

HIGHLIGHT REPORT: 2 December 2013
Work stream Lead: Chris Clarke (Client) Terry Downes (Contractor)
Work stream Sponsor: Anna Graves

Brief Description of Workstream

Property Review – Redevelopment of The Symington Building:
 Financially sustainable redevelopment of Headquarters building, providing income generation opportunities, an improved working environment and co-located service delivery with other public sector partners

Period Covered From/To: 1st November to 2nd December 2013

Current Status: **Red** **Amber** **Green**

Interdependencies Identified	Action Taken to Date
HR Implications	The outcomes of the review and re-procurement of FM and concierge services have the potential to affect employees engaged in these areas, or the employees of third party providers. A TUPE list is being provided to the preferred supplier.
Financial Implications	Funding arrangements for the redevelopment project are in place. Project Board and Executive Advisory Panel reporting continues.
Legal Implications	The redevelopment project has four key requirements which will require resources for legal support: <ul style="list-style-type: none"> • Support to enter into a building/refurbishment contract (complete); • Negotiation of temporary leases/licenses associated with temporary accommodation for the Council during the project (complete); • Legal agreement to underpin the operation and funding for Harborough museum (complete); • Legal agreement with future tenants of the Symington Building (ongoing). The resource requirements have been discussed with legal services, and external resources identified to support the in-house team; costs included in the project budget.
ICT Implications	Effective use of the redeveloped Symington Building requires the delivery of the following interdependent projects: <ul style="list-style-type: none"> • Roll out of desktop thin client technology (complete) • Roll out of new telephony system for re-occupation (ongoing). Move back planning will reflect detailed implementation plan for telephony roll out; this is a key dependency. • Communications in Server room (complete) • Upgrade of CCTV server (complete). The project also necessitates the relocation and redevelopment of the Council's data centre. This work is now completed successfully.
Customer Service/Communication Implications	Re-occupation of The Symington Building will require relocation of frontline service desk; critical planning activity to ensure minimal disruption ongoing. Co-location with partners will require new staff working practices to ensure effective service delivery, notably collaborative use of space; front of house strand established as a key aspect of the cultural change workstream ongoing.

Project Plan (Summary) CURRENT STAGE 3 (Decant and Mobilise)	Planned Date	Actual Date	Status RAG/✓
KEY STAGE 4 MILESTONES (Construction)			
• Contract of works commences	31 Jan 13	28 Jan 13	✓
• Appointment of retail agent, lettings process commences	by 22 Feb 13	by 22 Feb 13	✓
• Target contract end date	20 Dec 13	29 Nov 13	✓
• Target building occupation date	Mid-Jan 14	Mid-Jan 14	G

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APPENDICES		

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Contractor's Highlight Report

2nd December 2013

FINAL CONTRACTOR'S REPORT

1.1 Contract Particulars

Contract Start Date	28 th January 2013
Planned Contract Period	47 weeks
Planned Contractual End Date	20 th December 2013
Actual Contract Duration	44 weeks
Actual Completion and Handover	29 th November 2013

1.2 Construction Programme – Actual Delivery Dates

	Original	RAG	Revised
• Start in site (contract of works begins)	28 Jan 13	✓	Complete
• External works (scaffolding) commences	7 Feb 13	✓	Complete
• External works completion	13 Dec 13	✓	29 Nov 13
• Demolition commences	7 Feb 13	✓	Complete
• Internal works commence	7 Mar 13	✓	Complete
• Relocation of server room starts	16 Aug 13	✓	1 Sep 13
• New server room live	19 Aug 13	✓	3 Nov 13
• Museum/library fit out commences	29 Aug 13	✓	29 Aug 13
• New heating system on	19 Sep 13	✓	19 Sep 13
• Retail units substantially complete (shell)	25 Sep 13	✓	25 Sep 13
• Handover date	20 Dec 13	✓	29 Nov 13

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Contractor's Highlight Report

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1.3 Key Performance Indicators – KPIs

Final Values

Target KPI set as agreed by Member Oversight Group:

