respect to lack of availability of the largest meeting rooms (101, G26 and 173) is significant use by the corporate learning and development service. Further analysis of data from 2013/14 financial year shows between 15 and 25% of bookings in rooms holding 16 or more people are arising from use for training courses.

Figure 6.11 – Corporate Meeting Room Bookings (08:30 – 18:00), 2013/14



The civic suite, comprising 5 committee rooms and the Council Chamber, is managed with an established prioritisation scheme on use of rooms. Potential bookings for the Committee Suite are prioritised as follows:

- Meetings involving elected members are the primary focus for the civic suite. These meetings take precedent over other meetings, including displacing pre-existing bookings at short notice;
- Civic events have a similar prioritisation, and are usually organised a considerable time in advance;
- Meetings organised by Chief Officers or members of departmental management teams together with meetings with members of the public fall into the next priority grouping, including for example Adoption hearings and

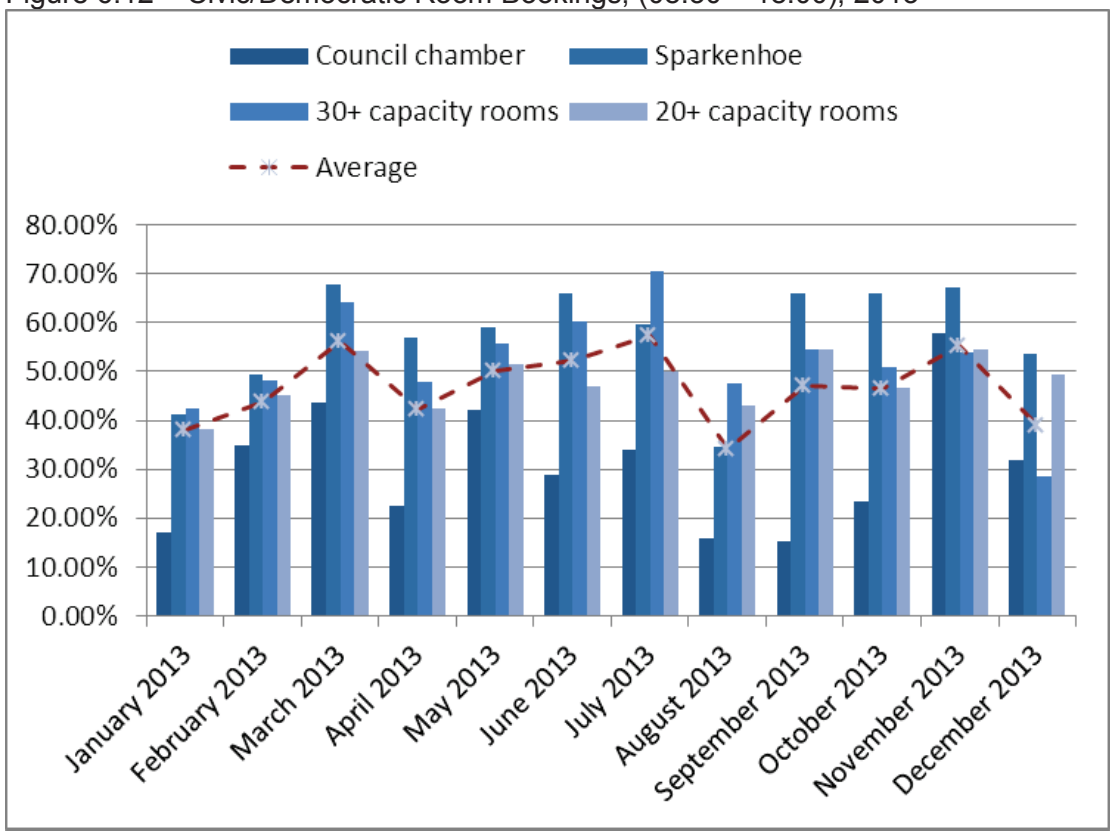
school admissions appeals. Disciplinary hearings and tribunals are also prioritised.
- Finally large corporate meetings, training courses and other events may be booked, but in the knowledge that meetings with elected members can take immediate priority.

The annual pattern of bookings for the civic suite in 2013 is shown in Figure 6.13 below. This graph illustrates a number of key points on utilisation and role of the civic suite.
Firstly, level of use changes on a seasonal basis:
- average use levels are defined by peaks at key points in the annual constitutional activity programme including in March as the annual budget setting process is completed and also in the months before and after the summer recess.
- The summer recess in constitutional activity causes an annual low-use point, covering August for all rooms, and August and September for the Council Chamber.
- December and January are also lower activity periods.

Second, the overall levels of use of rooms are modest:
- Use of the civic rooms was below 50% on average for 8 of 12 months of the year in 2013.
- Booking of the rooms which provide 20 person occupancy in the civic suite is 48% on average, compared to 85% in corporately-managed rooms of the same size.

Finally, comparison of the use of the largest rooms, the Council Chamber, with a capacity of more than 150 in fixed, tiered seating, and Sparkenhoe Committee room, which can accommodate more than 50 in a range of styles provides a dramatic contrast.
- Year round average booking levels of 57% for Sparkenhoe compared very favourably to a very modest 32% for the Council Chamber.

Figure 6.12 – Civic/Democratic Room Bookings, (08:30 – 18:00), 2013



Noting the current booking levels of the rooms making up the civic suite, more in-depth analysis was carried out on the use of the individual rooms to better understand the causes of the modest level of use.

The nature of the bookings made and events taking place were examined for one calendar month, September 2013, which provided the data set out in Figure 6.14 on the following page.

In addition, detailed discussions were held with the democratic services team on the approach to use and management of the rooms, to consider the effect that current booking priorities and also the way the rooms are used in terms of layout and amenities affect the use of the rooms.

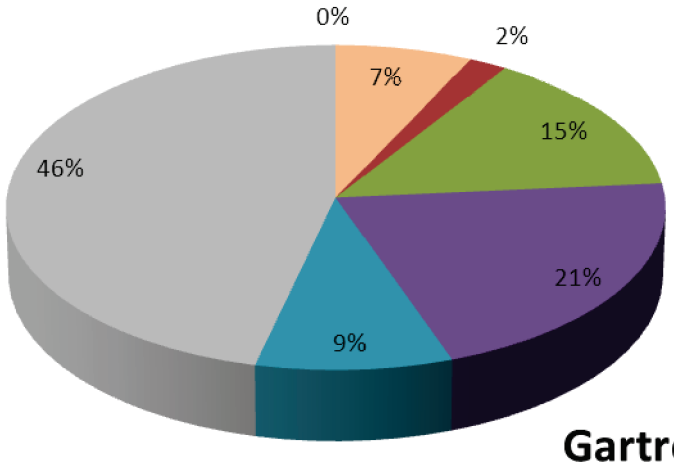
Room layout changes and idle time is an important consideration. Each of the occupancy charts in Fig 6.13 shows vacancy levels of 40% or more (except in Sparkenhoe committee room). As a result of the type of events provided in the civic suite, two factors influence occupancy that are not an issue in corporate meeting rooms:

- Meeting room furniture is physically reorganised in a number of the rooms, depending on the organiser's requirements. This process requires a minimum of 30 minutes downtime before a meeting to set up, and may require the same again to clean and tidy after an event. In the region of 15% of total available booking time can be lost in this way, so in fact occupancy levels of the rooms are distorted to some degree by this approach.
- Catering to rooms also influences set up and clear down time. Some events, including the Chairman's dinner in Sparkenhoe require a lengthy period of preparation, and idle time can be as much as a full working day.

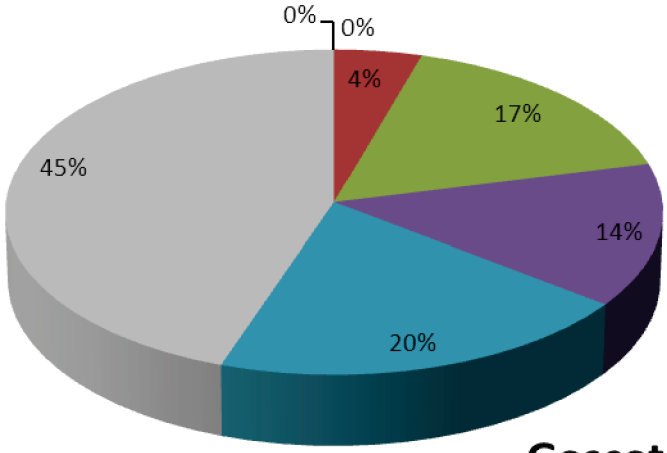
The primary purpose of the civic suite is to support County Council democratic activity, and public meetings. In the four committee rooms, where you would expect the majority of this work to take place, between 31% and 39% of the total time is occupied by these two types of meetings.

Given the priorities given to bookings, and noting the low level of overall occupancy, it would be expected that corporate and training activity would fill some of this void in activity. However, these functions consistently occupied only in the region of 13%. Discussion with key staff who could organise meetings and events in these rooms indicated this was down to the priority system which meant even very advanced bookings could be overridden if a Member meeting was required at short notice.

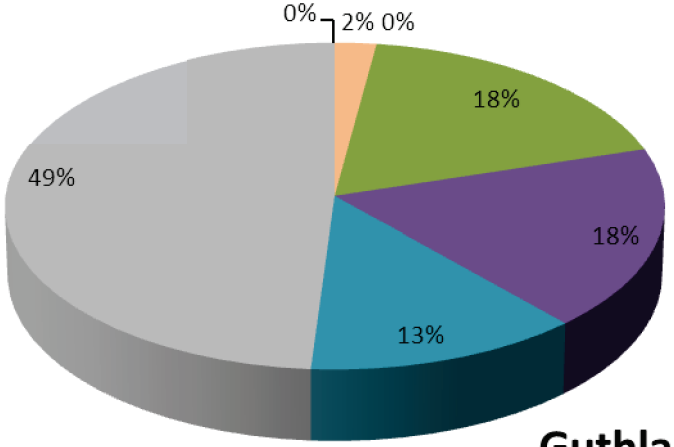
Fig 6.13 – Analysis of Use of Committee Suite, September 2013



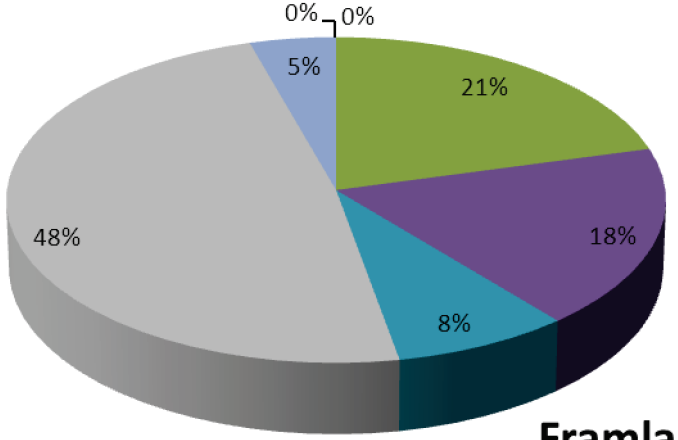
Gartree



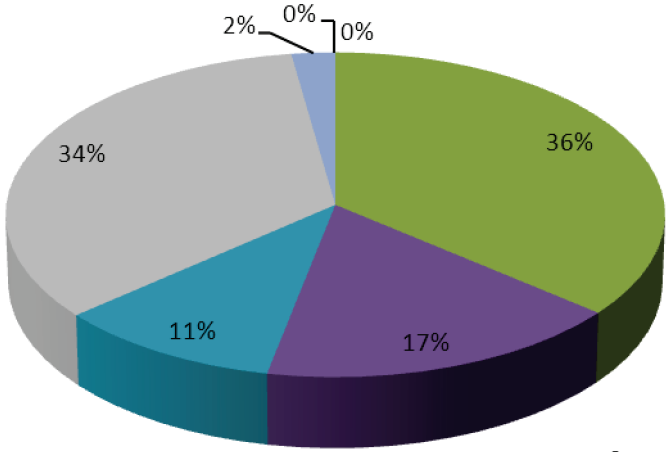
Goscote



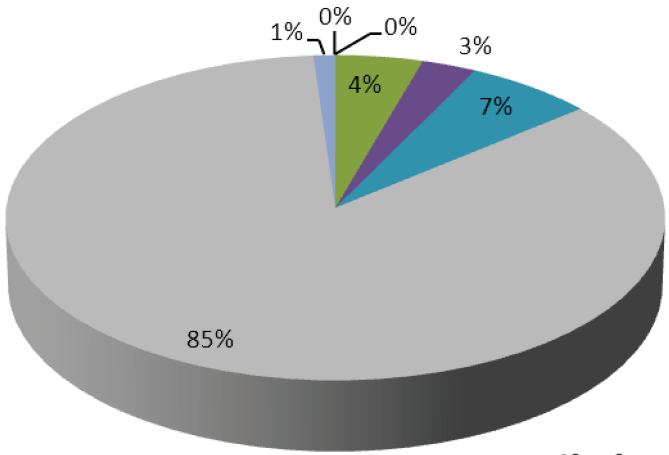
Guthlaxton



Framland



Sparkenhoe



Council chamber

6.4 Registration Services

The Leicestershire Registration Service is based in a 235m2 area within the Pen Lloyd building. This part of the campus is wholly self-contained, with dedicated and fully independent heating and electrical systems, a separate public reception and car park. The service operates up to seven days per week, and provides the registration of births marriages and deaths, as well as UK citizenship ceremonies.

The service provides a statutory function, but also generates additional income through the provision of wedding ceremonies. As part of the business case for the acquisition of the buildings making up the former Fire Service HQ, the provision of an enlarged facility for the Registration Service, including in particular a wedding venue that can offer the capacity for increased income was identified and remains a priority for delivery on the campus.

6.5 Central Print Services

Central Print Services is a wholly LCC owned and operated trading organisation, based within the basement of the Pen Lloyd building. The service provides a wide range of high quality print solutions, and provides services to public sector customers across the UK.

The facilities and operations provided at County Hall were reviewed through meetings with the service manager. Key findings from this review:

- The quality of the basement accommodation provided is recognised as poor, being one of the few remaining un-refurbished components of the campus;
- User comfort is a challenge, notably temperature with heat generated from the printing presses and copiers making the working environment uncomfortable at times;
- Lighting levels and light quality for specific operations are challenging, and present some localised and specific health and safety risks;
- Storage of printed materials is an area where future business development may require additional space. This is more likely to be long-term storage and distribution of products, more closely aligned to the eastern annex warehousing space than it is to basement storage near the print room itself.

