

TRANSFORMATION PROGRAMME

HIGHLIGHT REPORT: Date 21 August 2013

Sponsor: Anna Graves
Project Manager: Chris Clarke (Client) Terry Downes (Contractor)
Member Governance: Executive Advisory Panel
 Chair: Cllr Paul Bremner

Brief Description of Workstream

Property Review – HQ 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 31 July 2013 to 21 August 2013

Current Status: Red Amber Green

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	G
• Target building occupation date	Mid-Jan 14	Mid-Jan 14	G

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Contractor's Highlight Report

31st July 2013

CONTRACTOR'S REPORT

1.1 Contract Particulars

Contract Start Date	28 th January 2013
Contract Period	47 Weeks
Period Elapsed	27 Weeks
Contract Completion date	20 th December 2013
Forecast Completion date	29th November 2013
Extension of Time requests	0
Extension of Time awards	0
Revised Completion date	N/A
Progress against revised Completion Date	15 Days

1.2 Construction Programme – Key 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	G	18 Oct 13
• Demolition commences	7 Feb 13	✓	Complete
• Internal works commence	7 Mar 13	✓	Complete
• Relocation of server room	16 Aug 13	G	1 Sep 13
• New server room live	19 Aug 13	A	30 Sep 13
• Museum/library fit out commences	29 Aug 13	G	29 Aug 13
• New heating system on	19 Sep 13	G	19 Sep 13
• Retail units substantially complete (shell)	25 Sep 13	G	25 Sep 13
• Handover date	20 Dec 13	G	29 Nov 13

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A revised contractual programme has been submitted by Willmott Dixon formally advising that the contractual end date will be brought forward to the 29th November.

1.3 Contractual Cost / Expenditure

Capital forecast is under review; papers to follow following review of design issues at project board.

Ref	WORKS PACKAGE	PLAN	FORECAST	EXPENDITURE			VALUATION TOTAL
		ORIGINAL GMP VALUE £	PACKAGE VARIATION £	REVISED GMP VALUE £	Spend to 1 June 2013 (Val 1-6)	VAL 7	
-							
-	BUILDING TOTAL C/F	3,440,011	+44,444	3,484,455	247,199	259,646	787,393
42	Preliminaries :	484,613	0	484,613	87,498	29,982	162,167
43	Scaffolding :	178,709	-7,100	171,609	10,000	23,587	31,438
44	Design / Survey Fees :	362,667	0	362,667	206,044	14,900	233,634
45	Pre Const Fees :	75,104	0	75,104	75,104	0	75,104
	On Cost Total	1,101,093	-7,100	1,101,093	378,646	68,469	502,344
	SUB-TOTAL (DEFINED COST)	4,541,104	+37,344	4,578,448	625,845	328,115	1,289,737
46	WDC Fee :	182,438	0	182,438	25,144	43,539	77,196
	SUB TOTAL (EXC. RISK)	4,723,542	+13,844	4,737,386	650,989	379,014	1,379,101
47	Risk Allowance :	84,075	-67,118	16,958	0	0	1,850
-	Adjustment Figure :	-31	-31	-31			
-	MHDC PROJECT TARGET COST	4,807,586	-53,274	4,754,312	650,989	379,014	1,380,951
	MUSEUM TARGET COST (Inc Fees)			572,211			

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1.4 Key Performance Indicators – KPIs (progress)

KPI set as agreed by Member Oversight Group:

Ref	Category	Target value	Last Value	Current Value	Frequency	RAG
KPI 1	Recycling/re-use (as % of waste generated)	80%	94.5%	84.5%	Monthly	G
KPI 2	Workforce mileage (average daily home to site)	50 miles	43 miles	32 miles	Monthly	G
KPI 3	Spend (subcontracts) within:				Monthly.	
	20 miles	26.5	35.0%	36.1%		G
	40 miles	54.0	67.0%	63.9%		G
	60 miles	81.0	79.0%	79.3%		A
KPI 4	Inclusion of local subcontractors in tenders	100%	100%	100%	Monthly	G
KPI 5	Considerate Contractor scheme performance *nb1	38/50	41/50	n/a	First inspection, 5/05/2013. Next in Sept.	G
KPI 6	Safe and Secure site – WDC measurement: *nb2				Monthly	
	Health and Safety Working	90%	96	94		G
	Environment Safety	90%	96	96		G
	Management	30/40	36/40	34/40		G

* **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.