Ref	Category	Target value	Final Value	RAG
KPI 1	Recycling/re-use (as % of waste generated)	80%	95.8%	✓
KPI 2	Workforce mileage (average daily home to site)	50 miles	31 miles	✓
KPI 3	Spend (subcontracts) within: 20 miles 40 miles 60 miles	26.5%	33.01%	✓
		54.0%	78.81%	✓
		81.0%	86.89%	✓
KPI 4	Inclusion of local subcontractors in tenders	100%	100%	✓
KPI 5	Considerate Contractor scheme performance *nb1	38/50	42/50	✓
KPI 6	Safe and Secure site – WDC measurement:* nb2 Health and Safety Working Environment Safety Management	90%	95.83	✓
		90%	96.36	✓
		30/40	35/40	✓

* **nb1:** The Considerate Contractor Scheme is a nationwide initiative for construction sites. The main contractor is assessed by the external monitoring body acting for the scheme, and receives a score and award (gold/silver/bronze). It is proposed to adopt this scheme as a suitable tool to assess the performance of the contractor in terms of managing a safe site within the community and being a good neighbour in terms of disruption and noise etc. The CCS has just adopted a new scoring scheme; the officer project team will meet with Willmott Dixon to agree an appropriate target for this KPI (Gold/Silver/Bronze) once this scoring scheme has been reviewed.

nb2: Willmott Dixon operate a self-regulating site inspection scheme for health and Safety; it is proposed that this independent assessment is used as a measure of the safety of the site. The table below illustrates the format for the reporting of this KPI set.

1.4 Contract Commentary

1.6.1 Works progress update

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Contractual works are now complete. Site handover was completed on the 29th November.

1.6.3 Environmental Aspects

No issues to Report.

1.6.4 Procurement

With the contract completed, all subcontract packages are now resolved. The following packages were procured, all in line with the project programme: -

- Elliott Hire – Site accommodation
- Wysepower - Temp water/electrical services
- Demolition – Elevate Demolition
- Substation - Western Power
- Temporary fencing – Charnwood Fencing
- Overboard ceiling – Reynolds
- Shot blasting & intumescent paint – GRJ Contracting Ltd
- Structural Demolition / joinery – Tanbry Construction
- Windows / Shop fronts / stainglass / louvres – Loxwood Fabrications
- Decoration – Sharpeline
- Plasterboard partitions – Reynolds
- Scaffolding – Scaffold Services
- Mechanical Electrical - Derry Building Services
- Platform lift - Stannah
- Roofing – Richardson Roofing
- Ground floor steelwork – Robinsons Construction
- Stain glass – Loxwood
- 3rd Floor ceilings – Ellesmere
- Rollershutters – Syston Doors
- Staircase / balustrade – Scala
- Tiling – Tanbry
- Lifts – Morris Vermaport
- Blinds – Kadee Blinds

	<u>Target £</u> <u>spend</u>	<u>Actual £</u> <u>spend</u>	<u>Target %</u> <u>spend</u>	<u>Actual %</u> <u>spend</u>
WITHIN 20 MILES	1,274,010.29	1,587,174.32	26.50%	33.01%

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WITHIN 40 MILES	2,596,096.44	3,788,645.32	54.00%	78.81%
WITHIN 60 MILES	3,894,144.66	4,177,350.30	81.00%	86.89%

1.6.5 Statutory Utilities

Water supply, Gas – Complete

Electric – New supply in, existing supply will be terminated w/c 4/11.

BT Installation – All fibre moves now complete.

Red Care – Line installed; monitoring packages now ordered.

1.6.6. Health & Safety

Construction phase health & Safety plan has been approved.

All site documents are in place and a hard copy maintained on site. The inspections from our safety Managers continue on a weekly basis.

Visit	Date of Inspection	Health & Safety (%)	Working Environment (%)	Safety Management (out of 40)
1	21/02/13	94.67	96.36	34
2	22/04/13	96.67	96.36	36
3	24/06/13	93.89	96.36	34
4	23/07/13	90	93	32
5	28/08/13	93.64	97.27	34
6	11/10/13	95.83	96.36	35

1.6.7. Planning & Building regulations update (key issues)

Planning Permission, Listed Building Consent and Building Regulations approvals granted with conditions, including planning uses A1 to A4 for retail units on 09 September 2013.

Remaining conditions rest with Client for completion (travel plan and signage strategy).