7. Transformation and Future Organisational Priorities

It is recognised that a key driver for this strategy is the need demonstrate value for money and secure the revenue cost savings to support the Medium Term Financial Strategy required from the property running costs at County Hall.

Equally, property services remains a key support service, and as such it was essential before identifying the specific opportunities and making recommendations on the future of the County Hall campus, to reflect on the priorities identified by the organisation and its partners which have shaped this strategy.

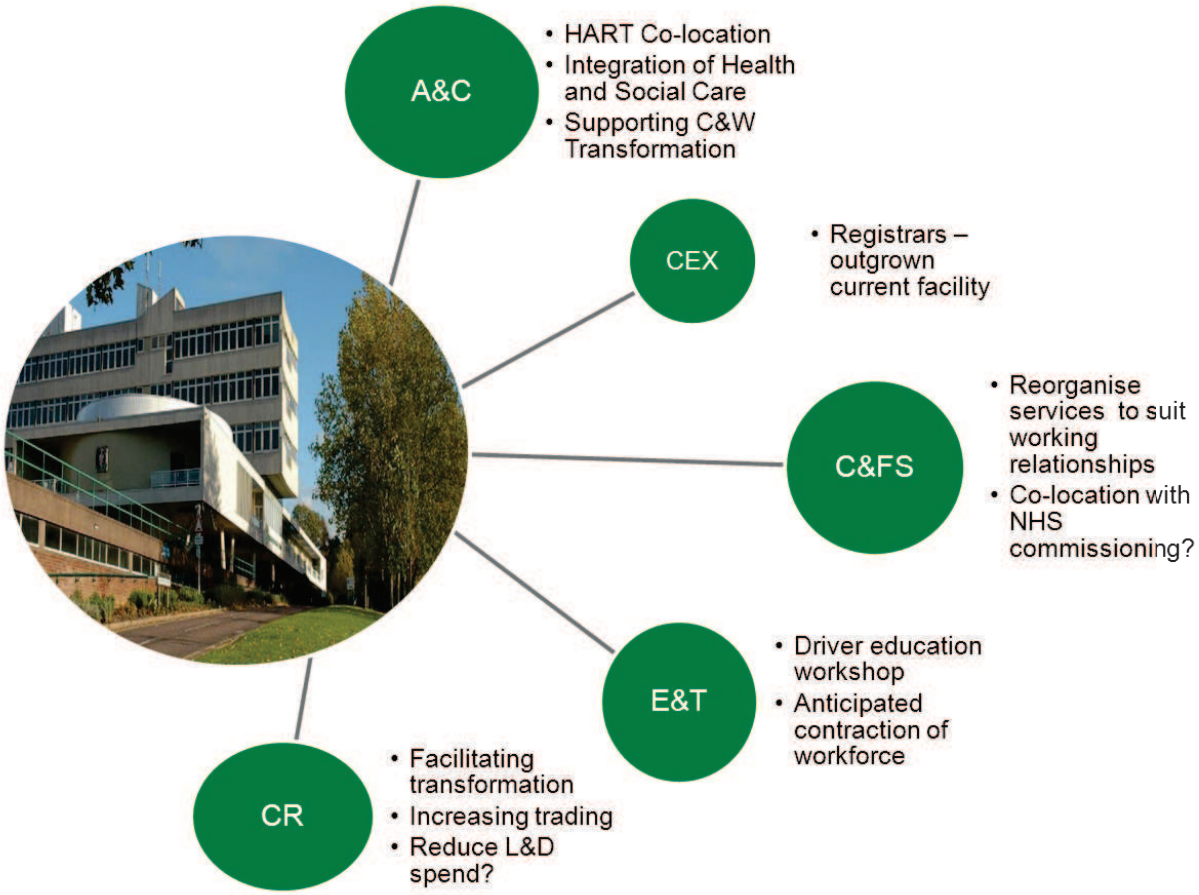
Consultation has been completed during the development of this strategy document with a wide range of internal and external stakeholders, including:

- Internal departments through meetings with Asset Management Working Group, focus groups and key strategic managers;
- Transformation, through the business partner community;
- External partners, including discussions with the Government Property Unit, East Midlands Property Alliance and the Leicestershire Health and Social Care Executive;
- Neighbour organisations, notably University Hospitals Leicester and Leicestershire Partnership NHS Trusts;
- Peers in support services, notably Organisational Development and Strategic ICT services to develop collaborative strategy in the areas of datacentre and flexible working approaches;
- Peer organisations, notably those organisations who have applied flexible working strategies;
- Lead Members for property and environment;
- Corporate Management Team.

The outcomes of this consultation are summarised in the diagrams on the following pages.

7.1 Organisational Transformation & Service Priorities:

Fig 7.1 – Summary of organisational priorities identified during consultation:



7.2 Property Services strategic drivers and opportunity areas:

Fig 7.2 – Summary of the key property strategy influences at County Hall and the significant opportunities identified through consultation:

Energy

- CRC avoidance and efficiency
- Possible District Heating scheme
- Reduce out of hours energy use

Car Parking

- NHS led car parking development
- Re-open discussions on bus and walking links

Offices

- LCC underuse…. back office for NHS?
- LPT, 150 desks +
- UHL

Training facilities

- Multi-agency opportunity
- Scale of requirement being collectively produced

Storage

- Future for E Annex?
- NHS and partner use, ESPO?

Data centre

- Opportunities from new LCC centre?

8. Opportunities & Recommendations

8.1 ICT Data centre and the future of Block H:

8.1.1 Future datacentre provision and strategy:

Alongside the development of the County Hall Masterplan, Strategic Information and Technology (SI&T) and Operational IT (OIT) have conducted a review of the resiliency and future arrangements for the provision of the LCC datacentre, presently housed in Block H (ICT Building).

Strategic and Operational Property Services colleagues have contributed to this review in terms of commentary and technical input informed, in part by the findings of the technical review for the County Hall Masterplan and previous work on the Property Energy Strategy.

The conclusion of this review was to determine that the existing data centre facility is no longer fit for purpose in its current form (a fact that is recognised within this review in the existing backlog maintenance costs associated with tis building).

Identification of potential options to renew or replace the current facility were then developed by a working group of officers including both property and ICT professionals as well as members of the LCC business continuity team, supported by an external specialist consultant (OPIN systems).

The key recommendations from this activity were:

- A server based (rather than cloud based) datacentre solution is required by LCC for at least 5 years. LCC continues to pursue future cloud-based computing/data operations, but many of its current business critical systems are server based, and remain so during current contracts;
- Financial modelling (discussed in Section 9) has identified that an outsourced datacentre service would not be financially beneficial to LCC at this time, with migration and hosting costs outweighing an insourced model. A partnership approach, with outsourcing to a public sector partner has been explored, but is not possible within practical time constraints;
- County Hall represents the only viable option for locating a datacentre on LCC premises;
- Following a review of implementation risks, it was concluded that before migration work to physically relocate existing infrastructure to a new datacentre location (in any option, insourced or outsourced), improvements to resiliency infrastructure are required, including upgrading the organisation's recovery datacentre at Romulus Court. Having reviewed the lease terms, this approach will commit LCC to an insourced resiliency/recovery datacentre until 2021, alongside the replacement for the County Hall datacentre.

8.1.2 Implications for future operation of Block H

The recommendation to pursue a new datacentre at County Hall provides not just an opportunity, but a necessity to reconsider the future operation of Block H. Whilst the re-provision of the datacentre can be achieved in a number of ways on the site, there are several clear consequences which must drive the property response to this change.

In respect to backlog maintenance costs identified in the financial baseline for County Hall, there is a requirement if no change is made to implement a scheme in the region of £1.2m. This cost covers re-provision of the datacentre in its current form and location, including migration costs to ensure the service provided is resilient throughout the process, and refurbish the office accommodation, in line with the standards provided throughout County Hall.

The office accommodation within the building cannot be considered in isolation to the data centre because:

- The building's electrical systems are not separately provided;
- The raised access floor within the datacentre itself also forms more than 40% of the floor of the office accommodation. The floor structure is stable in its' current state, but due to the age and form of construction, building work in isolation on the datacentre would require considerable structural bracing work to preclude any risk of collapse in the office environment;
- The local area network (LAN) cabling which connects the data centre to the rest of County Hall passes under the raised access floor in the office. Work to the datacentre will therefore necessitate this cabling being accessed, causing disruption to office-based staff;
- Construction health and safety will almost certainly preclude safe working in the office environment in the ICT building during work to the data centre.

Secondly, with respect to energy efficiency and as set out in section 5.4, the ICT building is grossly inefficient and a significant priority in the delivery of the Property Energy Strategy in terms of addressing the very high electrical consumption and associated costs. (The ICT building forms 11% of the total electrical use (County-wide) which qualifies LCC for the CRC scheme, and is responsible for a third of the CO2 emissions on the County hall site.)

While the data centre is responsible for a considerable proportion of the energy used, and re-provision provides a large opportunity to improve efficiency for this element, the heating and cooling of the office area is also presently reliant on obsolete, wholly electrical systems.

8.1.3 Opportunity and approaches

There is a clear opportunity arising from the data centre strategy to change the current LCC use of the ICT building and in so doing address:

- the huge dependency and costs of electricity for heating and cooling and;
- the costs relating to backlog maintenance;
- the identified inequality of office accommodation for those staff based in this building.

The actual solution adopted is dependent on the preferred approach to the form and location of the datacentre and the availability of sufficient alternative office accommodation for the staff housed in the ICT building at present. There are two future approaches which could be pursued.

In one scenario, the datacentre is built in a new facility, outside the current ICT building. In this instance, and with sufficient office accommodation made available elsewhere on the campus, the building can be almost wholly mothballed (with a small residual electrical load associated with maintaining the LAN network connections through this space). This approach enables the backlog maintenance costs to be avoided, and will offer the most dramatic energy savings.

Alternately, if the datacentre is more cost effective to be constructed within the existing building, then a complete refurbishment will be required. As part of this work, it is recommended that investment in alternative heating (probably through extension of the district heating network from the adjacent Pen Lloyd building) should be pursued to minimise electrical consumption.

8.1.4 Recommendations for Block H and future data centre

H1: Specify, design and operate a replacement data centre to minimise energy consumption and associated costs;

H2: Address accommodation quality concerns in respect to office accommodation in Block H, either through relocating staff, or through refurbishment if this is not possible;

H3: Ensure future office accommodation provision is achieved through the approach that offers the lowest operating costs; either through provision within alternative refurbished space on the campus, or through redevelopment to include more sustainable heating and cooling solutions;

H4: If mothballing, ensure structure and building fabric condition are protected through specific investment as necessary and an appropriate vacant building regime of management is put in place.

H5: Prior to any future (medium to long term) use, ensure energy sourcing is addressed to avoid existing high electricity consumption and cost.

8.2 The former Fire Service HQ Buildings:

8.2.1 Business case review of investment options:

The decision to purchase the former LFRS headquarters buildings (Blocks V, W, and X) was informed by a business case which identified two principle opportunities:

- To create a new base of operations for the Registration Service at County Hall – facilitating the generation of additional income by the service on the basis of larger weddings and increasing volumes of other fee charging activity;
- To create a learning and development hub – facilitating savings from reduced use of external venues and increased service revenue through greater external training courses offered.

These key opportunities have been re-evaluated through a business case process to consider the use of allocated funds for these purposes, and in the context of other reviews, including both this campus Masterplan and the Property Energy Strategy.

The outcome of this review has concluded that:

(i) Investment remains a priority, both to develop specific opportunities which offer the organisation service delivery and financial benefits, but also to ensure essential maintenance works are completed;

(ii) The business arguments for the relocation of the Registration Service to the former Fire HQ remain strong, and are discussed in section 7.2.2 below.

(iii) The overall case for investment to create training facilities cannot be supported noting:

- There is great uncertainty over the future scale and role of the Learning and Development Service, especially in respect to external generation of income;
- Utilisation of existing meeting/training/democratic rooms across County Hall is low enough to identify opportunities within current spaces at minimal capital investment costs (discussed further in section 8.4);
- There is an alternative, lower risk approach which can be taken, the creation of an office environment for out-of-hours use (discussed in section 8.2.3.below), which will offer a similar level of financial return.

8.2.2 Relocation of the Registration Service and letting of vacant space:

An investment project is already included in the existing MTFS Capital programme to deliver a new base of operations for the Leicestershire Registration Service. The project will facilitate a wholesale relocation of the service, creating a new front of house environment which offers better amenities to both staff and visitors, and a significantly enlarged main ceremony rooms. These changes will enable two sources of financial benefit:

- Increased income for the registration service through the ability to increase the number and size of weddings and citizenship ceremonies.
- Increased rental income to LCC for the alterative use of the existing registrar's offices in the Pen Lloyd building.

Benefits; Financial

A capital investment is proposed in the fire HQ site to deliver a new base of operations for the Leicestershire Registration Service which will enable two sources of financial benefit:

- Current gross revenue income achieved by the registration service at County Hall for weddings, civil partnerships and citizenship ceremonies totals just in excess of £124k per annum. Through the creation of a larger wedding/ceremony venue, it is anticipated that the number of ceremonies, and the charges levied on each, can be increased to deliver a £183k gross income. This will secure an annual revenue net benefit to the service of £59k.

- In relocating the Registration service to the Fire HQ, the area vacated will be available for commercial leasing. As this office area is self-contained, with a free-standing heating system and an electrical sub-meter, very little work is required to prepare this area for leasing. Based on comparable accommodation, and a valuation of County Hall, the total rent income, inclusive of services achievable on this space is slightly in excess of £33k per annum. As it is expected that a tenant may have to make some modifications to the space, one year's rent free period has been assumed to incentivise letting the space.

Benefits; Non-Financial

The key benefit of this project is to the service users of LCC Registration Service, who will benefit from a more suitable venue for ceremonies and weddings. The new venue will offer:

- greater aesthetic value, which will attract more potential paying customers;
- capacity for larger parties of guests;
- a reception area with improved facilities and a staff attended waiting area;
- increased investment in local economy through wedding related business (florists etc).