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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.

1.5 Contract Commentary

1.6.1 Works progress update

With the contract now in week 27 the following works are now in progress;

1. Mechanical containment, heating and hot and cold installations.
2. Electrical containment to the ground, 1st and 2nd floor.
3. First fix wiring to 1st, 2nd and third floor.
4. Ventilation ducting to all areas.
5. Air conditioning first fix complete.
6. Walls coated to 1st and 3rd floors
7. Plasterboard partitions complete.
8. All secondary steelwork installed.
9. Windows complete to the North, East and West elevations, south elevation almost complete.
10. External slab for plant areas complete and fencing in place.
11. Platform lift installation

The following works planned in the coming month;

1. Wiring for power data and lighting.
2. Data cabling
3. Security alarm cabling
4. CCTV cabling
5. Suspended ceilings
6. Roller shutter doors
7. Glazed shop fronts
8. Balustrading
9. Commencement of the stairs

1.6.3 Environmental Aspects

None

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1.6.4 Procurement

WDC have procured the following packages, 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 – Tanbry Construction
- Windows and Stained Glass – 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
- 3rd floor ceilings – Ellesmere
- Roller shutters – Syston doors
- Staircase/balustrade - Scala

(100% of subcontract tenders have been offered locally; See KPIs for average mileage of suppliers. A full Buying analysis will be presented to the next Executive Advisory Panel for the project.)

1.6.5 Statutory Utilities

Water supply – N/A

Gas – Meter now ordered

Electric – Land transfer agreed with Western Power; substation now installed and energised.

BT Installation – Client issue – meeting to resolve requirements held, 09/07/2013

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Broadband – Client issue – meeting to resolve requirements held, 09/07/2013.

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. Latest external WDC inspection was conducted on the 24/06/2013; next inspection awaited.

Results of our latest Group Safety inspector reports (average reported in KPI table).

Visit	Date of Inspection	Health & Safety (%) Target 90%	Working Environment (%) Target 90%	Safety Management (out of 40) Target 30
2	23/04	96	96	36
1	21/02	94.67	96.36	34

1.6.7. Planning & Building regulations update (key issues)

Planning Permission granted with conditions.
Listed Building consent conformed by Secretary of State, 3 Jan 13, with conditions.
Supplementary application submitted for addition A2. A3 and A4 use for retail units.

Building Regulations – conditional approval granted; with retained conditions.

Insulation and glazing issues to roof now resolved.
Arrangements for accessible entrance to retail unit 3 now resolved;
English Heritage view has taken precedent (retain step).

