


Agenda Item No:	<b>6</b>	
Committee:	<b>OVERVIEW AND SCRUTINY PANEL</b>	
Date:	<b>13 OCTOBER 2014</b>	
Report Title:	<b>ACCOMMODATION REVIEW</b>	

## Cover sheet:

### **1 Purpose / Summary**

- This report sets out a review of the current office accommodation in March along with associated proposals for modernising working practices at Fenland District Council (FDC).
- A key driver for this review is the requirement to respond to the Government's efficiency agenda, by ensuring the Council can reduce its costs to align to reducing budgets yet minimise the impact on front line services to the local community.
- The report covers a range of proposals, all of which could be considered to improve and enhance service provision as well as providing modern, fit for purpose office accommodation for staff.
- The proposals are as a result of collaborative work between FDC and Cambridgeshire County Council (CCC), via the Making Assets Count (MAC) project, to maximise joint public savings, for the benefit of the Cambridgeshire and Fenland council tax payers, from the rationalisation of their combined property base.
- The proposal not only offers important savings but also 'value for money' by providing the opportunity to move our Head Office to a smaller yet more efficient and modern working environment. It also offers the chance to take the next step in terms of embracing the latest technology in both equipment and systems to embed long term savings and improved services to the community.

### **2 Key issues**

- The Council, along with other partner organisations, is still under increasing pressure to find further efficiency savings (estimated to be £975,000 for 2015/16 with further budget savings expected from a new government from 2016 onwards), whilst protecting its front line services. In addition, the lifestyle and expectations of Fenland residents are constantly changing, and the Council recognises that it must align its service provision in a suitable way.
- The core element of the review includes the potential relocation of FDC's current headquarters at Fenland Hall, March to an office building owned by CCC, Hereward Hall, located within 500 metres of the Fenland Hall site. In addition the amalgamation of services and property occupation in both CCC and FDC depots, both located in Melbourne Avenue, March, is also considered as part of this report.
- These proposals would result in approximate gross operational savings of £51,000 - £160,000 per year.

- This report also highlights a range of associated potential organisational changes which can both improve service provision in line with community needs and modernise the way in which the organisation operates.

### 3 Recommendation

It is recommended that the Overview and Scrutiny Committee consider the report and the issues presented and determine any points that they feel Cabinet should have in mind/be aware of, and/or suggest further detail on the final report to be considered by Cabinet on 20 November 2014.

Wards Affected	N/A
Forward Plan Reference	
Portfolio Holder	Cllr John Clark, Leader of the Council Cllr Chris Seaton, Portfolio Holder for Finance Cllr Fred Yeulett, Portfolio Holder for Growth and Assets
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Background Papers	

## Report

### **1 Background**

- 1.1 Cambridgeshire County Council (CCC) and Fenland District Council (FDC) are under increasing service and financial pressures. Both Councils are active partners in the Making Assets Count (MAC) Programme and work together to better utilise their buildings to support service delivery. The prevailing economic situation and changing service priorities have given impetus to determining how the cost of office provision can be reduced. This provides the opportunity for FDC to modernise its working practices and for CCC to rationalise its property estate.
- 1.2 FDC/CCC jointly set out the scope of the rationalisation proposals, financially and non-financially evaluated the options and detailed the preferred option that best benefits both organisations.
- 1.3 The specific project objectives were developed through the steer given by the joint Project Sponsors, which reflect the critical needs of the two organisations, and the overall objectives for the MAC Programme objectives. The objectives for the rationalisation of the combined property estate in March are:
  - Achieving savings for partners (reduced operational running costs)
  - Making best use of assets
  - Maximising receipts (capital/revenue)
  - Improving service delivery for partners and service users
  - Improving partner collaboration and joint working, promoting improved partner synergies and culture
  - Increase modern ways of working (such as ICT systems, hot-desking, space management, mobile working, digital filing etc.)
- 1.4 From that work, the preferred solution for the partners' main office accommodation in March was determined as follows:
  - Offices option 1 "Retain Hereward Hall, dispose of Fenland Hall"
  - Depot option (a) "Retain the Base and dispose of the majority of the County's Highways depot".
- 1.5 This report outlines the key elements of the proposal and provides greater detail in respect to the impact and implications for FDC.