8.2.3 Creation of an office environment to be used over extended operating hours:

It is proposed to use the redevelopment of the fire HQ building to create a specific and designated out-of-hours office building at County Hall for use by any staff and services who work beyond standard office hours. As the Fire HQ can be operated on a completely free-standing basis to the rest of County Hall, substantial property running cost savings can be secured by making the fire HQ office space available to all staff outside standard office hours and completely shutting down the Eastern Annex, Pen Lloyd and Rutland buildings (in terms of office accommodation) at weekends and evenings (after say, 7pm), as well considering partial close down during holiday periods. The settings for heating and cooling systems would all be modified to suit proposed use-age in the most economical way, in line with the Property Energy Strategy.

The following table illustrates the existing and proposed operating hours for the principle blocks on the County Hall campus. Operation of the building for essential property and ICT maintenance activity is excluded from the operating hours below.

Figure 8.1 – Existing and proposed operating hours

Location	**Current overall operating hours accessible to staff**	**Proposed**
Pen Lloyd (office areas)	0600 – 2030 (Mon – Fri) 0730 – 1600 (Sat) Closed (Sun)	0700 – 1900 (Mon – Fri)
Pen Lloyd (committee rooms/reception)	0600 – 2100 (Mon – Fri) 0730 – 1600 (Sat) Closed (Sun)	0700 – 2100 (Mon – Fri) Weekends (on request, fully traded costings)
Pen Lloyd (registrars)	0830 – 1730 (Mon – Fri) 0830 – 1430 (Sat) Sunday/other hours when required)	As required by future tenant (can be separately operated)
Rutland Building	0600 – 2030 (Mon – Fri) 0730 – 1600 (Sat) Closed (Sun)	0700 – 1900 (Mon – Fri)
Eastern Annex	0600 – 0200 (7 days)	0700 – 1900 (Mon – Fri)
Fire HQ Building –	n/a	0830 – 1730 (Mon – Fri)

Registration offices		0830 – 1430 (Sat) Sunday/other hours when required)
Fire HQ Building – out of hours offices	n/a	0600 – 0200 (7 days) 24/7 as required

In addition, the creation of a modernised and efficiently operated office accommodation space providing 100 additional workstations (which would be used flexibly during out of hours periods) offers the ability to relocate staff from a more expensive location, or to support service delivery outcomes identified by the organisation.

There are two potential locations from which staff could be relocated which link to priorities identified:

- Relocate staff from the ICT building to enable mothballing
- Relocate homecare (south) to County Hall and collocate with the homecare (north) team already based at County Hall to support transformational priorities

Benefits; Financial

The total annual running cost savings attributable to this opportunity, assuming Homecare are the occupants of the Fire HQ, are conservatively estimated at £39k per annum net revenue savings, additional to the financial benefits achieved for the Registrars relocation.

Benefits; Non-Financial

In an out-of-hours base would provide the organisation with a managed facility for the operation of office based services outside core operating times. With greater interfaces and potential integration with NHS partners, an increasing demand is likely to be placed on supporting services which operate beyond the existing time constraints of County Council services.

This option also facilitates the potential mothballing of Block H, the ICT building. This step, alongside the creation of a new purpose built data centre block enables the organisation to deliver a substantial reduction in electrical consumption, and a major step towards the strategic goal of avoiding qualification for Phase 3 of the Energy Efficiency (Carbon Reduction Commitment), or CRC scheme, as set out in the Property Energy Strategy.

8.2.4 Recommendations for blocks making up the former Fire HQ:

V1: Invest to create a new base of operations for Registration Services in Block V, including accessible public entrance and an area of dedicated car parking for registrars visitors. Ensure aesthetics and new wedding venue are sufficient to generate service growth and new income;

V2: Ensure energy consumption is addressed in terms of localised zoning and controls, noting especially use of the venue at weekends;

W1: Review use of cottages block, including main entrance. Include minimal refurbishment to function as common staff entrance/egress and to provide ground floor rooms suitable for interim/occasional use as training/meeting venues.

W2: Review long-term future of cottages block alongside review of training facilities identified in 8.4 below). Consider viability of buildings and potential for demolition, noting maintenance liability and lack of accessibility to a number of areas.

X1: Invest to create an office environment providing around 110 workstations, which as well as adding capacity, can be used by LCC as an out-of-hours operating base, to enable the close down of the main County Hall office blocks at weekends and evenings.

X2: Invest in energy efficiency measures to maximise efficiency of operation of Block X, up to 24-7 operation in the future.

8.3 Office Accommodation:

8.3.1 The potential value of surplus office space at County Hall:

The review of current office accommodation allocation and use has identified an existing surplus of 67 workstations over the required number for LCC and existing partners. With the recommended approach adopted for Block X of the former Fire HQ, a further 110 workstations can be made available, leaving 167 workstations surplus.

Further, more than 500 workstations are unused each day at County Hall. This vacancy rate occurs as a result of the allocation of a workstation per FTE; due to the normal allocation of annual leave, typical sickness rates, training and other absence, any one desk is rarely occupied more than 85% of the time. In total, the total maximum vacancy level is therefore 667 workstations.

Applying a pro-rata of the baseline annual running costs of County Hall (£2,808k per annum) to each workstation provides a crude estimate of the cost to operate each workstation of £933 per annum.

A valuation has been completed of the office accommodation at County Hall in 2014 for potential leasing purposes. Based on the refurbished accommodation available, offered as fully serviced office space with provision of car parking in line with the current site management arrangements (1 parking space for every 2 desks), the rental vale per workstation quality), the rental value is £1000pa per workstation.

The total potential value attached to the underutilised space is therefore £1.29m per annum; made up of £667k potential lost rent income, and £623k of unnecessary costs.

On this basis, action is required to release at least a proportion of this total benefit to the organisation.

In order to release the potential value of this underused space, there are two significant practical problems. While there are always several hundred workstations unoccupied during the workday at County Hall, these are:

- Scattered throughout the whole campus, not consolidated in a way you could rent to another organisation, and;
- Different workstations every day.

8.3.2 Unlocking the potential; peer benchmarking:

The project team have consulted with peer organisations that had delivered real financial savings and/or income from similar projects, to increase an understanding of effective solutions.

The project team were able to approach and engage with a significant number of organisations that had applied strategies which secured office accommodation savings of the type identified as possible at County Hall. Significant feedback was obtained from the following organisations:

- Melton Borough Council
- Harborough District Council
- Department for Work and Pensions (represented locally by Job Centre Plus)
- Department for Health (represented by Public Health England)
- London Borough of Tower Hamlets
- Manchester City Council
- Fyfe Council

For the organisations above, a consistent outcome in all of their projects was the removal of the one person/FTE to one workstation ratio in the office workplace. While the standards applied in each organisation were not the same, what was consistent was that all of these organisations implemented some degree of hotdesking, or other flexible working method. In short, this enables the same number of people to work across fewer workstations, leaving the surplus in one place.

The property benefits secured in each case vary, but the approach taken is more or less consistent. Figure 8.2 below shows three examples to illustrate the point:

Organisation	Approach	Outcome
Melton Borough Council	Adopted 10 workers to 6 desks ratio in main HQ building, with home & remote working	Enabled sharing of HQ building with 5 public sector partners, and sharing of costs to create a higher specification, lower cost building, replacing previous site which was destroyed by fire.
Harborough	Adopted a 10FTE	Consolidation of office accommodation

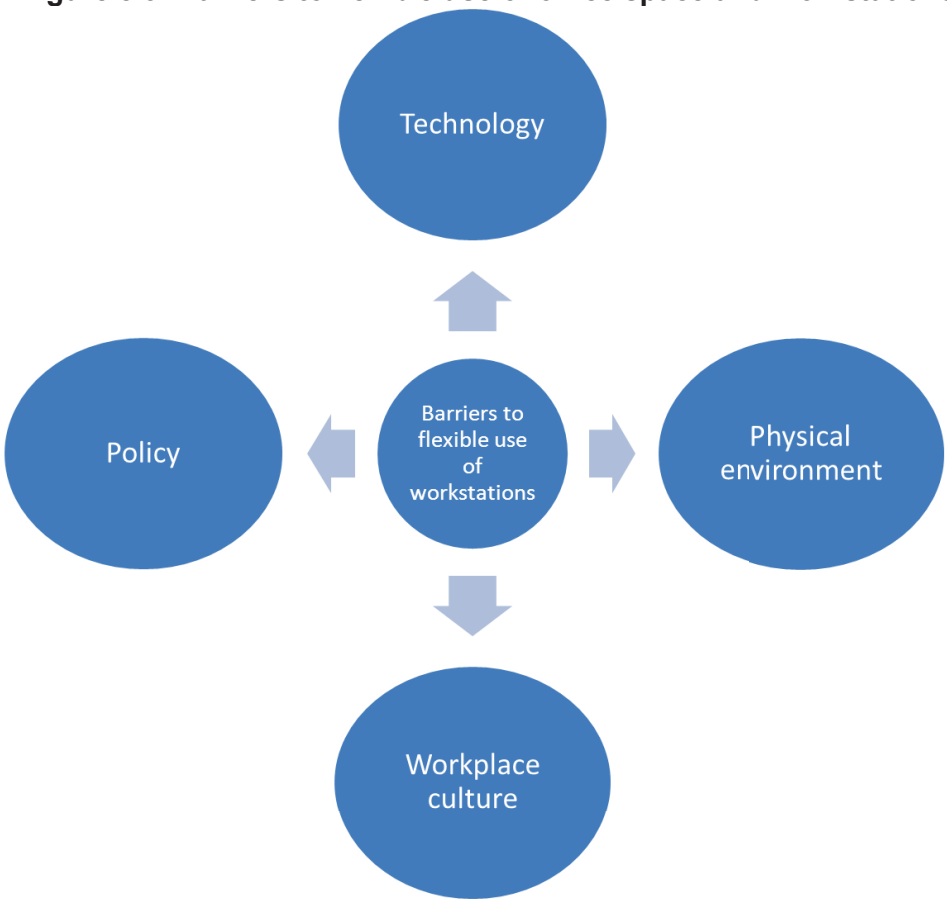
District Council	to 7 desks ratio, facilitated by a remote working strategy which enabled extensive home working.	requirements by approximately 60%, down to one floor of 4 storey building, enabling leasing of spaces for shops and accommodation for public sector partners, offsetting more than 40% of building running costs.
London Borough of Tower Hamlets	Adopted a ratio of 10 workers to 6 desks, applying new technology and flexible working practices.	Consolidation of key properties enabling release of large high cost leased office building, representing around 40% of total floor space before the project.

8.3.3 Barriers to change:

Recognising the consistent approach taken in successful projects elsewhere, engagement was undertaken to consider the potential for more flexible use of office space by LCC departments, and specifically the challenges of applying a more intensive ratio of workers to workstations at County Hall. Consultation meetings and discussions were held with:

- **Asset Management Working Group**, specifically engaging the staff in LCC departments responsible for the allocation and use of office space;
- **Business Partner Community**, including ICT, HR and organisational development professionals;
- **Managers,** through departmental discussion forums and informal conversations.

Figure 8.3: Barriers to flexible use of office space and workstations



As illustrated in figure 8.3 above, there were four broad themes which capture the existing barriers to more flexible working for LCC. There are:

(i) Technology

At present, the current ICT infrastructure does not make it simple for one member of staff to work on a desk allocated to another person because:

- There is a **variety of hardware**, with desks where a laptop user normally sits not available to a worker who normally uses a PC (as the laptop user generally takes the laptop with them, and with unallocated desks devoid of hardware entirely;
- There is also a **variety of software.** The applications installed on one desktop machine vary from the next, so no guarantee is possible that a device on another desk will provide all of the systems needed by an individual worker;
- **Devices operate in a user specific way.** The way individual applications and systems operate is often linked to a user's profile settings, which are currently stored on a specific device; even where applications are available on a device on a neighbouring workstation, no confidence is possible for users that the systems will work s they expect;
- There is a **lack of consistent worker expertise**. Workers are not trained or sufficiently competent to use the flexibility that does exist in LCC systems. Experience from the delivery of the mobile and flexible working project has shown that to create a hot-desking environment using current technology requires users to understand how to use a range of exiting tools, to varying degrees of success and with limitations in terms of system performance. A huge amount of time and ongoing support was required to make the small gains achieved through this project, and it was clear that the competencies in the LCC workforce are limited in the use of systems and technology.

(ii) Physical Environment

There are three aspects of the current accommodation that act as potential barriers to more flexible working:

- Physical **file storage space** is identified as a concern; if LCC is to compress the office space used by flexible working, without changing the style of current office spaces, there will be proportionate reduction in the amount of filing space for teams. The standard allocation is one linear metre of storage per workstation with some local provision of high density filing space where exceptional circumstances have necessitated this. The degree to which file storage presents a barrier varies widely; some service areas do not perceive this as a problem at all, others are depply concerned.
- **Personal storage space;** currently workers allocated a "fixed" workstation have a pedestal drawer unit under each desk, providing space for personal items and filing. If workstations are shared, there is a concern that confidentiality of personal documents and security of valuable (eg personal phone, keys etc) might be compromised.
- **Productive working**: there is a concern that more intensive use of space will lead to less productive work, as workers have to compete for space. While the actual likelihood of desk "shortages" is very low, there is a risk

that less ownership or personalisation of space will lead to les ability of teams to work productively.

(iii) Workplace culture, behaviour and standards

The ability of managers and workers to productively deliver services in a more flexible setting may be defined as much by the working culture established and the way individuals and teams behave as by the physical and technological workplace around them. There are three elements to this potential barrier to change:

- **Managerial culture;** the expectations, style and behaviours of managers may be the greatest barrier to increasing flexibility of workers. Feedback from business partners and managers illustrates a very diverse range of approaches taken to use of workspace at present. At one extreme there are highly permissive managers of currently peripatetic teams who enable flexible working with a trust based approach, managing their service on the basis of outputs. However, feedback clearly shows there remain managers who rely on presence in the office, and direct oversight of day to day activities as their primary performance management tool. The latter approach is incompatible with flexible working of the type envisaged. There remain managers who use seating arrangements as a behaviour management tool. Facilities management colleagues report that office moves are still periodically requested by managers to separate workers who cannot get along.
- **Worker behaviour and approach;** some managers report concerns that workers may not be willing to work more flexibly. Experience from the implementation of workplace change, both at LCC, by peer organisations and also reported in academic study, consistently identifies that people respond to change on the basis of their personal reaction to what is proposed and the support they are given. Anecdotal and recorded feedback from various consultations with the LCC workforce is that there is general appetite for greater flexibility in the workplace, provided this is supported with the right tools for the job; that is that the other barriers discussed here are addressed.
- **Service standards and operational requirements**; there are some services and teams that will have specific operational standards or types of work that make very flexible working difficult. As examples, the ICT service desk and customer service centre both have a need to maintain an operational call centre environment with associated high customer service standards. To maintain these standards, collaboration amongst workers, a known number of incoming telephone calls to respond to, and use of performance metrics and displays (call wait times for instance) in the office environment all consistently applied. Currently, workers being in the call centre environment to do their job, and generally sitting in their own allocated seat to do so is normal. Greater consideration and planning will be required if flexible working is applied in these areas.