1.6.8. Community Engagement update (key issues)

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

SECTION 2 – Client Highlight Report

2.1 Progress against plan (agree format for reporting)

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> <p>A planning application, recommended by Andrew Granger, to widen the planning permission for the retail units from A1 use, to include A2, A3 and A4 use was considered by the Development Control committee on Tuesday 23rd July. The application was approved, but “called in” to Full Council; the decision stands in abeyance until the Council meeting on the 9th September 2013.</p> <p>Interest has now grown considerably in the retail units; viewings of the site have now taken place for all three retail units during week commencing 19th August.</p> <p>Offices:</p> <p>The project team are liaising with Job Centre Plus about a co-location solution (replacing an area of office space on the second floor). There are the outline of in-principle terms agreed, based on knowledge of the affordability of the scheme provided by the JCP estates team but further discussions regarding some requirements are still to take place. The design team are presently developing proposals to discuss with the Job Centre which will inform a more formal negotiation process. In addition, an opportunity is emerging to bring the local Citizen’s Advice Bureau into this proposal, which would provide a larger and more effective space to be used for public service delivery. The CAB property budget, and estate management issues are managed and controlled by Leicestershire County Council, who are also positive about the opportunity. Initial conversations indicate that the CAB are in a fairly flexible position in terms of their exiting property commitments. A meeting was held with the CAB on the 25th July to discuss this approach and heads of terms with the CAB and LCC. The Job Centre Plus proposal would require an agreement to be achieved with CAB as it is unlikely any other suitable occupier could be secured to work alongside JCP in an open plan environment.</p> <p>The combined scheme proposed will be progressed quickly in order to conclude negotiations with Job Centre Plus and resolve if physical design alterations are required. Willmott Dixon are currently assessing the cost implications of any alteration to the scheme, which will be considered as part of the appraisal for selecting any tenants.</p> <p>A formal response from the NHS partner is expected after an internal meeting on 4 September 2013.</p>			

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WORKSTREAM:		Facilities Management and Building Operations	
Lead:		Jonathan Ward Langman	
Deliverable	Plan	Status RAG/✓	Forecast
Procurement route for new services	5 April 2013	✓	10 July
Draft specification for new services	5 April 2013	G	End July
Procurement process	April - Sept		July – Oct
<ul style="list-style-type: none"> • Appointment of FM supplier • Appointment of Concierge supplier • Appointment of Customer Flow Management supplier 		G	2 Sept
		G	16 Sept
		G	30 Sept
Internal advert for building manager		G	15 July
External advert (if required)		✓	29 July
Recruitment		G	July- Aug
Appointment of building manager		G	9 Aug
New service starts – soft landings work to make new build run smoothly.	Mid Nov 2013	G	1 Oct 2013
Commentary			
<p>A decision to seek a partner for the delivery of FM services through external procurement has been reached, and initial procurement work has been undertaken through the GPS framework. A full competition is underway. LCC facilities management colleagues have provided useful comments to the specification process. Work has been undertaken to ensure key building stakeholders have been engaged in the development of requirements for the contract. Alternative arrangements are being considered in the event that an FM partner is not secured.</p> <p>Tender evaluation from bidders is to take place in August, with an appointment to be made in early September.</p> <p>A similar process, for a Concierge service, is also underway; an appointment for this service is expected in mid-September.</p> <p>The procurement process for the supply of a Customer Flow Management system (CFM) is also underway. This system is required before the building can be opened to the public; a contract is expected to be awarded in late September.</p> <p>Shortlisting of applications for the post of Building Services Manager have been completed and interviews will take place in late August/early September.</p>			

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	✓ A	10 July

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Building use protocol (open plan working etc)	1 May 13	G	31 May 13
Space allocation – HDC/ signed-up partners	1 June 13	G	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-Oct 13
Travel plan	mid-Nov 13	G	mid-Oct 13
Building induction and training process design	1 Dec 13	G	1 Nov 13
Building user induction and training starts	mid-Dec 13		Late Oct 13

Commentary

The latest version of the project plan (Revision O) reflects the development of the Cultural change workstream, which is now more fully developed in terms of detail and timetable at present.

Resources for the delivery of the Travel Plan have been identified. Development of the travel survey of employees has commenced, and will be rolled out in the next few weeks.

Draft protocols for the building have been prepared and are now being reviewed by officers within the project team before wider circulation for comment and input. This will be iteratively developed as other key workstreams progress (the protocols are heavily influenced by how FM and ICT systems work so will be in draft until these solutions are identified).

The cultural change workstream will be led by an officer within HDC HR team, supported by occasional specialist input by experienced change managers for key meetings, workshops and events,

Building induction for officers and members is being developed to ensure a smooth transition from current arrangements to the new building.