1.6.8. Community Engagement update (key issues)

WDC have employed a work experience position dedicated to the site via Job Centre Plus.

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A topping out ceremony is being organised as the first part of re-opening activity, and as a key media release date for plans to reoccupy the building.

SECTION 2 – Client Highlight Report

2.1 Progress against plan (agree format for reporting)

WORKSTREAM: Client Managed Fit Out Elements			
Lead:	Mark Perris		
Deliverable	Plan	Status RAG/✓	Forecast
Wayfinding, External Signage and Banners	31 Jan	✓	31 Jan
Internal Signage and Interior Design	1 Feb	✓	1 Feb
Cycle Shelter	22 Feb	✓	10 Apr
Civic Suite/meeting room audiovisual solutions	Jan 14	G	
Commentary			
<p>Progress against key deliverables as follows:</p> <ul style="list-style-type: none"> Wayfinding refers to directional signage to the Symington Building Meeting took place with LCC Highways on 5/11; town wide review being undertaken of directional highway signage; including an audit of destinations. HDC will be consulted on proposals, and have opportunity to add Symington Building in. External signage and banners are required to be approved by the Planning Authority in accordance with the conditions of approval on The Symington Building. Following approval in principle of the proposed approach on external signage by the Executive Advisory Panel on 29/10, an options paper for logo and applications of design has been developed by an external designer. Officers and members to be consulted prior to orders being placed on preferred solution; to be selected at Exec Adv Panel on 18/12.. Interior design Colour scheme for feature walls has been selected and applied by Willmott Dixon. Internal Signage (non statutory) Draft scheme approved by project board; details of wording and symbols developed; final sign positions being agreed before consultation with Equalities Group and an order is being placed. Cycle Shelter Grant award (Sustainable Transport Fund) of just less than £7k secured by project management team. Enables roll out of full scheme with cycle lockers and parking. Orders to be placed imminently for early 2014 installation. Audio Visual Commissioning visit by Mic. Supplier being organised. Quotations being obtained (to be compared with Willmott Dixon prices) before decision on fit out to rooms agreed. Customer Flow Management HDC group meeting supplier w/c 4th Nov. End user requirements being addressed by Customer Interface working group as part of Cult. Change. Engineer visits taken place for installation. Additional Works A number of omissions and additional works have been identified and are being progressed including roof works, kitchen upgrades, white goods, museum fit out, electrical and data requirements. 			



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WORKSTREAM: Lettings Strategy			
Lead:		Mark Perris, Retail Chris Clarke, Offices	
Deliverable	Plan	Status RAG/✓	Forecast
Prepare lettings information pack (offices/retail).	31 Jan	✓	31 Jan
Commence correspondence with potential office tenants.	1 Feb	✓	1 Feb
Appoint retail agent following tender process.	22 Feb	✓	10 Apr
Commence marketing of retail premises.	1 Mar	✓	mid-May
Commentary			
<p>Retail:</p> <ul style="list-style-type: none"> • Planning permission for the retail units from A1 use, to include A2, A3 and A4 use was approved. • Offers for Units 1 & 2 received, draft Heads of Terms being discussed. • Four interested parties in Unit 3, and viewings by two undertaken. <p>Offices:</p> <ul style="list-style-type: none"> • Awaiting response from Job Centre Plus on proposed offer, likely to be December 2013, delayed due to ministerial change. • Negotiations ongoing with the Citizens Advice Bureau. • Viewing with NHS but no specific interest. 			

TRANSFORMATION PROGRAMME

WORKSTREAM:		Facilities Management and Building Operations	
Lead:	Helen Williams		
Deliverable	Plan	Status RAG/✓	Forecast
Procurement route for new services	5 April 2013	✓	10 July
Draft specification for new services	5 April 2013	✓	End July
Procurement process	April - Sept		July – Oct
• Appointment of FM supplier		✓	2 Sept
• Appointment of Concierge supplier		G	16 Sept
• Appointment of Customer Flow Management supplier		G	30 Sept
Internal advert for building manager		✓	15 July
External advert (if required)		✓	29 July
Recruitment		✓	July- Aug
Appointment of building manager		✓	9 Aug
New service starts – soft landings work to make new build run smoothly.	Mid Nov 2013	G	1 Oct 2013
Negotiation & agreement of contract terms.	14 Dec 2013	G	
Commentary			
<ul style="list-style-type: none"> ISS have been appointed as preferred bidder for Facilities Management services. Contract negotiations ongoing. Building Manager, Helen Williams has commenced employment. Willmott Dixon to undertake all mechanical and electrical maintenance in the first year. Concierge to be undertaken in house, recruitment process has commenced and staff being appointed. Fire Risk Assessment – first draft completed; interim procedures in place for fit out; being prepared by LCC consultant. The two areas which require car parking orders are the loading bay and staff car park, and these are being progressed, there is a 2.5 month lead in time and therefore we will require advisory scheme (which is not enforceable) in the interim. 			