(iv) Policy

The organisational policies that exist will either facilitate or present a barrier to the workstyle needed. Recent experience from the removal of the flexitime system and the introduction of new policy in this area at LCC has demonstrated that the interpretation of policy and how it is introduced and communicated to managers is vital. In a number of LCC service areas, a policy that was introduced to give managers greater local autonomy over staff working patterns has been

conservatively interpreted, linked to the removal of the flexitime system, and many teams are working in a less flexible way instead.

8.3.4 Delivering flexible working:

Returning to the successful projects delivered by peers, the common solutions that have been effectively used to overcome the barriers identified above have been reviewed and considered for use by LCC. If a flexible working approach is to be taken to use of office space, the following have been identified as the essential components of an effective change programme:

Flexible desktop ICT infrastructure: all of the effective projects delivered elsewhere have seen an investment in technology to enable flexibility, with the fundamental ethos of enabling productivity in a flexible office environment. Such solutions also commonly delivered multiple-location working, which is a key driver for the organisation, and an outcome required of ICT enabler work in Transformation at LCC. Colleagues from ICT services have investigated the options available to deliver this requirement, and the outcome of this work has resulted in the production of the business case for VDI (virtual desktop infrastructure), also known as thin client computing.

Policy: the organisations who have made flexible working a reality have also consistently introduced new HR policy which provides the framework for property professionals and managers to introduce the new working approach in a structured and confident way. The development of new policy also enabled a consultation to be undertaken with key workforce representative groups and trade unions about new work styles and the impact on worker groups. The best policies in this area enables managers to deliver services based on the outputs of staff, and to apply different working patterns and approaches depending on the specific strengths and weaknesses of their team members, and the demands of their service.

Organisational development and training: critical to the effectiveness of policies and technological solutions is the training of managers to apply policy, and workers to use the tools offered. For managers, this development process must ensure that managers are able to support the delivery of LCC services using a flexible workforce, with the combined principles of management by output (not by presence at a desk at all times), but also with appropriate performance management and the recognition that all individuals will respond to flexible working based on their circumstances and abilities, and no two workers can be managed in an identical way.

Move management and logistics: to achieve property benefits as an outcome, the users of the flexible office environment need to be consolidated into one area/specific buildings to release surplus space. To ensure minimal service disruption to end users of the office space, this move service needs to be fully managed by the project and supportive of the needs of teams when moving. LCC's own experience and good practice from the delivery of the office accommodation strategy is a reasonable illustration of the work to be undertaken.

8.3.5 The property benefits from flexible working:

The potential value of surplus office space was identified in section 8.3.1. as more than £1.29m per annum. The real value of the office space released by the introduction of flexible working depends upon:

- the ratio of workers to workstations applied by LCC and the resultant demand for office space;

- the steps taken to consolidate surplus space;
- the approach taken to which spaces are made vacant for potential partners/tenants to use, and which buildings are mothballed to avoid maintenance investment and/or running costs.

Figure 8.4 on the following page illustrates the size of the office space requirements for LCC based on the adoption of a range of flexible working standards.

The application of a 10 FTE to 8 workstations ratio for the future appears the most applicable standard to aim for in the use of County Hall, noting:

- This ratio will release 522 workstations (based on current FTE staffing requirements supplied in April 2014), which is in line with the typical level of workstation vacancy at County Hall (between 500 and 600 daily);
- This ration is less radical than those flexible working standards used in reference projects examined during the development of this strategy, and is therefore relatively conservative.

Nb. The figure of 522 workstations is based on existing flexible workers continuing to use 10FTE to 7 workstations, and all other staff working at 10:8 ratio.

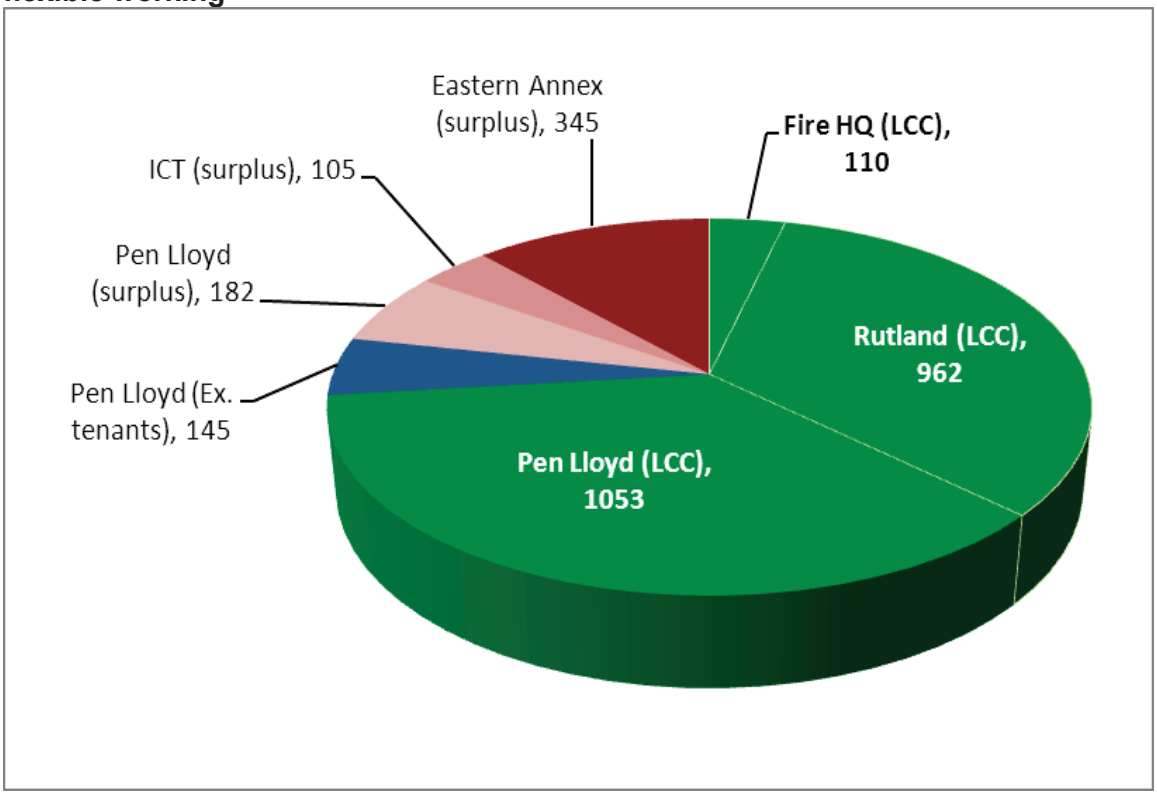
Figure 8.4 – LCC Office Accommodation Requirements with a range of office use ratios

DEPT	No of Staff	No of FTE	Current No of desks	Current demand	Proposed 9:10 desk usage	Proposed 8.5:10 desk usage	Proposed 8:10 desk usage	Proposed 7:10 desk usage
Adults and Communities	469	405.00	429	468	433	410	385	342
Chief Execs	283	249.72	289	276	252	240	226	201
Corporate Resources	913	808.68	975	904	824	778	733	647
Children & Family Services	610	511.83	485	536	500	481	458	419
Environment and Transport	400	372.77	389	396	360	344	323	284
All Departments	**2675**	**2348.00**	**2617**	**2580**	**2369**	**2253**	**2125**	**1893**
Unison			10	10	10	10	10	10
Public Health England			26	26	26	26	26	26
UHL			109	109	109	109	109	109
Existing external total			**145**	**145**	**145**	**145**	**145**	**145**
Unallocated total (excludes unused desks in depart			**30**					
TOTAL per scenario			**2792**	**2725**	**2514**	**2398**	**2270**	**2038**
Surplus desks (over current requirements)				***67***	***278***	***394***	***522***	***754***

Noting the findings from the technical review of the campus, and the recommendations in respect to the ICT and Fire HQ buildings, the allocation of office accommodation would be made on the basis of Figure 8.5 below, which assumes:

- Allocation of workstations to existing tenants remains unchanged;
- Allocation of workstations to LCC services would be made using the Fire HQ, Pen Lloyd and Rutland buildings first.

Figure 8.5 – Likely use of workstations and office spaces after application of flexible working



8.3.6 Recommendations for use of office accommodation:

Invest to deliver flexible working for all office-based staff at County Hall, specifically employing:

- **Virtual Desktop Infrastructure (or thin client technology) to remove technological barriers to flexible use of workstations;**
- **New HR policy and organisation development activity to ensure flexible working approaches and overcome cultural barriers to flexible use of office space**
- **A 10 FTE to 8 workstation ratio for allocating desks to office based workers (previously described as "fixed" workers) alongside existing 10:7 ratio for mobile workers.**

A1/E1: Ensure office accommodation layouts provide consistent use of space, and create suitable collaborative environments to support more flexible working practices.

A2/E2/X3: Relocate all LCC staff into areas identified as most cost effective and comfortable to operate and use, allocating space in Pen Lloyd (Block A), Rutland (E) and Fire HQ (Block X) accordingly.

H6: Vacate office accommodation in the ICT Building (Block H), noting previous recommendations, facilitating mothballing of building.

J1: Vacate office accommodation in Eastern Annex and review use to minimise future operating costs (see section 8.5 below).

A3/E3: Seek to rent surplus office accommodation within Blocks A and E to public sector partners, prioritising partner use in support of organisational Transformation priorities and those potential tenants who can most readily be accommodated, noting constraints including car parking.

8.4 Training Facilities and Meeting Rooms:

8.4.1 The cost of training:

The learning and development activities provided to LCC services are large in scale, and a vital part of effective service delivery. Partly as a result of collaborative working between the corporate Learning and Development (L&D) and Property teams, many of the physical solutions identified and provided to support the delivery of courses have been funded through corporate services that are not a very visible cost to the organisation.

Work has been undertaken to consider the opportunity costs of the current meeting room management approaches at County Hall as they relate to learning and development activity, together with any direct savings that might be achieved by changing the way training is supported.

Direct costs to the Learning and Development service for outside venues in 2013/14 are shown in Figure 8.6 below. The average cost per venue per event is £225, which provides a useful benchmark to evaluate opportunity costs of underutilised and poorly managed space at County Hall.

Fig 8.6 – Comparative Costs of External Venues

VENUE	Data Sum of Invoice Actual excl VAT	Times Used	Average Cost
Beaumanor Hall	£28,119.65	84	£334.76
Braunstone Town Council	£270.03	10	£27.00
BRITE Centre	£1,729.00	12	£144.08
CCRC	£260.00	9	£28.89
Forest Lodge Education Centre	£7,099.25	33	£215.13
Glenfield Parish Council	£1,391.26	8	£173.91
NSPCC	£3,713.00	6	£618.83
Salvation Army	£1,983.60	9	£220.40
The Kings Centre	£8,534.55	64	£133.35
Grand Total	**£53,100.34**	**235**	**£225.96**

A proportion of the expenditure made by the L&D service on outside venues provides direct support to locality based services and teams, and due to potential productivity loss to workers, cannot be relocated. However, it is reasonable to identify venues within 5 miles of County Hall as not locality specific, but costs that could reasonably be argued to be wasted if a solution could be offered at County Hall.

In total, 33 events, totalling more than £7,000 could be argued to be in scope of a service offered at County Hall.

At this stage, the activity conducted at Beaumanor Hall is excluded from this consideration, given:

- There is a parallel review ongoing of the functional future of this site;
- Car parking for the volume of events involved at Beaumanor Hall could not be easily replicated at County Hall.

In terms of opportunity costs on existing training rooms at County Hall, the level of vacancy on rooms that are designated for training purposes is substantial. Analysis has identified five different management arrangements for dedicated training venues for 8+ people at County Hall:

- L&D managed rooms (141, G35, G38, G39)

- LEAMIS managed ICT training rooms (142, 143)
- Oracle (EMSS) managed ICT training room (102)
- Customer Services managed ICT training room (E Annex first floor)
- A&C managed ICT training room (504)

Across these five management routes, vacancy is conservatively estimated at 25%. Based on these 9 venues at 25% occupancy, and assuming 190 days suitable for potential training (excluding school holidays) in each at £225 per day, the total opportunity cost for underused training room space is in excess of £95,000 per annum.

Alternatively, and more conservatively, a typical training room is 24m2 in size, which based on the valued rent and running costs for County Hall is equivalent to £4,800 per annum. The equivalent floor space identified as unused above (25% x 9 x 24m2), rented as office accommodation would be worth £10,800 per annum.

In 2013/14, there were also:

- Bookings for training purposes of corporate managed meeting rooms (in 2013/14 this was up to 25% of total bookings on appropriately sized rooms), equivalent to one full time room at 20 persons required.
- Only 5% use of two committee rooms over the same period, and overall vacancy rates on the committee suite.

8.4.2 ICT training venues and quality of offer:

ICT training requirements are a business as usual requirement of the County Council, that is not funded and supported as a business as usual service at County Hall, or in general, by Learning and Development, but is rather delivered as either system administration or project specific activity.

Fig 8.7 – ICT Enabled Training Rooms

MANAGEMENT	ROOM	PRACTICAL ISSUES
LEAMIS	142	None - ideal
LEAMIS	143	None - ideal
A&C	504	Too small (6) Shared with videoconferencing service Single system offer (IAS)
CSC	EA First floor	Too small (6) Single system offer (CSC) Location only suits E Annex
ORACLE EBS	102	Too small (8) Single system offer (Oracle/EMSS)

Only two of five rooms set up for ICT training are really fit for purpose in terms of number of users and amenities. The LEAMIS rooms are also the only rooms set up to provide flexibility in terms of the applications offered for training.