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	G	Mid-July 2013
Place order for furniture solutions and remaining office furniture	Mid-August 2013	G	Mid-August 2013
Review 2 of building handover process and dates following inclusion of museum/library onto contract	Mid-September 13	G	Mid-September 13
FM Services induction and commence in HQ Building	1 Nov 13	G	1 Nov 13
Building induction and training process design	Nov 13	G	Nov 13
Furniture installation and ICT set up	Dec 13	G	Dec 13
Building occupation (phased)	mid-Dec 13 (start)	G	2-Dec 13 (start)

WORKSTREAM:

Re-Occupation of The Symington Building

Lead:

Mark Perris, HDC

Support:

Chris Clarke, LCC

Zara Matthews, Museum & Library

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<ul style="list-style-type: none"> • HDC Offices • HDC Customer Service • Civic Accommodation • Museum & Library • Other partners 	Mid-Jan 13 (finish)	G	Mid-Dec 13 (finish)
	From mid-Jan 14	G	From mid- Dec13
	TBA		
	TBA		
	TBA		

Commentary

Re-occupation of The Symington Building, for staff, Members and ultimately use by tenants and the public has now been established as a stand-alone workstream for the project.

Following discussion with Willmott Dixon, 2 key review dates have been agreed which will support planning of the re-occupation of the building to ensure this is planned alongside the progress of the building work. The first review has concluded and provided a building hand-over date for planning the re-occupation of the building of the 30th November.

Detailed planning is now in progress which will inform the communications process with staff, elected Members, partner organisations and the public in respect to the process of moving staff, democratic activity and public service delivery back into the Symington Building. At this stage, it is clear that the process of moving back in will commence immediately after handover by Willmott Dixon, with a controlled, phased approach taken that will see HDC re-occupy the building across December 2013 and early 2014. Partners, including LCC will start to move and operate services from February 2014.

An internal officer team has now been convened, incorporating key HDC staff including ICT, HR and Health and Safety colleagues for this part of the project, meeting fortnightly.

Arrangements for Member induction and move back are being developed.

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	G	1 Sept 13
Fit out complete	30 Nov 13	G	30 Nov 13
“Soft” opening	10 March 14	G	
Commentary			
The fit out of the museum and library is underway, with the installation of the temporary exhibition space, and adaptations to the initial mechanical and electrical installations made to ensure the			

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services support the final designs. The first valuation (invoice) which will be passed down for a first funding contribution draw down from the MH&Bowden's charity will be now be that received in early September. Agreement of terms of grant has now been completed, and both parties are now waiting for final legal copy of agreements to be provided for signing (in time for first funding contribution).

Detailed move back in plan agreed, as part of Re-Occupation workstream planning; work will take around 3 months to commence 2nd Dec.13 with soft opening scheduled week of 10th March. Co-ordination with HDC for move out of Millers House in progress. Library scheduled to vacate Millers in Feb. at latest.

Terms of reference for museum trust and service level agreement in progress.

Familiarisation and induction to museum/library for HDC customer services staff planned for weeks of 24 Feb and 3 Mar.

Working to formal launch week of 24 March, with programme of activities. Details in progress.

Co-ordination with facilities management and concierge needs ongoing.

Opening times options in progress, dependent on LCC. All options meet MHBC requirements. Co-ordination with Registrars in progress. Initial version of opening times issued to HDC project manager.

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				
Terms of licence and lease between LCC and HDC have now been agreed. Legal teams have been instructed to prepare the legal documentation. Completion of the heads of terms will now enable the release of LCC finance.				
Initial discussions (non-legal) with JCP and CAB ongoing – prelease agreements.				

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2.2 Business Case Tracker (as per previously agreed format)

Capital Forecast; (no change)

	Oct 2012 Budget	Jan 2013 Baseline	2012/13 Actual (Out- turn)	2013/14 Forecast (Out-turn)	TOTAL Forecast (Out-turn)
BUDGET					
SCAPE					
Contract	4,775,000	4,807,586	1,001,937	3,752,375	4,754,312
Decant	220,000	220,000	240,000	30,000	270,000
Fees (LCC/HDC)	330,000	251,410	142,442	129,315	271,757
Furniture	125,000	125,000	33,150	105,540	138,690
ICT Costs	100,000	100,000	37,442	61,431	98,873
Subtotal	5,550,000	5,503,996	1,454,971	4,078,661	5,533,632
<i>Contingency unallocated</i>	<i>200,000</i>	<i>200,000</i>	<i>0</i>	<i>60,000</i>	<i>140,000</i>
Total	5,750,000	5,703,996	1,454,971	4,138,661	5,673,632