### **2 Making Assets Count (MAC) Project**

- 2.1 MAC is a partnership of all five District Councils, the County Council, Cambridgeshire Constabulary, Cambridgeshire Fire and Rescue and Health Services. It is the public sector programme that brings public sector organisations together in a partnership that uses their combined property portfolio in a more efficient and effective manner.
- 2.2 Both FDC and CCC are fully committed to the MAC partner objectives (which can be found [here](#)) and are keen to pursue financial and service gains through better alignment of existing office accommodation in the March area.
- 2.3 The scope of this project includes the buildings and sites shown in Table 1 below:

**Table 1: Assets in Scope**

Partner	Building	Address	Tenure	Services currently delivered from this location
CCC	Hereward Hall	County Road, March PE15 8NE	Freehold	Back Office. Older People Social Care, Continuing Care Team, Fenland Carers, LDP, Trading Standards, CCS.
	Highways Depot	Melbourne Avenue, March PE15 0EN	Freehold	Highways services
FDC	Fenland Hall	County Road, March PE15 8NQ	Freehold	Back Office. Community Support, Economic Development, Elections, Engineering, Finance, Housing Options, ICT, Leisure Services/Sports Dev/Markets & Events, Mail Room, Member Services, Policy & Communications, Building Control, CMT, Customer Access, Human Resources/Corporate H&S, Legal Services, Neighbourhood Planning, PA's & CMT Support, Planning Delivery, Policy & Strategy, Property & Facilities, Revenues & Benefits, Safer Fenland, Licencing, Police Drop Down, Council Chamber and other small meeting rooms.  Ambulance service is in a separate building on the Fenland Hall site.
	The Base	Melbourne Avenue, March PE15 0EN		Depot and workshop services for refuse collection, building and grounds maintenance, print room, office accommodation for Environmental Health, Parks, etc. plus a large and a small meeting room.

- 2.4 CCC and FDC have a significant amount of under-utilised floor space in Hereward Hall and Fenland Hall respectively. CCC has previously identified Hereward Hall within its office rationalisation work for possible disposal/alternative uses and intend to take a report to its General Purposes Committee on 7 October 2014 identifying Hereward Hall as surplus to its requirements.
- 2.5 The staff accommodation offices are within 500m of each other in County Road and the depots are similarly close, both being located in Melbourne Avenue.

### **3 Modern working practices**

- 3.1 Modern working encompasses a range of practices which help to better align service provision to customer's needs, as well as realising efficiency savings. These include:

- Working more closely with partner agencies or other internal service teams to share information and deliver joint projects. By locating teams in 'neighbourhoods' within an open plan office environment, staff are able to more easily liaise with colleagues over specific issues or projects.
- Using new advances in technology (i.e. electronic tablets, 'cloud' based technology) to provide more information at the user's fingertips. The Cabinet's tablet pilot scheme (linked to the Paperless Project) will provide cost savings in terms of paper printing costs as well as access to a vast amount of information, all from one device.
- Modern technology would allow officers to be contacted or to contact others at various locations, through a range of communication channels. For example, an officer investigating a complaint or enforcement issue could receive up to date information from colleagues in the office whilst out in the community, as well as being able to send photographs and information back to the office, drastically reducing non-productive travelling time. This would allow officers to spend more time out 'in the field' carrying out their role rather than travelling to and from the office.
- Such modern practices are now common within the public sector with Councils being forced to explore and adopt efficiency gains and improved working in these difficult times.

#### 4 The Options

- 4.1 Officers of both organisations have jointly been investigating the best use of offices in March along with associated service synergies, resulting in a full business case document, which has helped inform this paper. However, it is important to point out that this paper takes a more in depth analysis of the case/benefits to FDC and its community.
- 4.2 The tables below shows the options considered as part of the Property Rationalisation Business Case:

**Table 2: Office accommodation options**

	Offices Option 0 (baseline)	Offices Option 1	Offices Option 2	Offices Option 3
Option Description	Continue with the current public sector property portfolio	Retain Hereward Hall, dispose of Fenland Hall	Retain Fenland Hall, dispose of Hereward Hall	Dispose of both Hereward Hall and Fenland Hall, relocate to new site
Properties/ Assets affected	Both office buildings in scope	Both office buildings in scope	Both office buildings in scope	Both office buildings in scope

**Table 3: Depot options**

	Depot Option 0 (baseline)	Depot Option (a)	Depot Option (b)	Depot Option (c)	Depot Option (d)
Option Description	Continue with the current public sector property portfolio	Retain the Base and dispose of the majority of the County's Highways depot.	Retain the County's Highways depot and dispose of the Base	Dispose of both the Base and the County's Highways depot and re-provide on a single new site.	Dispose of both the Base and the County's Highways depot and do not re-provide.
Properties/ Assets affected	Both depot sites in scope	Both depot sites in scope	Both depot sites in scope	Both depot sites in scope	Both depot sites in scope

4.3 Following the financial and non-financial appraisal of options by both FDC and CCC officers, the preferred option for the main office accommodation is :

**Option 1 - Retain Hereward Hall, dispose of Fenland Hall**

4.4 It is recommended that FDC staff currently based at Fenland Hall relocate to Hereward Hall, The Base and other FDC and partner building as appropriate, and in turn instigate more modern working practices.