TRANSFORMATION PROGRAMME

WORKSTREAM:	Cultural Change; Incorporating Office Space Planning, Building Use Protocols, Green Travel Plan		
Lead:	Beverley Jolly		
Deliverable	Date(s)	Status RAG/ ✓	Forecast
HDC office-use approach (future flexible working/hot-desking and collaboration model)	1 April 13	✓	26 Jun
HDC office & civic accommodation requirements defined	1 May 13	✓	10 July
Building use protocol – first draft	1 May 13	✓	31 May 13
Space allocation – HDC/ signed-up partners	1 June 13	✓	1 June 13
Web-based room booking/appointments/meet & greet system(s) in place	1 Nov 13	G	1 Nov 13
Building use manual: – health and safety/ security/ emergency evacuation / visitor management procedures	mid-Nov 13	G	mid-Nov 13
Travel plan	mid-Nov 13	A	mid-Oct 13
Building induction and training process design	1 Dec 13	✓	1 Dec 13
Building user induction and training starts	mid-Dec 13	✓	Nov 13
Commentary	<ul style="list-style-type: none"> • Draft protocols for the building have been prepared • Cultural change joint agency workshop took place on the 9th of October with positive feedback received and an action plan put in place. • FAQ's have also been drafted and will be a live document and will be placed on the intranet. • 3 officer working groups (joint LCC/HDC) have been convened to address key issues arising from 9/10 workshop. Groups are chaired by chief officers from HDC. All groups first meetings have been held. • Team meetings being held to discuss issues and outline proposed office operation by Culture Change lead. • Culture Change lead to remain in post until April 2014. • Building intranet to be finalised. • Staff Inductions underway due for completion by December 2013. As at 2/12/2013 104 (over 50%) HDC staff had completed. (Around 30% of LCC staff completed). • Travel plan draft has been prepared and presented to CMT. • Travel Plan survey of members response levels were low 4/37 		

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WORKSTREAM: Re-Occupation of The Symington Building			
Lead:		Mark Perris, HDC	
Support:		Chris Clarke, LCC	Zara Matthews, Museum & Library
Deliverable	Date(s)	Status RAG/ ✓	Forecast
Review 1 of building handover process with Willmott Dixon and initial setting of dates following inclusion of museum/library onto contract	Mid-June 2013	✓	Mid-June 2013
Identification of breakout furniture requirements	Mid-July 2013	✓	Mid-July 2013
Place order for furniture solutions and remaining office furniture	Mid-August 2013	✓	Mid-August 2013
Review 2 of building handover process and dates following inclusion of museum/library onto contract	Mid-September 13	✓	Mid-September 13
FM Services induction and commence in HQ Building	1 Nov 13	✓	1 Nov 13
Building induction and training process design	Nov 13	✓	Nov 13
Furniture installation and ICT set up	Dec 13	G	Dec 13
<ul style="list-style-type: none"> • Building occupation (phased) • HDC Offices <ul style="list-style-type: none"> • HDC Customer Service • Civic Accommodation • Museum & Library • Other partners 	mid-Dec 13 (start) Mid-Jan 13 (finish) Mid-Jan 14 TBA	G G G G	20-Dec 13 (start) 27 Jan 13 (finish) From Mar 14 <b style="color: green;">From Mar 14
Commentary			
<ul style="list-style-type: none"> • Contractual completion date for the redevelopment works of the 20th December. Now complete ahead of schedule; 29/11. • In summary, a controlled, phased approach proposed will see HDC officers re-occupy the building in phases starting in late December, and then across January and early February 2014. • Millers House will close to Harborough District Council service users on Friday 24th January 2014. • The Symington Building will then open to HDC service users from Monday 27th January. • The library will continue to operate at Millers House closing to the public from the 8th February 2014. • The library/museum service will open through a soft launch to the public early in April 2014. • There will therefore be no library provision in Market Harborough for a period of 8 weeks while the service relocates. • LCC will move locality based officers from Brooklands (social services) in early February, with the Symington Building open to LCC social service users from Monday 8th February. • Other LCC and partner services will then follow gradually. • A similar phased approach is proposed in recommencing democratic/civic activity, with 			