Based on known low occupancy, levels, there is a clear opportunity to rationalise and offer a more integrated service.

8.4.3 Civic suite underutilisation:

Analysis of existing use has clearly demonstrated that the current management approach to the use of the civic suite is resulting in underuse. There is an average vacancy level of 52% across the civic suite for a 12 month period. Across the seven venues, a 20% vacancy rate could offer an event per week, per room; 365 events a year. Based on the same costings as the external training venues, this is equivalent to an opportunity cost to the authority of £82,000.

Prioritisation of meetings involving County Councillors is an appropriate precaution to ensure democratic business can be done, but the risk of cancellation of an event for other users means lack of bookings, despite demand, notably for training venues. An alternative approach could yield much higher use of the rooms.

Equally, there are physical barriers to more effective use of the Council chamber. A second flexible venue that could operate in line with the model provided by Sparkenhoe (which can be set up theatre style, as a very large meeting room or in a banquet style for events and conferences) would add huge value to the organisation compared to the traditional tiered and rigid structure of the Council chamber. There are effective venues of this type and size elsewhere in the UK, in Local Authority democratic spaces. Worcestershire County Council is one example (pictured below), where the status, gravitas and equipment required for Council meetings is still achieved, but the floor levels and furnishings enable greater flexibility for events. Within Leicestershire, Melton Borough Council, Harborough District Council and Hinckley and Bosworth Borough Council have all adopted this model to achieve higher usage and greater economic sustainability of their buildings.

Fig 8.8 – Council Chamber at Worcestershire County Council

8.4.4 Recommendations for provision of training facilities and meeting rooms at County Hall:

A4: Complete a holistic review of the provision of meeting room and training facilities within the Pen Lloyd at County Hall, with the following specific objectives:

- **Review the use of departmental meeting rooms to ensure optimum use**
- **Provide a replacement venue for the ESC/CSC training room to be lost when the Eastern Annex is mothballed;**
- **Co-locate and consolidate the management of ICT training venues** and seek to provide an efficient service that supports the priorities of transformation**;**
- **Review the prioritisation and management arrangements for booking the civic suite,** seeking to improve utilisation to levels in line with corporate meeting rooms while safeguarding the essential public facing and democratic meetings that must take place in this environment;
- **Complete a feasibility study on physical improvements to the use and operation of the largest venues** (Sparkenhoe and the Council Chamber) with a view to maximising use, and potential income generation.

8.5 The Eastern Annex:

8.5.1 Overall Need?

Noting the previous recommendations of this strategy, the office accommodation provided in the Eastern Annex is surplus to LCC's long term requirements. Does the County Council require this building at all?

There are several key issues which preclude the demolition of the asset as the easiest way of avoiding ongoing running costs:

- Demolition, reviewed through a desktop assessment, would prove hazardous and potentially very expensive (a desktop estimate has identified a cost of at least £1.2m);
- The office accommodation, if surplus, could provide rental income, and could support partnership working as greater integration of public services progresses;
- The outcome of the storage review has indicated the value of the asset, in the form of a large scale, freehold store/warehouse; although current use precludes realisation of this value;
- The building is in active use by Library Services for Education (LSE) facility (and public visitors), for interim storage of (overspill) records from the Record Office, by the corporate recycling processing facility and as transitional storage for furniture and other items;
- There is potential for a requirement to store high volumes of assets, records and collections as a consequence of rapid and substantial organisational change in the future. The availability of a large scale storage facility that is free of leasehold costs and adaptable for different purposes will be necessary in the next 1 to 5 years to support transformation.

8.5.2 Minimising energy costs

This review has identified gross energy inefficiency of the Eastern Annex building, through:

- the heating of the warehouse, a very large poorly insulated space, to maintain comfort of users of the comparatively small LSE facility;
- the inefficiency of the building heating and cooling systems, the way these systems are used, and the dependency of these systems on electricity for heat (and cooling).

As the office accommodation changes proposed are implemented, the Eastern Annex office building will be vacated. At the point of vacancy, there is an opportunity to consider modifying the heat and power strategy to the building. Given the priorities in the energy strategy, it is imperative that action be taken to reduce the electricity used from future operation of the office area.

Current government incentives offer the opportunity to complete feasibility studies at low cost for district heating and other renewable energy approaches. Given the nearby heat demand from the Glenfield hospital site, a shared energy solution has genuine potential and should be investigated urgently. In the event that this is not possible, alternative schemes, including renewable electricity generation should be explored to offset the grid dependency of the Eastern Annex.

Equally, the location of the LSE facility is contributing to gross wastage of heat produced from electricity. If no alternative options have arisen, it is recommended that the LSE facility be relocated into the office accommodation block (on the ground floor) once vacated, but noting the previous recommendation, allowing for energy efficiency to be addressed.

8.5.3 Short term income generation

In the short term (1-3 years), it is clear that there is surplus storage space in the Eastern Annex facility. With improved management (in line with the storage review recommendations) this space can generate income with very minor investment. The small scale agreement with LOROS is a good example of the type of agreement envisaged. Interest has also been expressed by ESPO to use their own former warehouse to store overspill/surplus goods that need temporary accommodation. Care must be taken to ensure such use does not preclude LCC's own needs in terms of transitional storage space in the warehouse.

8.5.4 Responding to the future demands of Transformation

In the long term, the overall use of the Eastern Annex must be planned in a way that is supportive of future organisational needs. In particular, the storage requirements for records, collections and assets which may arise from a number of potential sources as part of service reviews must be addressed before any decision is made to dispose of the Eastern Annex. An asset management review is vital to provide guidance on this key decision, with the timing to match the likely timetable for vacating the Eastern Annex offices.

8.5.5 Recommendations for the Eastern Annex:

J1: Vacate office accommodation in Eastern Annex and review use to minimise future operating costs

J2: Prior to any future (medium to long term) use, ensure energy sourcing is addressed to avoid existing high electricity consumption, wastage and cost.

J3: Relocate the LSE facility to the office area of the building (if no more attractive or suitable alternative is identified through the ongoing review of the service).

J4: In the short to medium term, operate the warehouse in a more controlled and commercial fashion, using flexible agreements to make use of surplus space.

J5: Complete an asset management-led review to identify the most appropriate use of the Eastern Annex to support future organisational priorities, planned to respond to service reviews being undertaken during the Transformation programme.

8.6 Transport Infrastructure and Neighbour Relationships

Increased intensity of use of the County Hall office accommodation over the past 5 years has seen the requirement for progressive expansion of car parking (in line with policy). This was necessary to mitigate impacts on neighbouring residential streets,

and a successful programme of traffic and car park management has delivered a self-contained solution for transport to and from the County Hall campus.
However, the adjacent UHL Glenfield hospital site, with potential future development linked to Leicester hospitals reorganisation, together with any future proposals for development at County Hall could again increase the risk of impacts on local residents.

Greater collaboration with the NHS partners who own and manage the adjacent land and sites will be essential for effective use of the County Hall campus, and may yield significant opportunities to find shared solutions. One example is the potential linking of the public transport services that serve the hospital but not County Hall at present.

8.7 Summary of recommendations by building:

Block	*Building Name*	*Recommendation*
Pen Lloyd Building		
A	*Pen Lloyd*	**Invest to deliver flexible working for all office-based staff at County Hall, specifically employing:** • **Virtual Desktop Infrastructure (or thin client technology) to remove technological barriers to flexible use of workstations;** • **New HR policy and organisation development activity to ensure flexible working approaches and overcome cultural barriers to flexible use of office space** • **An 8 FTE to 10 workstation ratio for allocating desks to office based workers (previously described as "fixed" workers) alongside existing 7:10 ratio for mobile workers.** **A1: Ensure office accommodation layouts provide consistent use of space, and create suitable collaborative environments to support more flexible working practices.** **A2: Relocate all LCC staff into areas identified as most cost effective and comfortable to operate and use, allocating space in Pen Lloyd (Block A), Rutland (E) and Fire HQ (Block X) accordingly.** **A3: Seek to rent surplus office accommodation within Blocks A and E to public sector partners, prioritising partner use in support of organisational Transformation priorities and those potential tenants who can most readily be accommodated, noting constraints including car parking.** **A4: Complete a holistic review of the provision of meeting room and training facilities within the Pen Lloyd building at County Hall, with the following specific objectives:** • **Review the use of departmental meeting rooms to ensure optimum use** • **Provide a replacement venue for the ESC/CSC training room to be lost when the Eastern Annex is mothballed;** • **Co-locate and consolidate the management of ICT training venues** and seek to provide an efficient service that supports the priorities of transformation**;**

Block	*Building Name*	*Recommendation*
		• **Review the prioritisation and management arrangements for booking the civic suite,** seeking to improve utilisation to levels in line with corporate meeting rooms while safeguarding the essential public facing and democratic meetings that must take place in this environment; • **Complete a feasibility study on physical improvements to the use and operation of the largest venues** (Sparkenhoe and the Council Chamber) with a view to maximising use and income potential. **A5: Seek to rent commercially the vacated former Registration Services offices.** **A6: Implement a campus wide shut down of building outside normal running hours, utilising the new office accommodation created in the Fire HQ for evening and weekend working.** **A7: Implement key pre-planned maintenance projects, including the renewal of the heating distribution system, localised re-roofing and refurbishment of the basement area near central print services.**
Rutland Building		
E	***Rutland***	**Invest to deliver flexible working for all office-based staff at County Hall, as per Pen Lloyd building** **E1: Ensure office accommodation layouts provide consistent use of space, and create suitable collaborative environments to support more flexible working practices.** **E2: Relocate LCC staff into areas identified as most cost effective and comfortable to operate and use, allocating space in Rutland (E) accordingly.** **E3: Seek to rent surplus office accommodation within Blocks E (if available) to public sector partners, prioritising partner use in support of organisational Transformation priorities and those potential tenants who can most readily be accommodated, noting constraints including car parking.** **E4: Complete a holistic review of the provision of meeting room and training facilities as above.** **E5: Implement a campus wide shut down of building outside normal running hours, utilising the new office accommodation created in the Fire HQ for evening and weekend working.** **E6: Implement key pre-planned maintenance projects, including the replacement of the windows throughout, and the replacement/refurbishment of the internal lift.**

Block	*Building Name*	*Recommendation*
Data Centre & ICT Building		
H	*ICT Building/ Datacentre*	**H1: Specify, design and operate a replacement data centre to minimise energy consumption and other associated property running costs;** **H2: Address accommodation quality concerns in respect to office accommodation in Block H through relocating staff;** **H3: Ensure future office accommodation provision is achieved through the approach that offers the lowest operating costs; through provision within alternative refurbished space on the campus;** **H4: Mothball Block H, ensuring structure and building fabric condition are protected through specific investment as necessary and an appropriate vacant building regime of management is put in place.** **H5: Prior to any future (medium to long term) use, ensure energy sourcing is addressed to avoid existing high electricity consumption and cost.**
Eastern Annex		
J	*Eastern Annex*	**J1: Vacate and mothball office accommodation in Eastern Annex** **J2: Prior to any future (medium to long term) use of office areas, ensure energy sourcing is addressed to avoid existing high electricity consumption, wastage and cost.** **J3: Relocate the LSE facility to the office area of the building (if no more attractive or suitable alternative is identified through the ongoing review of the service).** **J4: In the short to medium term, operate the warehouse in a more controlled and commercial fashion, using flexible agreements to make use of surplus space.** **J5: Complete an asset management-led review to identify the most appropriate long-term use of the Eastern Annex to support future organisational priorities, planned to respond to service reviews being undertaken during the Transformation programme.**

Block	*Building Name*	*Recommendation*
Fire HQ Buildings		
V, W, X	*Fire HQ Buildings*	**V1: Invest to create a new base of operations for Registration Services in Block V, including accessible public entrance and an area of dedicated car parking for registrars visitors. Ensure aesthetics and new wedding venue are sufficient to generate service growth and new income;** **V2: Ensure energy consumption is addressed in terms of localised zoning and controls, noting especially use of the venue at weekends;** **W1: Review use of cottages block, including main entrance. Include minimal refurbishment to function as common staff entrance/egress and to provide ground floor rooms suitable for interim/occasional use as training/meeting venues.** **W2: Review long-term future of cottages block alongside review of training facilities identified in 8.4 below). Consider viability of buildings and potential for demolition, noting maintenance liability and lack of accessibility to a number of areas.** **Invest to deliver flexible working for all office-based staff at County Hall, as per Pen Lloyd building.** **X1: Invest to create an office environment providing around 110 workstations, which as well as adding capacity, can be used by LCC as an out-of-hours operating base, to enable the close down of the main County Hall office blocks at weekends and evenings.** **X2: Invest in energy efficiency measures to maximise efficiency of operation of Block X, up to 24-7 operation in the future.** **X3: Relocate LCC staff into areas identified as most cost effective and comfortable to operate and use, allocating space in Fire HQ (Block X) accordingly.**

Block	*Building Name*	*Recommendation*
External areas & Neighbour Relationships		
		Ensure car parking is kept under review, and provision is made to respond to additional demand, noting current surplus car parking. **Consider transport planning and infrastructure in a coordinated way with neighbouring developers including NHS organisations.**

9. Financial Evaluation & Modelling

9.1 Modelled Financial Baseline:

The first stage of financial modelling was to develop a baseline financial model for County Hall in its current operational state, to reflect both the existing annual running costs, but also the modelled costs of operating and maintaining the campus over the next 25 years. The baseline includes current year building operating costs and income, as well as taking into account:

(i) The application of a pre-planned maintenance programme as discussed in section 4 of the report; assuming no change to the present utilisation of the buildings making up the campus;

(ii) The anticipated benefit of essential maintenance on other costs; including specifically improvement in energy efficiency resulting from a refurbishment of Block J (the existing data centre and ICT office building);

(iii) Changes in revenue costs and income associated with existing projects already funded, including:

- the first investment phase of the Property Energy Strategy (which will deliver a reduction to energy consumption and generate new income from renewable energy);
- the creation of a new recycling centre, including investment in new plant (compressors etc) operated by Operational Property Services, which will provide new revenue streams from waste and by-products.

The assumptions on building use and the financial commitments/maintenance investments already committed or recommended for the baseline scenario are set out in figure 9.1 on the following page.