4.5 CCC intends to vacate Hereward Hall and declare the property surplus to requirements. CCC would relocate its staff to other under-utilised properties within Fenland, although opportunities may arise to accommodate CCC staff at Hereward Hall and other FDC buildings in line with improved service synergies.

4.6 The Fenland Hall site would be declared surplus to requirements and options for its future use/development/disposal would be assessed in a separate work stream.

4.7 Following the financial and non-financial appraisal of options by both FDC and CCC officers, the preferred option for The Base and the CCC Highways Depot was:

**Option (a) - Retain the Base and dispose of the majority of the County's Highways depot**

4.8 It recommended that The Base is retained and modern working practices instigated to facilitate joint working, particularly the co-location of 'streetscene' related teams from both authorities.

4.9 The majority of the CCC's Highways depot site would be declared surplus to requirements and disposed of or redeveloped.

4.10 CCC would relocate staff to The Base to create 'streetscene' synergies and potential efficiencies between the District and County Councils, retaining the winter maintenance area of the existing CCC site, to mitigate the expense of re-providing the salt dome.

- 4.11 The relocation of CCC Highways staff to The Base would create additional revenue for FDC.

## **5 Issues and Work Streams**

- 5.1 As with all relocation projects, there will be issues and costs associated with the move to Hereward Hall. The additional work needed to fully understand the financial and non-financial implications of the move are outlined below:

### **Member Accommodation:**

- 5.2 Members at Fenland Hall currently have access to a Member's Room, a Leader's Room, a Chairman's Room and the Council Chamber.
- 5.3 There are several meeting rooms located on the ground floor of Hereward Hall. It is envisaged that a Member's Room, a Leader's Room and a Chairman's Room could all be accommodated in this area.
- 5.4 There is also a large meeting room on the ground floor, which could be used for the majority of member meetings, including Cabinet and smaller committees e.g. O and S, Licensing, Corporate Governance. However, it is recognised that this room would not be suitable for Planning Committee meetings or full Council meetings of which there are usually a combined number of 18 meetings per year.
- 5.5 FDC is fortunate to have two exceptional business centres, containing conference rooms, located in the south and north of the district along with other meeting facilities within its property estate. Therefore, Planning Committee could rotate around the towns by using South Fens Business Centre, the Boathouse and the Manor leisure centre. Although Council would most likely need to be held at The Boathouse in Wisbech due to the large number of members and officers attending.

On assessing the usage of these facilities and the potential implications on external bookings, the estimated financial impact will be approx. £1,500 per annum, which is seen as minimal to the alternative of providing bespoke facilities that would be severely underutilised and therefore offer poor value for money. Travel expenses are anticipated to balance out existing costs based on some members will be traveling more and others less.

### **Accommodation and staff numbers**

- 5.6 The majority of the current Fenland Hall is 90 years old (a newer rear wing was added in the 1990's) with traditional construction of the time (i.e. solid walls, single glazed, cellular offices etc.). Fenland Hall is in need of regular maintenance and repairs along with major improvements i.e. mechanical and electrical plant.
- 5.7 Hereward Hall was purposely built as modern open plan office accommodation in the early 2000's, with triple glazing, cavity walls, along with solar panels on the roof and achieved a BREEAM rating of very good which relates to its environmental and energy efficient aspects. It is set within a large site that offers outside facilities and parking.
- 5.8 The total number of staff employed by FDC has reduced (from 704 in 2009 to 487 in 2014) over recent years, due mainly to the governments reductions in budget provision. There is capacity for around 300 workstations at Fenland Hall, but only 200 workstations are currently being used by staff, therefore the building is severely underutilised.
- 5.9 Hereward Hall offers more modern, open plan accommodation which could help to promote more cross team working, provide a more comfortable working environment and allow the organisation to modernise both its accommodation and working practices aligned to its proven successful culture. By placing teams in 'neighbourhoods' within the building, important information sharing and relationship building can take place to provide a more joined up service to our customers.