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<p>smaller meetings starting in March, and a full restart of democratic activity from the 1st April.</p> <ul style="list-style-type: none"> • A full formal launch of the building is being organised for April/May 2014. • Communications channels with staff of both HDC and LCC are now open and active in preparing for the move. • Furniture installation has commenced (desks), with further installations on 16/17 December 2013 and 3 January 2014.

WORKSTREAM: Museum/Library and Bowdens			
Lead: Zara Matthews, LCC			
Deliverable	Date(s)	Status RAG/✓	Date(s)
Bowdens charity loan offer received	Dec 12	✓	Dec 12
HDC formal acceptance of offer made	Jan 13	✓	Jan 13
LCC supplementary funding for design fees and library furniture secured	Jan 13	✓	Jan 13
Museum partnership legal agreement completed	1 April 13	✓	2 May 13
Museum/library design consultation completed	30 May 13	✓	30 May 13
Integration into WDC contract	5 July 13	✓	10 June 13
Fit out commences	5 August 13	✓	5 Aug 13
First funding draw down made (latest date)	1 Sept 13	✓	11 Oct 13
Fit out complete	30 Nov 13	G	23 Dec 13
“Soft” opening	7 April 14	G	
Commentary			
<ul style="list-style-type: none"> • Works complete as part of Willmott Dixon contract. • Two key items, (display mounts and graphics) have been removed from Willmott Dixon contract, and will be undertaken as a direct contract to HDC • Co-ordination with facilities management and concierge needs workstreams continues. 			

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WORKSTREAM:		Art Strategy	
Lead:	Jayne Wisely		
Deliverable	Date(s)	Status RAG/✓	Date(s)
Arts Council legal agreements in place	Nov 13	✓	
Outline photographs chosen for building	Nov 13		
Agree Panel membership to appoint primary artist	Nov 13	✓	
Expressions of Interest for primary artwork issued.	Dec 13		
Final photographs selected	Dec 13	✓	
Primary artwork submissions reviewed by Panel.	Dec 13	✓	
Installation of “photographs”	Jan 14		
Public consultation on short listed primary artists.	29 Jan 14	✓	
Panel meet and make final decision	24 Feb 14		
Appointment of primary artist.	1 Mar 14		
Installation of Primary Artwork	Jun 14		
Commentary			
<ul style="list-style-type: none"> • Legal agreements with Arts Council has been finalised • Expressions of interest for primary artist have been issued by Creative Leicestershire • Panel membership agreed (Cllr Dr P Bremner, Cllr Johnson, Jayne Wisely, Mark Perris, LCC Arts Curator, Loughborough University Creative Industries Rep, Art Student Robert Smythe School, and LCC Local Heritage Officer). • Panel to meet on 18 December 2013 to agree short list 			

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WORKSTREAM:		Legal Activity	
Lead:		Verina Wenham	
Deliverable	Date(s)	Status RAG/ ✓	Date(s)
Decant legal agreements in place (Millers lease, underlease to LCC, Brooklands lease)	31 Jan 13	✓	31 Jan
Construction contract – SCAPE MOA and contract data.	28 Jan 13	✓	5 April
Substation – wayleave/easement and land transfer for land use.	5 Apr 13	✓	5 Apr
Agreement for licence for LCC (and template for other office tenants) including financial contribution to construction.	Feb 13	✓	14 Aug
Museum partnership legal agreement completed.	30 May 13	✓	30 May 13
Commentary			
<ul style="list-style-type: none"> • Legal agreements for LCC and Bowden’s charity funding secured; first invoices to draw down funding issued to both funding parties. • Resources identified to support development of licenses with future tenants at The Symington Building (retail/offices) as required. • LCC license being drafted and agreed with LCC 			

2.2 Business Case Tracker (as per previously agreed format)

Capital Forecast; see accompanying reports (Project Board Agenda Item 3).