Figure 9.1: Financial Baseline: Building Use and Investment Assumptions

UPRN	Block	Name	Operational Use	Pre-planned Maintenance and other committed investment included
577	A	Pen Lloyd	Occupied and operated as current, including office accommodation; tenancy by external partners continues (eg. UHL). Registrars remain in current location,	• Energy efficiency measures including basement LED lighting and PV solar panels. • Refurbishment of basement area mainly comprising of central print in next 5 years. • Renewal of heating distribution system over 6 years from 2018.
577	B	Western Annex	Fire service use unchanged. LCC areas used for storage only.	• Minimal investment during first 5 years. • Double glazing and general external fabric and essential system maintenance investment in years 6-10.
577	C	Boiler house	No change; main heating plant.	• Modernisation of electrical distribution systems, 2016/17. • Installation of biomass boiler, 2014/15 as part of energy programme.
577	D	Garages	No change; in use by LCC services.	• Minimal; basic fabric maintenance only.
577	E	Rutland Building	Occupied and operated as currently; predominately office accommodation.	• Minimal - window replacement project for entirety of building allowed for starting in 2016/17 over 2-3 years. • Renewal of internal lift. • Installation of PV Solar Panels in 2014/15.
577	H	ICT suite	Occupied and operated as currently; ICT datacentre and office accommodation.	• Complete refurbishment, including renewal of datacentre allowed for in maintenance costs, reflecting poor internal building condition. Due to urgency of need, costs allocated to 2014/15 financial year in baseline.
577	J	Eastern Annex	Office accommodation and warehpuse facility (including partial use by LSE library facility).	• Basic maintenance of fabric and systems. • Some investment in energy efficiency of systems control and warehouse lighting. Installation of PV solar panels in 2014/15.
577	V	Fire HQ	Mothballed – not in use.	• Basic external fabric (weatherproofing) maintenance only. Renewal of essential systems (electrical circuit boards, fire alarms) only.
577	W	Cottage Building	Mothballed – not in use.	• Basic external fabric (weatherproofing) maintenance only. Renewal of essential systems (electrical circuit boards, fire alarms) only.
577	X	Fire HQ Office block	Mothballed – not in use.	• Basic external fabric (weatherproofing) maintenance only. Renewal of essential systems (electrical circuit boards, fire alarms) only.
577	XA	External Areas	Car parking, sports facilities, landscaping.	• Periodic car park resurfacing and remarking allowed for.

9.2 Financial Modelling Approach

Financial modelling was completed utilising the County Council's standard business case evaluation tool.

A staged business case testing process was used to evaluate the individual opportunities identified in this report. Each of these opportunities was considered in isolation to assess the financial benefits objectively, before being brought together into a consolidated model to evaluate the collective benefits of the recommendations in this strategy. The modelling undertaken within the County Hall Masterplan has provided the financial appraisals included within the separate business cases reports for:

- County Hall Datacentre (stage 1 modelling)
- Fire HQ redevelopment (stage 2 modelling)
- VDI Thin Client Technology (stage 3 modelling)

The consolidated financial benefits of the County Hall Masterplan are discussed in section 9.3 below.

The diagram on the following page illustrates the phases of modelling and the key lines of enquiry modelled. Each modelling stage involved a logical decision which was required to be resolved before the subsequent opportunity was considered.

Stage 1 was the modelling to support the quantitative assessment of options for the replacement of the County Hall datacentre, as discussed in Section 8.1. Option appraisal within the main datacentre business case identified three viable options for consideration in the financial modelling:

- Renewal of existing facility in Block H, County Hall (baseline)
- Construction of a new modular facility on the County Hall campus
- Outsourcing of data centre provision to an off-site collocated facility

However, this stage of modelling also considered that as a consequence of the interrelated nature of the existing data centre and the office accommodation in Block H (ICT), the future of the 105 workstations of office accommodation also needed to be resolved at the same time.

Stage 1 modelling was able to demonstrate that an on-site data centre was substantially more cost effective that an off-site co-location approach.

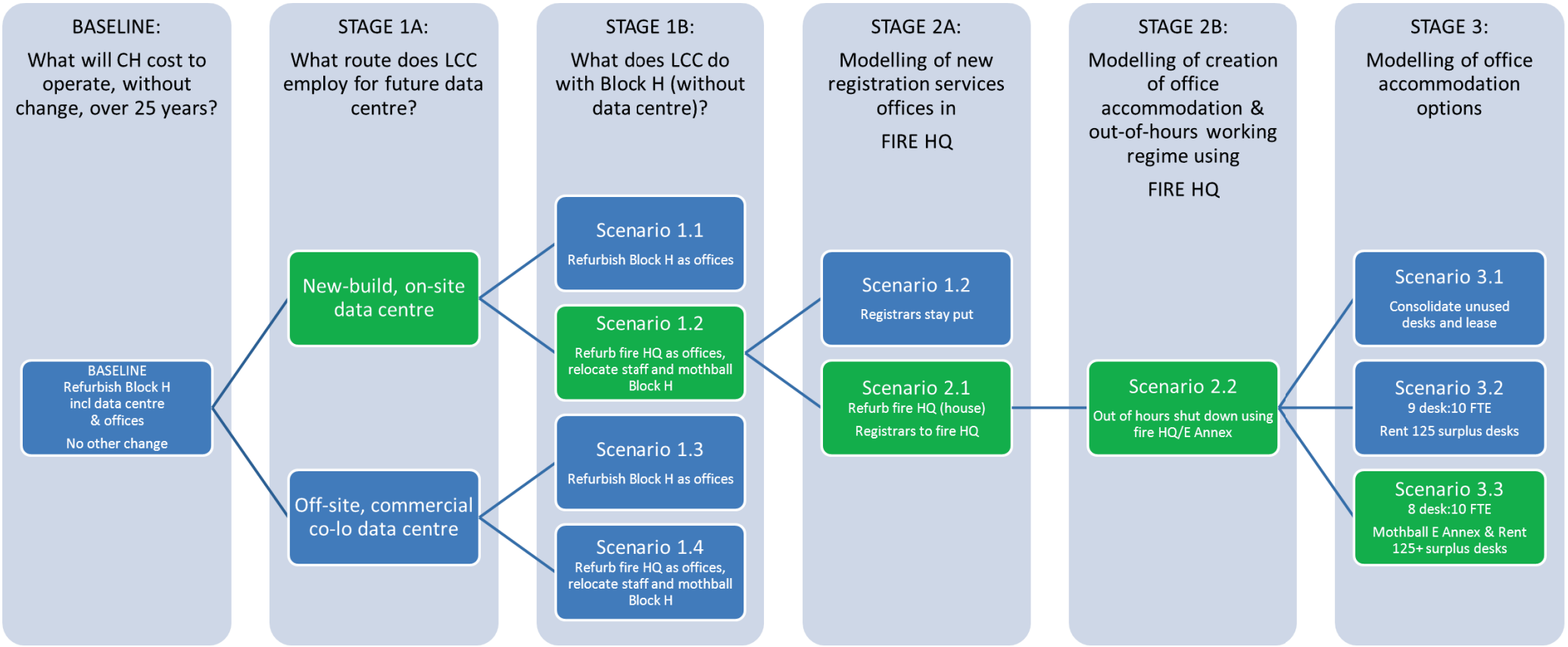
Stage 2 modelling considered the investment opportunities in the Fire HQ buildings, as discussed in Section 8.2 of this report, specifically:

- Investment to create a new Registration Services facility
- Investment to create an out of hours office facility that could enable weekend and evening close down of the remainder of County Hall.

Stage 3 modelling considered the approach to managing and utilising office accommodation, and approaches to flexible working.

Stage 4 modelling produced a consolidated assessment of the recommended approach set out in the report.

Figure 9.2: Financial Modelling Stages and Key Lines of Enquiry:



9.3 Project Delivery Approach and Investment Costs:

The proposed approach to delivery of the recommendations set out in this strategy is two fold:

(i) to implement a series of invest to save projects, managed as a programme, embedded as a key enabler within the wider Transformation process being undertaken within the County Council.

(ii) to deliver, through property services teams, via business as usual processes, a programme of pre-planned maintenance projects that cannot be funded through revenue funds available.

With respect to the invest to save projects, a planning process has been undertaken to establish the costs and timetable to implement these projects, including engaging specialists and peer organisations with experience of similar projects, to establish the level of personnel and financial resources needed. The invest to save project delivery costs are set out on the following page in Figure 9.4. The costings for the specific projects have been identified in the supporting business case documentation developed for each.

The development of the pre-planned maintenance programme for County Hall discussed in Section 4 has resulted in a cost profile of schemes to be undertaken over a ten year programme. With the removal of the refurbishment of the Block H as a result of the recommendations of this strategy, the residual cost of this programme over the current MTFS programme, and informed by the prioritisation in condition surveys is shown in Figure 9.3 below.

The total cost is subdivided into projects that could be funded through capital funding, and those that must be funded from the central maintenance fund (revenue).

Figure 9.3 – Cost profile of PPM, timetable from condition surveys only

Block	Name	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	Total Programme	**£255**	**£853.5**	**£232.5**	**£964.4**	**£557.5**	**£554.5**
	Capital	£-	£717	£177.5	£433.5	£517.5	£517.5
	Revenue	£255	£136.5	£55	£530.9	£40	£37

Costs in £000s.

The advantage of the adoption of a pre-planned programme is the ability to manage cost impacts of projects in line with available resources. As previously noted, a sum of £250k per annum is ring-fenced to County Hall for PPM purposes. On the basis of the average cost per annum over the new MTFS period (2015/16 to 2010/21), this budget will be sufficient to address the projects falling within scope of the revenue funding requirements. (Any underspend will be used to offset the requirement for Capital funding in later years.)

The PPM capital programme can be similarly planned to enable cost certainty for the planning of funding and staffing resources to deliver the projects. Figure 9.5, overleaf, sets out the proposed programme of capitalised maintenance projects required.

Figure 9.4: Invest to Save Projects – Costs incorporated into consolidated modelling

		Project Costs			
Project	**Cost Area**	**2014/15**	**2015/16**	**2016/17**	**TOTAL**
Fire HQ Phase 1 (Registrars)	Redevelopment costs to create new registration services office and marriage room	£ 559,094			£ 559,094
	Internal fees	£ 55,909			£ 55,909
	External fees, building control etc	£ 15,000			£ 15,000
	Construction phase contingency	£ 27,955			£ 27,955
	Furniture and equipment	£ 40,000			£ 40,000
TOTAL		**£ 697,958**	£ -	£ -	**£ 697,958**
Fire HQ Phase 2 (Out of hours)	Fire HQ office refurbishment	£ 159,467	£ 478,400		£ 637,867
	Construction contingency	£ 13,702	£ 41,105		£ 54,806
TOTAL		**£ 173,168**	**£ 519,505**	**£ -**	**£ 692,673**
Data Centre & Migration	Data center build and fit out costs	£ 50,000	£ 480,354		£ 530,354
	Data centre systems migration costs		£ 369,690		£ 369,690
	Rack/server transport costs		£ 27,000		£ 27,000
	Data centre construction contingency		£ 72,053		£ 72,053
	ICT migration contingency		£ 79,338		£ 79,338
	DR - additional server		£ 37,295		£ 37,295
	DR - staffing costs		£ 227,711		£ 227,711
TOTAL		**£ 50,000**	**£ 1,293,441**	**£ -**	**£1,343,441**
VDI and Office Accommodation	Thin client Hardware costs		£ 484,938		£ 484,938
	Thin client software costs		£ 227,500		£ 227,500
	Consultant project management	£ 27,000	£ 81,000	£ 27,000	£ 135,000
	Thin client contingency	£ 5,400	£ 158,688		£ 164,088
	Office move costs		£ 23,356	£ 15,571	£ 38,927
	Office furniture to standardise layouts	£ 41,000			£ 41,000
	Organisational Development	£ 50,000	£ 100,000	£ 50,000	£ 200,000
	Project Manager (Transformation/Property)	£ 30,943	£ 62,721	£ 31,856	£ 125,520
	Project Manager (VDI, Contract)	£ 63,840	£ 109,440	£ 54,720	£ 228,000
	Software Packaging Specialists (VDI)	£ 28,880	£ 72,200	£ -	£ 101,080
	Discovery Engineers (VDI)	£ 14,440	£ 36,100	£ -	£ 50,540
	Deployment engineers (VDI)	£ 9,880	£ 59,280	£ 29,640	£ 98,800
	ICT Workstream Lead (VDI)	£ 7,848	£ 47,716	£ 24,232	£ 79,796
	Move manager	£ 18,657	£ 37,815	£ 19,205	£ 75,677
	HR (Policy) Workstream Lead	£ 23,544	£ 47,716	£ -	£ 71,260
TOTAL		**£ 321,433**	**£ 1,548,470**	**£ 252,224**	**£2,122,126**
GRAND TOTAL - INVEST TO SAVE		**£ 1,242,559**	**£ 3,361,416**	**£ 252,224**	**£4,856,199**

Figure 9.5 Recommended Capitalised Pre-Planned Maintenance Projects and Programme

Block	Name	Issue	Project cost £,000s	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24
A	Pen Lloyd	Re-roofing and waterproofing projects to include underground car park roof, stair landings and lifts and other remaining areas.	£550	50	500							
A	Pen Lloyd	Refurbishment of central print/ basement area including re-glazing	£310			310						
A	Pen Lloyd	Programmed replacement of radiators and distribution pipework with insulation	£2,000			40	400	400	400	400	360	
E	Rutland Building	Window replacement project	£450			150	100	100	100			
X	Fire HQ Office block	Replacement of slate roof	£140							140		
	External Areas	Car parking resurfacing	£350								350	
		Total	**£3,800**	50	500	500	500	500	500	540	710	

Costs in £000s

9.4 MTFS Funding Implications

The project costs identified in section 9.3 are partly funded. The overall project costs, existing funding and required additional resources are set out below:

Figure 9.6 – Overall capitalised costs and funding requirements

Project cost £,000s	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24
New Registration Offices	698									
Out of Hours Shutdown (Phase 2 Fire HQ)	173	520								
Data Centre & Migration	50	1028	265							
VDI and Office Accommodation	229	1340	553							
Total (invest to save)	**1,150**	**2,888**	**818**							
Existing capital funding (MTFS programme)	898	950								
Capital funding (from underspend/revenue)	252									
MTFS Implications:										
Capital funding required (invest to save)		**1,938**	**818**							
Capital funding required (planned maintenance)		*50*	**500**	**500**	**500**	**500**	**500**	**540**	**710**	

Nb. £50k funding requirement in 2015/16 for planned maintenance to be met from revenue funds.