	2013/14 Forecast (Out-turn)	TOTAL Forecast (Out-turn)
Museum/ Library Fit Out Costs	£571,411	£571,411
<i>Grant funding (Max)</i>	<i>£380,000</i>	<i>£380,000</i>
<i>LCC Funding</i>	<i>£188,000</i>	<i>£188,000</i>
<i>HDC contribution (included in contingency above)</i>	<i>£33,411</i>	<i>£33,411</i>

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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. New starter (Asset manager) to lead this workstream.	Mark Perris	1	4
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	4
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. <i>Scenarios to be presented to Exec Advisory Panel at August meeting.</i>	Simon Riley	3	4
7	Listed building or change of use applications require modification incurring delay; return on investment and completion date later than planned.	Ensure financial assumptions are conservative on date of completion. Engage planners/English Heritage in pre-submission to establish acceptability of proposals. <i>All conditions except green travel plan now discharged.</i>	Simon Riley Architects.	1	3
8	New HQ and market hall operating models not sustainable in terms of in-house staffing resources once completed.	Service redesign to incorporate “to be” requirements of property redevelopment.	Norman Proudfoot	3	3
9	Funding Museum commercial costs in longer terms.	Continue to work with Harborough Historic Society to develop and agree self-sustaining business plan	Anna Graves/ Heather Broughton	3	3
10	Tie into the Property strategy	Consider how a refurbished HQ fit into forthcoming aims and objectives of this strategy	Mark Perris	3	3
11	Retail Units not let within	Joint agent, specialising in the retail	Mark Perris	3	3

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	required time scale	sector, has been appointed. <i>Joint agent appointed; number of site visits now conducted.</i>			
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WORKSTREAM:	Communications
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: 10/06/13 to 24/7/13

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 - Draft communication plan for re-occupation of the building prepared and issued for comment to Officer Project Board. - Draft launch activity plan developed and issued for comment to Officer Project Board. 	Ongoing	G
Next Actions		
<ul style="list-style-type: none"> - Maintain Q&A - Develop comm.s plan and launch activity; sign off from Officers, discuss with members at Exec Advisory Panel - Staff comms plan launch - Communicate art strategy - Brief media on retail agent search, with artist impressions - Welfare and comfort: engage staff - Promote finished retail units - Prep for communication on art strategy - Comms around library & museum fit out (30/8) - Access to the Roll of Honour. 11th November 2013 as in previous years for viewing, - External works complete: comms opportunity (19/11) - Building handover 20/12 prep for event - Photographic record being built up for exhibition - Time capsule: awaiting update - Art competition 	<ul style="list-style-type: none"> August 2013 August 2013 Mid-August 2013 May 2013 May 2013 August 2013 June 2013 Prep Oct 2013 Prep Oct 2013 Prep Oct 2013 May 2013 On-going for delivery Jan 2014 On-going for delivery Jan 2014 On-going for delivery Jan 2014 	<ul style="list-style-type: none"> G G G G G G G G G G G G G G G G

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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	

Significant Risks to Achievement of Communications Objectives				
Risk	Mitigating Actions	Owner	L	I
Local people expect a decline in service quality during redevelopment	Information through customer services channels	Rachael Felts	4	2
People living local to the HQ impact on council reputation due to misunderstandings about or grievances with the build	Newsletters to local people and programme of engagement	Jon Bennett	4	2
Operational delays lead to extended disturbance to local people or prolonged impact on service delivery	Expectation management – any material delays to be communicated in an appropriate manner	Jon Bennett	4	2
Operational crisis calls reputation of council into question	Crisis management protocols	Jon Bennett with WD	2	3

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