5.10 There is currently 239 staff located at Fenland Hall and The Base, of which 19 are 'remote' staff who would not always need access to a workstation. They could be allocated a desk at a 1:4 ratio (therefore needing 5 desks that could also be used by remote staff/partners).

The remaining 220 staff would be allocated desks on a 1:1 ratio. Therefore the total, maximum number of workstations needed would be 225.

5.11 The number of potential workstations at The Base is 61. The number of workstations at Hereward Hall is 123. This gives a total of 184 workstations. However, there are a number of other factors to be taken into consideration, including:

- The potential relocation of CCC Highways/Skanska staff to The Base will require 14 workstations.
- Due to a number of restructures and realignment of services taking place, there will be several posts which are deleted or moved to other locations. This includes the recent ratification by Council to move the in house Building Control service to CNC who will subsequently be located at The Boathouse.
- Unfortunately, looking to the future it is expected that the size of the organisation will reduce rather than increase, directly linked to continual Government budget reduction, which will occur whatever the result of the May 2015 general election.

5.12 A summary of staff numbers and workstation accommodation is shown below:

Number of staff currently based at Fenland Hall and The Base =	239
Subtotal of workstations needed (according to worker types) =	225
Less deleted/relocated posts (by relocation time) =	55
<b>Total number of workstations needed =</b>	<b>170</b>
Workstations located at Hereward Hall and The Base =	184
Less workstations needed by CCC Highways/Skanska =	14
<b>Total number of workstations available =</b>	<b>170</b>

This therefore demonstrates that Hereward Hall offers adequate space for FDC staff.

5.13 Staff synergies are currently being assessed to determine which teams should be placed in each 'neighbourhood' within Hereward Hall and which teams could relocate to The Base, other FDC locations or to Awdry House (owned by CCC) in Wisbech. Although any move to Awdry House would help to further develop relationships with key partners, this would incur a revenue cost through the rental of office space unless a quid pro quo arrangement with CCC staff sharing Fenland sites could be achieved

5.14 Depending on the outcome of this work, there may be potential for partner agencies to work out of Hereward Hall on occasion, and for FDC staff to use partner facilities in locations throughout the district to reduce travel time and costs.

#### **ICT management**

5.15 As part of this modernisation, ICT will play an increasing role. Therefore careful consideration of the requirements of equipment and services related to moving to

Hereward Hall is necessary. It is worth highlighting that such modernisation would be necessary even if FDC remained at Fenland Hall.

- 5.16 Current thinking around transfer of equipment such as servers along with the use of 'cloud' based technology and remote management/hosting are under investigation, and will form part of a separate project stream.
- 5.17 For the purposes of this review current proposals and estimates could mean that potentially £75k would need to be invested to relocate our ICT systems into Hereward Hall.
- 5.18 A report on the future of ICT delivery will be presented to Cabinet in the next couple of months along with an implementation plan which would fit with a proposed accommodation move.
- 5.19 However further work is needed to assess other potential ICT costs, including:
- "Follow me" telephony which allows a member of staff to log into any phone and receive their calls, regardless of which desk they are stationed at. This will also help to accrue savings as desks are not left empty when the main user is out of the office.
  - Additional equipment for field workers, allowing them to complete paperwork or search for information when they are outside of the office. Again, this would also help to generate savings going forward as travel costs are reduced and efficiency is increased. The equipment may take the form of smart phones or tablets, depending on the results of the additional research. It is anticipated that such equipment will be sourced via our PC replacement programme which is a natural upgrade of desktop technology with costs built into the revenue budget.

#### **Existing and future storage needs**

- 5.20 There are large amount of paper files currently stored at Fenland Hall and The Base. A percentage of this paperwork needs to be kept for a certain periods of time (in line with legislation), either in paper or electronic format. The Paperless Project, already in train, has helped to reduce paper storage and improve systems for the increasing use of electronic formats going forward. However, there are still significant quantities of files to be reviewed as Hereward Hall has reduced storage space and the current volume of documentation we have at Fenland Hall exceeds any available additional storage at the Base.
- 5.21 Further work, via a separate work stream, is needed to assess the options and costs involved with dealing with this information. Work includes:
- Reviewing our Data Retention and Disposal Policy to ensure it minimises future document storage requirements.
  - Discarding paperwork which does not need to be kept for legal reasons.
  - Ascertaining costs/time frames for scanning paperwork which must be kept.
  - Assessing costs/time frames for moving the paperwork to potential storage areas. These could include existing storage areas at The Base, off-site storage, or on site storage in dedicated facilities within the grounds of The Base or Hereward Hall.
  - Implementing a revised corporate electronic filing system to minimise electronic file duplication and ensure ease of file recovery.
- 5.22 It is intended that a more detailed report regarding and storage options and costs will be developed by mid-November.