9.5 Financial Modelling Outcomes and Conclusions

Stage 1 modelling demonstrates that an on-site data centre was clearly preferable over an outsourced, commercial co-location project. (Outsourcing has been estimated to cost in excess of £130k per annum more than the existing arrangements or an onsite new build).

Stage 2 modelling confirmed that In isolation from the wider context of the County Hall Masterplan, , investment in the creation of a new Registration Services office is achievable within the budget set during the acquisition of the site. The net capital budget, following acquisition expenditure is £878k; the scheme set out for the creation solely of the new Registration Services offices, has been forecast to be delivered for £761k. Figure 9.8 below illustrates, the payback period for the investment is 13.6 years, at an IRR of 8.4%.

Further, and again in isolation, investment in a two phase redevelopment, creating a new Registration Services offices and creating office accommodation large enough for 100 workstations has been evaluated. The intended use of the building is to facilitate an out of hours working approach for the campus. This approach provides a net annual revenue benefit of £90k per annum in savings, although is not a highly attractive investment viewed independently. However, the value of the additional

office accommodation can also be measured in potential rental value. A sensitivity test has been completed in the modelling work, modelling the rental of the new accommodation to an external party, without the out of hours working approach. This approach shows an 8 year payback period at an IRR of 13.9%.

Stage 3 modelling has demonstrated the viability of the application of an 8 workstation to 10FTE ratio for the future use of office accommodation at County Hall, supported by the application of virtual desktop infrastructure will secure a return on investment, with a payback of 7.9 years, and a more than 17% IRR.

Equally, a lower cost approach with more limited financial benefit and much less significant organisational change can be delivered through the consolidation of vacant desks (including use of the accommodation proposed in the former fire HQ building). Payback is just over 5 years on this approach. HOWEVER, this approach is not supported due to the significant loss of flexibility for the future compared to the use of VDI type technology. The benefit of more flexible technology is the easy ability to gain additional benefit (over and above that forecast within the constraints of this strategy). As an example, were the organisation to contract significantly in workforce size, without flexible technology, the organisation would have to re-plan office allocations in order to release any surplus space.

Stage 4 modelling, consolidating all of the above elements into an anticipated programme of delivery, provides a project with a payback of 6.2 years; an IRR of almost 25%, illustrating the overall importance of this strategy in securing financial benefit for the organisation.

In order to illustrate the overall affordability of the programme, figure 9.7 below illustrates the cumulative costs of the proposed approach and the baseline situation over ten years, including both:

(i) the investment costs of the proposed programme of invest to save and maintenance projects and;

(ii) the changes to running costs and income anticipated as a consequence.

Figure 9.7: Cumulative Costs – baseline and proposed

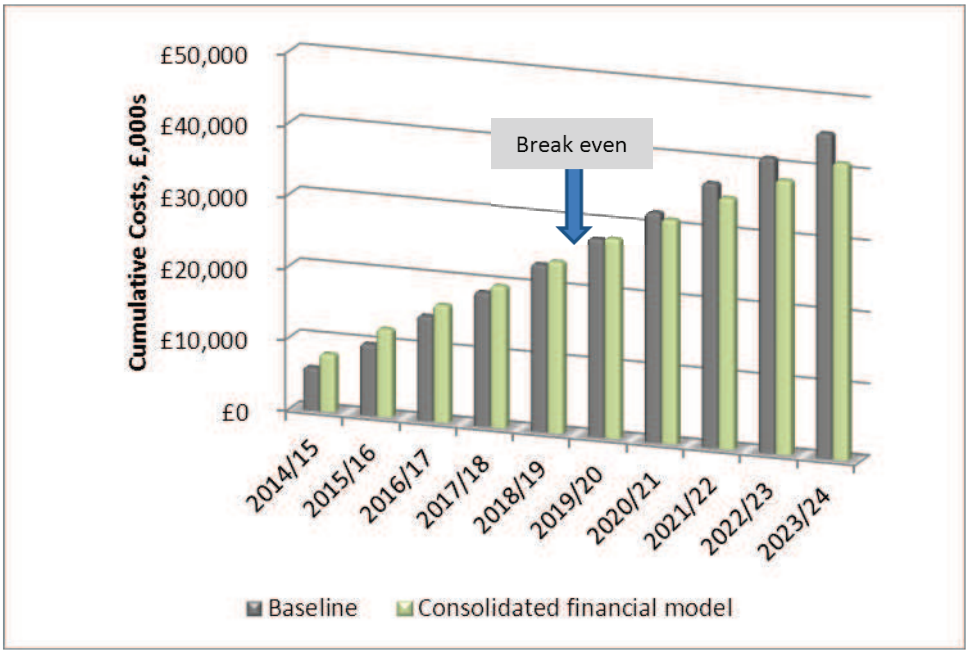


Figure 9.8 - Stage 1 Financial Modelling Outcomes: Block H and Datacentre Provision

Scenario	Description	Project Investment	Operational Net Cost/Income				Ratio vs Base			
			Y1	Y2	Y3	On Going P/A	NPV	IRR	Index	Payback
0.0	**Baseline: Refurbish Block H in situ**	£1,502.4	£2,788.2	£2,431.5	£3,105.0	£2,501.5				
1.1	**New build data centre, mothball Block H**	£2,052.6	£2,788.2	£2,445.8	£3,099.3	£2,495.8	£483.2	No Return	0.24	N/A
1.2	**New build data centre, refurbish Block H**	£2,144.7	£2,788.2	£2,416.5	£3,090.0	£2,486.5	£430.3	No Return	0.20	N/A
1.3	**Off-site co-lo datacentre, mothball block H**	£1,966.6	£2,851.2	£2,581.4	£3,234.9	£2,631.4	£2,241.0	No Return	1.14	N/A
1.4	**Off-site co-lo datacentre, refurbish block H**	£2,058.7	£2,851.2	£2,581.1	£3,254.6	£2,651.1	£2,570.1	No Return	1.25	N/A

Figure 9.9 - Stage 2: Former Fire HQ Buildings, Registrars and Out of Hours Working

Scenario	Description	Project Investment	Operational Net Cost/Income				Ratio vs Base			
			Y1	Y2	Y3	On Going P/A	NPV	IRR	Index	Payback
0.0	**Baseline**	£1,502.4	£2,704.0	£2,332.0	£3,005.5	£2,402.0				
2.1	**Phase 1 (Registrars) only**	£2,180.3	£2,675.4	£2,331.5	£2,949.5	£2,346.0	-£42.6	6.0%	-0.02	13.6 years
2.2a	**Phase 1 & 2 works; Rent surplus accommodation**	£2,882.0	£2,587.9	£2,371.5	£2,789.6	£2,186.1	-£1,358.8	13.9%	-0.47	8 years
2.2	**Phase 1 & 2 works; Out of hours facility, HART occupy**	£2,882.0	£2,587.9	£2,304.4	£2,922.5	£2,319.0	£205.7	No Return	0.07	16.9 years

Figure 9.10 - Stage 3: Office Accommodation and Flexible Working

Scenario	Description	Project Investment	Operational Net Cost/Income				Ratio vs Base			
			Y1	Y2	Y3	On Going P/A	NPV	IRR	Index	Payback
0.0	**Baseline (with cost of operating desktop ICT included)**	£1,679.7	£4,193.1	£3,852.5	£4,526.0	£3,922.5				
3.1	**Do minimum (new data centre, plus mothball block H)**	£2,052.6	£4,123.1	£3,866.8	£4,520.3	£3,916.8	£233.8	No Return	0.11	N/A
3.2	**Consolidate vacant desks**	£2,167.2	£4,193.1	£3,846.8	£4,380.3	£3,776.8	-£1,312.6	24.8%	-0.61	5.3 yrs
3.3	**9:10, no VDI**	£3,158.3	£4,678.9	£4,352.6	£4,625.8	£3,772.3	£724.2	No Return	0.23	20.1 yrs
3.4	**8:10 VDI**	£4,229.5	£4,018.6	£3,876.1	£4,159.7	£3,517.5	-£4,580.2	17.7%	-1.08	7.9 yrs

Figure 9.11 - Consolidated Model

Scenario	Description	Project Investment	Operational Net Cost/Income				Ratio vs Base			
			Y1	Y2	Y3	On Going P/A	NPV	IRR	Index	Payback
0.0	**Baseline (all elements)**	£1,679.7	£4,329.8	£4,003.1	£4,676.6	£4,073.1				
	Consolidated financial model	£4,907.5	£3,843.6	£3,736.8	£3,935.4	£3,068.3	-£7,267.1	24.5%	-1.48	6.2 yrs

9.6 Financial Benefits:

Whilst the financial modelling completed above illustrates a dramatic change in total operating costs associated with the preferred approach, including the influence of registration services and new ICT technology, it is important to emphasise that the financial benefits associated with the recommendations in this report are associated with the management and use of property.

In order to illustrate the key benefits, the figures on the following page compare property operating costs, income and NET revenue position with and without the investment recommendations set out in this report. To simplify the presentation of this information, the management and maintenance costs and any associated savings modelled for desktop ICT equipment are excluded from the forecast benefits of the work. Nonetheless, the working practices and simplified infrastructure delivered to support new ways of using office accommodation may also help to facilitate the realisation of cashable savings in operating costs of ICT; these savings are excluded from the scope of this report.

Comparison of figures 9.12 and 9.13 below serves to illustrate the following key benefits anticipated from the recommended approach:

- A reduction in NET costs of the operation of County Hall by in excess of £500k per annum by the end of the crucial target year of 2017/18.

- An increasingly stable and more predictable profile of property costs, attributable to the implementation of the pre-planned maintenance programme recommended.

Figure 9.12 Baseline Property Costs, Income and NET revenue, 2014 - 2024

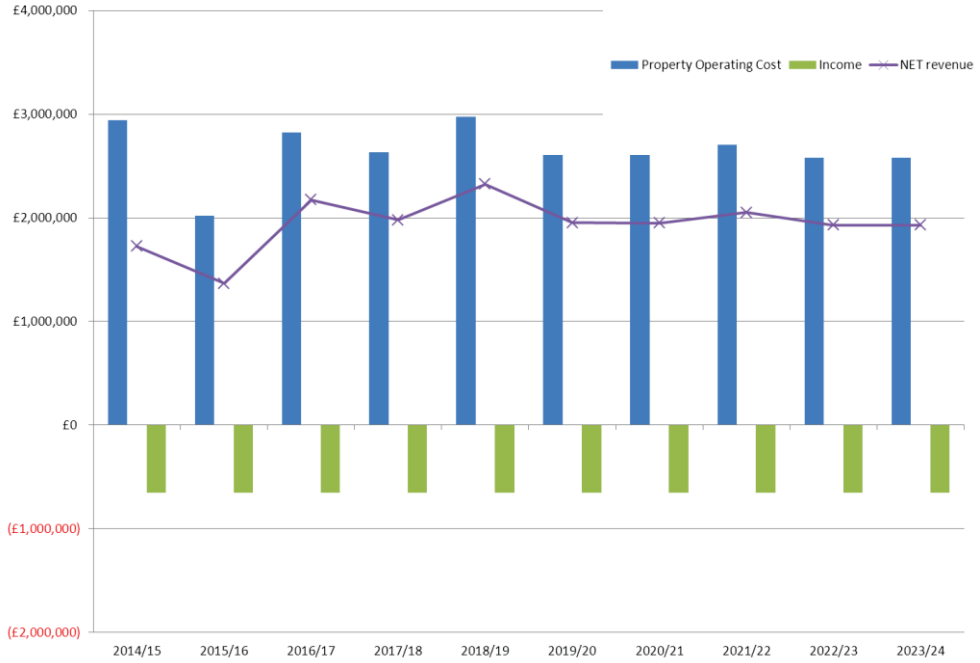
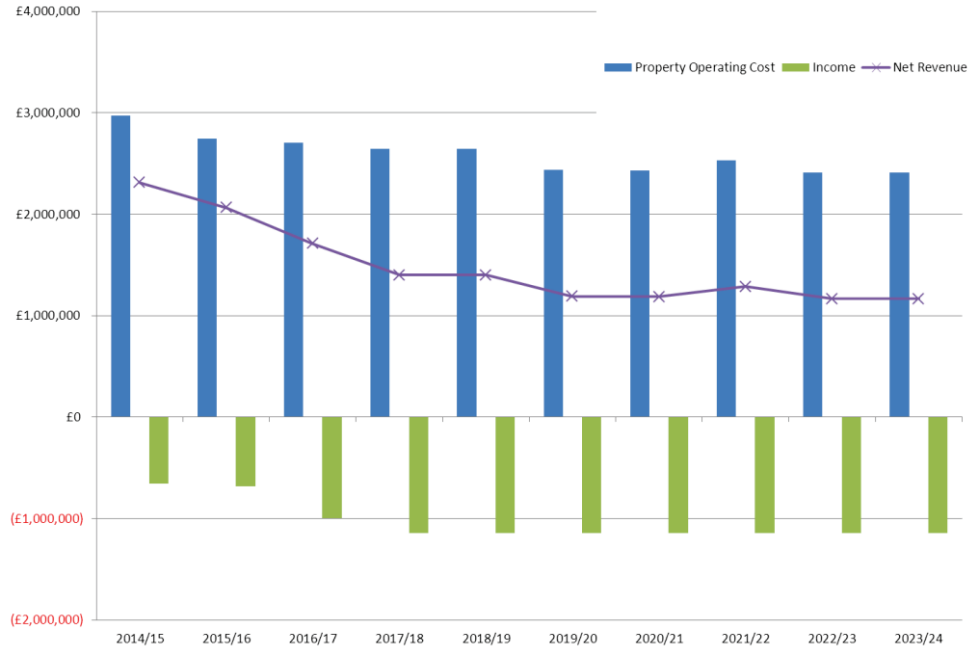


Figure 9.13 Forecast Property Costs, Income and NET revenue, 2014–2024, with all recommendations put in place



10. Key Risks:

A comprehensive risk assessment has been prepared to support this strategy.