TRANSFORMATION PROGRAMME

2.3 Client Risk Register

Key to Risks			
L = Likelihood	1 Almost Impossible	3 Low	5 High
	2 Very Low	4 Significant	6 Very High
I = Impact	1 Negligible	3 Critical	
	2 Marginal	4 Catastrophic	

Updates in italics

Significant Risks to Achievement of Objectives					
	Risk	Mitigating Actions	Owner	L	I
4	Re-occupation of the building delayed; impacts on footfall into the building and income generation.	Commence planning early; incorporate museum and partner move process into project plan at an early stage. Establish building contract end date and plan for re-occupation with tolerance for change included.	Mark Perris	1	3
5	Political/ stakeholder concerns in respect to design and specification of new and refurbished lifts; especially important given public services (museum/library/council chamber) on upper floors of the building.	Engage shopmobility and accessibility stakeholders in design process to ensure larger scooters/wheelchairs accommodated. Follow action plan identified in Equality Impact Assessment. Ensure Members engaged in design.	Terry Downes/ Chris Clarke	2	3
6	Financial model not achievable for HQ building (high cost OR low income).	Develop fully tested business case prior to commencement of redevelopment works for HQ. Financial scenarios discussed with elected members at Exec Advisory Panel (August meeting) Review construction contract and opportunities for value engineering, additional funding options and contractual re-negotiation. Negotiated Option A Settlement proposal from Wilmott Dixon	Simon Riley	3	3
7	<i>Listed building or change of use applications require modification incurring delay; return on investment and completion date later than planned.</i>	<i>RISK CLOSED – all conditions discharged.</i>	<i>Simon Riley</i> <i>Architects.</i>	1	2
8	New HQ operating models not sustainable in terms of in-house staffing resources once completed.	Service redesign to incorporate “to be” requirements of property redevelopment. New service delivery structures are incorporated into financial modelling.	Simon Riley	3	3

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11	Retail Units not let within required time scale	Joint agent, specialising in the retail sector, has been appointed. Formal offer now received for retail units 1 and 2. Joint agent planning to be convened for specific unit 3 plan.	Mark Perris	3	3
12	Member Induction Process (Difficulties arising from members not completing the Induction in the preferred timescale and difficulties arising from access provision being restricted)	Date set for 15 January 2014. Dates to be communicated to all Members.	Mark Perris	4	2
13	Library Closure	Communications prepared in readiness for any adverse publicity	Rachael Felts	4	2

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2.4 Communications

Work stream lead: Jon Bennett

Brief Description of Workstream

Maintain goodwill and understanding between HDC, Councillors, staff, stakeholders and the local community on issues connected with the redevelopment of the Adam and Eve Street Headquarters. Enable an appropriate dialogue between HDC and these groups in order that they are encouraged to provide views and opinions in a constructive way.

Period Covered From/To: 1 Nov to 2 Dec 2013

Current Status: Red Amber Green

Progress since last meeting	Date(s)	Status RAG/✓
<ul style="list-style-type: none"> - Q&A updated and reviewed on a regular basis - Third community newsletter delivered locally. - Approach to building re-launch fine tuned - Infographic developed to illustrate move back process and shared with staff - Diagram worked up to show desk neighbourhoods for HDC staff as part of introduction to hot desking - Prepared suggested design routes for Symington Building signage - All staff communications to announce handing over of the keys to HDC - Meeting with comms champions to discuss internal communications 	Ongoing Nov 2013 Nov 2013 Nov 2013 Nov 2013 Nov 2013 Nov 2013 Nov 2013	G
Next Actions		
<ul style="list-style-type: none"> - Maintain Q&A - Work through activity plan for building re-opening - Announce lettings at appropriate time - Topping out photo opportunity - Finalise design for signage <p>Other actions</p> <ul style="list-style-type: none"> - Communicate art strategy 	Dec 2013 Dec '13 ongoing Dec '13 ongoing Dec 2013 Dec 2013 Jan 2014	G G G G G G