## **Parking**

- 5.23 Hereward Hall has enough parking spaces, after an extension to the existing car park of an additional 40 spaces at an estimated cost of £40,000, to accommodate FDC staff and members.

## **Learning from Best Practice**

- 5.24 Other local authorities have employed modern working practices for some time now and FDC officers are planning to carry out visits to other organisations that have developed new ways of working over recent years. Officers are keen to learn from best practice throughout the public sector and will be carrying out research in relation to:

- Storage of paperwork, both current and historic
- The use of ICT equipment for field working
- The co-location of partner agencies in one building

Good practice has been cited at Melton BC, St Albans BC and Ipswich BC, where officers are following up to establish what Fenland can learn to inform its own transformational journey.

## **Project management and relocation**

- 5.25 With such a large project it is essential to consider and plan all aspects thoroughly to minimise any risks to both the organisation and services. It is intended that CMT will act as the project board to ensure close monitoring occurs with CMT members leading on discrete elements of the project supported by key managers and staff.
- 5.26 It may be necessary to engage project management assistance should in-house resources not allow such a role to be covered. Therefore, costs for such along with external removal costs are allowed for in the cost summary.

## **Future Use of the Fenland Hall site**

- 5.27 Should members decide that a move to Hereward Hall is in the best interest of the Council, the Fenland Hall site will be identified for disposal or alternative use. Potential alternative uses, and the capital receipt expected, need to be assessed further.
- 5.28 Options include, but are not limited to:
- Sale of building and site for office accommodation
  - Sale of building and site for change to residential use
  - Sale of site for redevelopment
  - Sale of part of the site for redevelopment, retaining the newer 'Annexe' at the rear of the building for office accommodation (to either be bought or leased by new occupants)
- 5.29 Other models to attract more revenue include FDC acting as a developer and to borrow to build houses for the local community. The completed units can then be sold or let to service any debt and increase the Council's annual revenue income to aid the overall budget.
- 5.30 The future use of the site will, of course, affect the capital receipt and/or revenue income received.
- 5.31 In addition, officers will be liaising with the ambulance service to determine the options for their current occupancy of the site.

- 5.32 It is intended that a separate work stream will take forward such options to assess the most financially and timely beneficial approach.

### **Communications**

- 5.33 A key element of any successful project is regular and up to date communications. This is essential for staff (including Staff Side) and members who will be affected by the proposals. Therefore a detailed communications strategy will be included in the project plan to ensure all stakeholders are engaged in an appropriate and timely manner.

## **6 Financial implications and benefits**

- 6.1 An initial assessment has been carried out on the proposed moves (offices and depot sites), which indicates that annual revenue savings can be achieved for both this Council and the County Council. The extent of those savings will be determined by the outcome of issues raised in this report. The figures detailed in this section are based on current information. Discussions are still taking place with CCC and further work is required before definitive figures can be established.
- 6.2 To accommodate FDC's requirements certain adaptations will be required to Hereward Hall. These include removal of the current 'barrier' type reception, minor internal wall modifications related to meeting rooms and offices and the creation of additional parking spaces within the site.
- 6.3 In terms of capital costs the gross capital expenditure for the purchase, adaptations and ICT transfer is estimated to be between £700,000 - £800,000. If a lease option was preferred the Council would still incur the relevant adaptation and ICT costs.
- 6.4 In addition, depending on the future strategy for the disposal of Fenland Hall, FDC could receive a substantial capital receipt or annual rental income, to partly off-set the costs above. However, this is unlikely to be realised at the time of any move and would more likely be received 2 to 3 years afterwards. Therefore, the Council would need to front fund any capital costs for this period. A more detailed assessment will be carried out on the options for the future use of Fenland Hall as a separate work stream.
- 6.5 Any future disposal of Fenland Hall for residential development could lose FDC business rates income but it would benefit from additional council tax income and new homes bonus grant.
- 6.6 In addition, it is necessary to understand the transfer and modernisation (which would be necessary even if services/staff remained in Fenland Hall) of ICT and an approach to archiving and storage of historic paper and electronic files (which again is a requirement for Fenland Hall should a move occur or not, which has already commenced under the 'paperless' project). Both these areas of work will be subject to separate work streams aligned to the actual accommodation project.
- 6.7 A summary of the estimated costs and potential savings associated with the proposed move to Hereward Hall are detailed below. It is important to emphasise that, as detailed earlier in this report, there are still several outstanding issues to resolve which will impact on the final costs and savings. Consequently, the figures in the table below are only indicative at this stage.**