In summary, there are two key risks which are common to the majority of the projects within the recommended programme approach, and could threaten the financial benefits identified:

10.1.1 Dependency on external income

This strategy identifies that in a range of areas, LCC is underutilising the largest element of its property estate and there are huge opportunities to share the operating costs and generate rent income. However, the ability to share costs depends upon securing a tenant/partner to occupy the vacant spaces provided. There are a number of actions that can be taken to mitigate this risk:

(i) As an alternative to external tenancy, options to replace external tenancy with LCC operations (and save money in other locations) should be pursued where possible. There are two specific opportunities identified to be pursued:

- There is a known opportunity to deliver fully-funded driver education/speed awareness courses from the current registrars office base
- Storage space can be used internally to offset operational costs at other sites – this is a key focus of the recommended review of use of the Eastern Annex; and is likely to consider reduction in property overheads associated with museums/collections storage as a potential opportunity.

(ii) Spread the risk by engaging a large number of potential tenants and actively market the opportunity.

(iii) Make conservative assumptions in financial forecasts, in respect to net savings, but also in terms of timing of savings achieved.

(iv) Mothball first; rent later – the strategy recommends seeking to mothball accommodation prior to external leasing. The revenue savings from the mothballing of the Eastern Annex and the ICT building are not insignificant and provide real revenue benefit which is wholly in LCC's control to deliver.

10.1.2 Risk of overspend

An investment strategy of this scale requires prudent expenditure management; the key mitigation here is to ensure programme and project management discipline is of a suitable quality to protect the organisation from increasing costs. Effective commissioning of external suppliers, as well as internal cost control mechanisms will be very important.

Appendix A – Building Condition; RAG Assessment - summary of findings from building condition surveys at County Hall

Summary of key issues relating to building condition and maintenance needs by block

Block	A	Pen Lloyd	
Component	**General Condition (RAG)**	**Specific issue(s) (RAG)**	**Notes on key issues**
Roofs	G	A	Council chamber roof (and sun lights) and roofs at top of lift shafts require renewal; all other areas have been re-roofed in last 5 years. The underground car park roof deck is no longer watertight, requiring action in short term.
Windows	G	G	A very small proportion of single-glazed windows remain (mainly to central print area of basement).
Superstructure	G	A	Main concrete frame and slab sound. Concrete panelling to exterior walls, while generally structurally sound, is losing weather tightness and cracking in some areas. Surveys show concrete to be in general significantly better condition than might be expected given age, a programme of renewal and repairs will be required. Due to the original design, air movement in the space behind the panelling is increasingly undermining the efficiency of the heating system.
Ceilings, walls and floors	G	G	The vast majority of these elements were renewed as part of the Office Strategy refurbishment between 2010 and 2013, covering these items. Two areas potentially require modernisation, the central print area of the basement and the existing Registrars offices.
Toilets/sanitary	G	A	Generally refurbished; 5 no. toilet blocks have not been refurbished and will require renewal in the medium term.
Lighting	G	G	Those areas that were not renewed during refurbishment include basement and external lights and some stairwell areas. A significant proportion will be addressed through the energy investment in 2014/15, leaving only part of the basement area (again including central print) and former registration offices requiring renewal in the next 10 years.
Electrical wiring and distribution	G	G	Around 10% of the wiring within the building is original and will ultimately require renewal through pre-planned maintenance works.
Intruder alarm and security	G	A	The intruder alarm system requires replacement and has been already been included in the pre-planned revenue maintenance programme of works. The County Hall access card system used for the campus is approaching obsolescence and a renewal process will be needed in the medium term.
Heating, cooling and ventilation plant	G	A	With the planned installation of a biomass boiler in 2014, the main heating and hot water plant is in excellent condition. There is a localised problem with temperature regulation in the catering service area of the building, for which improvements are planned in 2015. Heating plant in the existing registrars area may require renewal dependent upon future use.
Heating, cooling, ventilation & water distribution	A	A	**The perimeter distribution and radiators were not renewed during refurbishment due to their reasonable condition; the expected life of the system will not extend to the anticipated lifespan of the structure of the building, or indeed in line with other installed systems, so a planned renewal is required**. Noting the comments about the external concrete panelling, there is an opportunity to improve the thermal performance of the building through insulating along with the heating system renewal, which will substantially improve the efficiency of the heating system.

Block	B	Western Annex	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	G	Roofs are generally sound.
Ext walls, doors, windows	G	A	Windows are singled glazed throughout, although in sound condition. Double glazing would be recommended if the building is brought into regular occupation.
Superstructure	G	A	Main concrete frame and slab sound. There is some localised cracking on the main staircase which needs to be kept under review.
Ceilings, walls and floors	A	A	Finishes require renewal if the building is to be used regularly in an occupied fashion, but is serviceable.
Toilets/sanitary	A	A	Finishes require renewal if the building is to be used regularly in an occupied fashion, but are serviceable.
Lighting	G	A	Lighting is serviceable but in most parts original. (Around 10% has been renewed). Renewal would be required, primarily to improve energy efficiency, if the building is to be used in an occupied fashion.
Electrical wiring and distribution	A	A	Around 10% of the wiring has been renewed. The remainder would require upgrading upon routine occupation of the building, or in due course to ensure building regulations compliance.
Intruder alarm and security	G	A	Building security is presently sufficient for use. The access card system used for the campus is approaching obsolescence and a renewal process will be needed in medium term.
Heating, cooling and ventilation plant	G	A	Heating and hot water plant is in reasonable condition.
Heating, cooling, ventilation & water distribution	A	A	The perimeter distribution and radiators are obsolete and if brought into occupied use will require renewal. The equipment is serviceable for current functions.

Block	C	Boiler house	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	G	Roofs are generally sound.
Ext walls, doors, windows	G	G	Windows are singled glazed throughout, in sound condition. Double glazing of limited benefit.
Superstructure	G	A	Main structure sound. Some minor repairs needed to mezzanine floor.
Ceilings, walls and floors	G	G	All sound.
Toilets/sanitary	n/a	n/a	
Lighting	G	G	Reasonable given function.
Electrical wiring and distribution	G	A	General wiring in good condition, but distribution board requires renewal.
Intruder alarm and security	G	G	Building security is presently sufficient for use.
Heating, cooling and ventilation plant	G	G	Heating and hot water plant is in reasonable condition, noting comments under Pen Lloyd building (shared plant).
Heating, cooling, ventilation & water distribution	G	A	Generally sound; cold water distribution and pump (to remainder of County Hall) will require renewal in medium term.

Block	D	Garages	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	G	Roofs are generally sound. Minor repairs needed to ensure water tightness.
Ext walls, doors, windows	A	A	Generally sound; external concrete cladding is corroding, leaving security and insulation issues. Timber windows are approaching end of life.
Superstructure	G	G	Main structure sound.
Ceilings, walls and floors	G	G	All sound.
Toilets/sanitary	n/a	n/a	
Lighting	G	G	Sound.
Electrical wiring and distribution	G	A	Sound.
Intruder alarm and security	G	G	As identified under ext walls.
Heating, cooling and ventilation plant	n/a	n/a	
Heating, cooling, ventilation & water distribution	n/a	n/a	

Block	E	Rutland Building	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	G	Roofs are generally sound.
Ext walls, doors, windows	A	A	**Windows are reaching end of life and will require a phased renewal in the medium term**.
Superstructure	G	G	Main structure sound. Some minor concrete repairs required to ext. panelling.
Ceilings, walls and floors	G	G	All sound. Link bridges between Rutland and Pen Lloyd building need renewal.
Toilets/sanitary	G	G	All sound – refurbished 2011.
Lighting	G	G	All sound. Link bridges between Rutland and Pen Lloyd building need renewal.
Electrical wiring, systems and distribution	G	G	All wiring in good condition. Original lift requires internal refurbishment to meet modern equalities act requirements.
Intruder alarm and security	G	A	Building security is presently sufficient for use. The access card system used for the campus is approaching obsolescence and a renewal process will be needed in medium term.
Heating, cooling and ventilation plant	G	G	Heating and hot water plant is in very good condition. The one item requiring renewal (plate heat exchanger) will be completed as part of energy works in summer 2014.
Heating, cooling, ventilation & water distribution	G	G	Generally sound; cold water tank will be renewed in pre-planned maintenance in 2014.

Block	H	ICT building (including data centre)	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	G	Roofs are generally sound.
Ext walls, doors, windows	A	A	Windows and external doors are all original and will require replacement in the medium term.
Superstructure	G	G	Main structure sound.
Ceilings, walls and floors	A	R	Finishes are substantially out of date and general quality of finish is very poor. **Raised floor is obsolete and at risk.** **Carpet repairs needed urgently to address health and safety complaints.**
Toilets/sanitary	A	A	In need of renewal but remain serviceable.
Lighting	A	A	Original lighting requires replacements for both energy efficiency and quality.
Electrical wiring and distribution	A	R	Original electrical wiring and fittings obsolete and requiring upgrades. **Main incoming switch requires immediate replacement** **Main distribution board requires replacement.**
Intruder alarm and security	G	A	Building security is presently sufficient for use. The access card system used for the campus is approaching obsolescence and a renewal process will be needed in medium term.
Heating, cooling and ventilation plant	R	R	**Data centre and office plant (heating/cooling/ventilation) all obsolete and at risk or already failing,**
Heating, cooling, ventilation & water distribution	A	A	Air handling system is directly linked to condition of plant.

Block	J	Eastern Annex	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	A	Roofs are generally sound. Roof light windows require repairs; some specific replacement of aluminium sheeting required in localised areas.
Ext walls, doors, windows	G	A	Roller shutters require servicing for future operational use. Various elements of impact damage and external wear to external cladding panels require repair/renewal.
Superstructure	G	G	Main structure sound.
Ceilings, walls and floors	G	A	The mezzanine floors (2 no.) in the warehouse have been condemned for future use and require attention if to be part of operational use. Localised suspended ceilings (under mezzanine in warehouse) require renewal if retained. Some localised screed repairs to concrete in warehouse required.
Toilets/sanitary	G	G	Refurbished, 2009/10.
Lighting	A	A	Office lighting is good. Warehouse lighting is mixed eras and very energy inefficient if to be operated in the future.
Electrical wiring and distribution	A	R	Original electrical wiring and fittings obsolete and requiring upgrades (approximately 60% of total on block – mainly warehouse). **Main incoming switch requires immediate replacement** **Several distribution boards requires replacement.**
Intruder alarm and security	G	A	Building security is presently sufficient for use. The access card system used for the campus is approaching obsolescence and a renewal process will be needed in medium term. Functional use of warehouse will determine improvements required.
Heating, cooling and ventilation plant	G	A	New plant for offices is effective although due to type will require renewal in shorter timescale than conventional heating. Electrical heating is not most efficient approach. **Under-floor heating and supplementary devices for library area in warehouse gravely inefficient. (See section on energy efficiency for more information).**
Heating, cooling, ventilation & water distribution	G	A	Air handling systems are directly linked to condition of plant, which in offices is reasonable.

Block:	V	Fire HQ – main house	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	A	Slate tile pitched roofs require repair, and will need a full re-roofing exercise scheduled in the medium term.
Ext walls, doors, windows	G	A	Windows and external doors are all original, timber. Will require gradual replacement over long term.
Superstructure	G	G	Main structure sound.
Ceilings, walls and floors	A	A	Finishes are worn, and require renewal/refurbishment before use.
Toilets/sanitary	A	A	In need of renewal but remain serviceable.
Lighting	A	A	Lighting is of mixed era and quality and requires at least partial renewal.
Electrical wiring and distribution	A	R	Original electrical wiring and fittings obsolete and requiring upgrades. **Distribution boards require replacement.**
Intruder alarm and security	G	A	Building security is sufficient. Access and security arrangements will need to be adapted for future use.
Heating, cooling and ventilation plant	G	A	Existing plant is serviceable but will require replacement in near future. Future operation may require alternate plant and services.
Heating, cooling, ventilation & water distribution	A	A	Heating circulation and radiators need replacement.

Block:	W	Fire HQ - Cottage Building	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	A	Slate tile pitched roofs require repair, and will need a full re-roofing exercise scheduled in the medium term.
Ext walls, doors, windows	G	A	Windows and of mixed ages. Timber elements need localised replacement and will require gradual replacement over long term.
Superstructure	G	G	Main structure sound.
Ceilings, walls and floors	A	A	Finishes are worn, and require renewal/refurbishment before use.
Toilets/sanitary	A	A	In need of renewal but remain serviceable.
Lighting	A	A	Lighting is of mixed era and quality and requires at least partial renewal.
Electrical wiring and distribution	A	R	Original electrical wiring and fittings obsolete and requiring upgrades. **Distribution boards require replacement.**
Intruder alarm and security	G	A	Building security is sufficient. Access and security arrangements will need to be adapted for future use.
Heating, cooling and ventilation plant	G	A	Existing plant is serviceable but will require replacement in near future. Future operation may require alternate plant and services.
Heating, cooling, ventilation & water distribution	A	A	Heating circulation and radiators need replacement.

Block	X	Fire HQ Office block	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Roofs	G	A	Slate tile pitched roofs require repair, and will need a full re-roofing exercise scheduled in the medium term.
Ext walls, doors, windows	G	A	Windows and of mixed ages. Timber elements need localised replacement and will require gradual replacement over long term.
Superstructure	G	G	Main structure sound.
Ceilings, walls and floors	A	A	Finishes are worn, and require renewal/refurbishment before use. Former data centre, lecture rooms and kitchens are all requiring conversion to alternate functions before use.
Toilets/sanitary	A	A	In need of renewal but remain serviceable.
Lighting	A	A	Lighting is of mixed era and quality and requires at least partial renewal.
Electrical wiring and distribution	A	R	Electrical wiring and fittings not obsolete but refurbishment will necessitate partial improvement. **Distribution boards require replacement.**
Intruder alarm and security	G	A	Building security is sufficient. Access and security arrangements will need to be adapted for future use.
Heating, cooling and ventilation plant	G	A	Existing plant is serviceable but will require replacement in near future. Future operation may require alternate plant and services.
Heating, cooling, ventilation & water distribution	G	G	Heating circulation and radiators reasonable condition but will need local adaptation for future use.

Block	XA	External Areas	
Component	**Gen Cond. (RAG)**	**Specific issues (RAG)**	**Notes on key issues**
Hard surfaces (car park)	G	A	Localised line marking and repair needed in short term. Periodic resurfacing programmed.
Hard surfaces (pedestrian areas)	G	G	General condition good; localised repairs and replacement of slab with tarmac ongoing. Periodic resurfacing programmed.
Fencing	G	G	Periodic repair expected.