**Table 4: Indicative Summary Costs and Savings for Office and Depot Sites**

	Purchase		Lease	
	Year 1	Year 2	Year 1	Year 2
	£	Onwards £	£	Onwards £
<b>Estimated gross capital expenditure - (including purchase, adaptations and ICT)</b>	<b>700,000 - 800,000</b>		<b>200,000</b>	
<b>Gross Operational savings</b>	<b>-116,000</b>	<b>-160,000</b>	<b>-51,000</b>	<b>-95,000</b>
Financing Costs (based on 20 year term)				
1. 100% borrowing (interest only Year 1)	28,000	68,000	7,000	17,000
2. 50% borrowing/50% reserves	30,000	50,000	7,000	12,500
3. 100% use of reserves	32,000	32,000	8,000	8,000
4. Repayment of purchase price by instalments (5 years), remainder from reserves	13,000	13,000	8,000	8,000
<b>Net Savings after financing costs</b>				
<b>Option 1</b>	<b>-88,000</b>	<b>-92,000</b>	<b>-44,000</b>	<b>-78,000</b>
<b>Option 2</b>	<b>-86,000</b>	<b>-110,000</b>	<b>-43,000</b>	<b>-82,500</b>
<b>Option 3</b>	<b>-84,000</b>	<b>-128,000</b>	<b>-43,000</b>	<b>-87,000</b>
<b>Option 4</b>	<b>-103,000</b>	<b>-147,000</b>	<b>-43,000</b>	<b>-87,000</b>

- 6.8 Indicative gross operational savings have been estimated by comparing the future running costs of Hereward Hall with the existing running costs of Fenland Hall, together with the estimated additional income from renting out space at The Base to the County Highways team.
- 6.9 The reduced gross operational savings in Year 1 reflects the estimated one-off costs such as project management and relocation, associated with the move.
- 6.10 The above table indicates that there is a wide range of potential savings depending on the option chosen to fund the initial capital expenditure. Officers have discussed the potential for repaying the purchase price to CCC by interest free instalments over a period of 5 years, and this is shown as Option 4 in the table above. This approach has been agreed in principle but, like all other options, it subject to Member approval. Further analysis of these options is required to establish the most cost-effective method of financing.
- 6.11 Depending on the option chosen, the Council's Treasury Management Strategy will be updated to reflect the financing decisions made.
- 6.12 Purchasing Hereward Hall outright achieves higher annual savings than leasing. This is due to the annual lease and financing costs of this option being higher than the financing costs of the purchase option.
- 6.13 In addition to the estimated FDC savings, it should be noted that as a result of this joint project CCC will make annual revenue savings amounting to £103,000.

## 7 Estimated timetable of tabling at Committee Meetings

- 7.1 The current estimated timetable for the tabling of this and other related reports at CCC and FDC committee meetings is shown below. CCC meetings are highlighted in grey.

ACTION	DATE
FDC O&S Informal Information session	03.10.14
CCC General Purposes Committee Meeting	07.10.14
FDC All Member Seminar	09.10.14
FDC O&S Meeting	13.10.14
FDC Cabinet meeting	20.11.14
FDC Council meeting	18.12.14

## 8 Conclusion

- 8.1 FDC has been through continual transformation over the years, ranging from its journey from 'fair' to 'excellent' to positively addressing its budget challenges. Such challenges continue to test the Council and this report is a further response to budget pressures without detrimentally affecting services to the community, embed new ways of working and move to new headquarters that aligns to a leaner and fitter organisation.
- 8.2 Change is always difficult for both staff and members. However, it is important to recognise how successful our change programme has been, jointly developed and delivered over the years.
- 8.3 Unfortunately, the Council is not in the financial position of savings via this project alone against another initiative, as savings will have to come from every source possible for the foreseeable future.
- 8.4 This proposal presents an opportunity for members to consider the annual gross operational savings of approximately £51,000 - £160,000.
- 8.5 Such a move is not considered lightly. However from a value for money perspective the Hereward Hall proposal offers much needed efficiencies, a smaller but more modern Head Office facility, lower operating and maintenance costs, along with the opportunity to initiate ICT improvements and modern ways of working that encourage team and joint working.