

**HIGHLIGHT REPORT: 30 October 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: 1<sup>st</sup> October to 31<sup>st</sup> October 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 on forecast expenditure.
Legal Implications	The redevelopment project has four key requirements which will require resources for legal support: <ul style="list-style-type: none"> <li>• Support to enter into a building/refurbishment contract (complete);</li> <li>• Negotiation of temporary leases/licenses associated with temporary accommodation for the Council during the project (complete);</li> <li>• Legal agreement to underpin the operation and funding for Harborough museum (complete);</li> <li>• Legal agreement with future tenants of the Symington Building (ongoing).</li> </ul> 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"> <li>• Roll out of desktop thin client technology ready for decant out of the HQ building (complete)</li> <li>• 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 interdependency.</li> <li>• Communications in Server room being separated to allow business continuity and to prevent any inter-dependencies with build project (ongoing)</li> <li>• Upgrade of CCTV server to suit new system (complete).</li> </ul> The project also necessitates the redevelopment of the Council's data centre, which is a dependency for other Council transformation projects, and is itself dependent upon the re-location/re-routing of a number of external telecommunication lines (by both HDC ICT and LCC ICT). This work is ongoing; and requires completion by end October.
Customer	Re-occupation of The Symington Building will require relocation of frontline service desk; critical planning activity to ensure minimal

<b>Service/Communication Implications</b>	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.
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Project Plan (Summary) CURRENT STAGE 3 (Decant and Mobilise)	Planned Date	Actual Date	Status RAG/ ✓
<b>KEY STAGE 4 MILESTONES (Construction)</b>			
• 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	<b>20 Dec 13</b>	<b>G</b>
• Target building occupation date	Mid-Jan 14	Mid-Jan 14	<b>G</b>

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<b>APPENDICES</b>		

# M291 Harborough District Council

## Contractor's Highlight Report

9<sup>th</sup> October 2013

### **CONTRACTOR'S REPORT**

*Based on Progress Report No. 9.*

#### **1.1 Contract Particulars**

<b>Contract Start Date</b>	28 <sup>th</sup> January 2013
<b>Contract Period</b>	47 Weeks
<b>Period Elapsed</b>	37 Weeks
<b>Contract Completion date</b>	20 <sup>th</sup> December 2013
<b>Forecast Completion date</b>	29 <sup>th</sup> November 2013
<b>Extension of Time requests</b>	6
<b>Extension of Time awards</b>	6
<b>Revised Contract end date</b>	03 <sup>rd</sup> February 2013
<b>Anticipated Completion Date</b>	16 <sup>th</sup> December 2013

#### **1.2 Construction Programme – Key Dates**

	<b>Original</b>	<b>RAG</b>	<b>Revised</b>
• 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 starts	16 Aug 13	✓	1 Sep 13
• New server room live	19 Aug 13	G	3 Nov 13
• Museum/library fit out commences	29 Aug 13	✓	29 Aug 13
• New heating system on	19 Sep 13	✓	19 Sep 13

# M291 Harborough District Council

## Contractor's Highlight Report

### 9<sup>th</sup> October 2013

• Retail units substantially complete (shell)	25 Sep 13	✓	25 Sep 13
• Handover date	20 Dec 13	G	16 Dec 13

### 1.3 Contractual Cost / Expenditure

Capital forecast is dealt with as a separate paper to the Executive Advisory Panel

# M291 Harborough District Council

## Contractor's Highlight Report

9<sup>th</sup> October 2013

### 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%	95.8%	95.8%	Monthly	G
KPI 2	Workforce mileage (average daily home to site)	50 miles	32 miles	32 miles	Monthly	G
KPI 3	Spend (subcontracts) within:				Monthly.	
	20 miles	26.5	39.9%	39.9%		G
	40 miles	54.0	68.0%	68.0%		G
	60 miles	81.0	81.0%	81.0%	G	
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	Second inspection 11/10/2013, scores awaited.	G
KPI 6	Safe and Secure site – WDC measurement:* nb2				Monthly	
	Health and Safety	90%	90	94		G
	Working Environment	90%	93	97.27		G
	Safety Management	30/40	32/40	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.

**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 37 the following works are now in progress;

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## Contractor's Highlight Report

9<sup>th</sup> October 2013

1. Lighting installation to 2<sup>nd</sup> and third floors
2. Decoration to ground floor
3. External windows to south elevation ground floor
4. Glazing to third floor offices
5. Installation of stairs and balustrading
6. Server room installation
7. Doors to Job Centre Plus
8. External doors
9. Museum fit out
10. Testing and balancing of the heating system.
11. Testing of the electrical system
12. Goods lift modifications

The following works planned in the coming month;

1. Electrical 2<sup>nd</sup> fix, sockets and lights ground floor and first floor
2. Fix radiator covers.
3. Main lift DDA alterations and reline car.
4. Decoration touches up and make good.
5. Carpets to 3<sup>rd</sup>, 2<sup>nd</sup> and ground.
6. Floor tiling to arcade
7. Window blind samples
8. Commence snagging and defects
9. Testing and commissioning.

### 1.6.3 Environmental Aspects

None

### 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

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### 9<sup>th</sup> October 2013

- Shot blasting & intumescent paint – GRJ Contracting Ltd
- Structural Demolition / joinery – Tanbry Construction
- Windows / Shop fronts / staining / 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
- 3<sup>rd</sup> Floor ceilings – Ellesmere
- Rollershutters – Syston Doors
- Staircase / balustrade – Scala
- Tiling – Tanbry
- Lifts – Morris Vermaport
- Blinds – Kadee Blinds

#### 1.6.5 Statutory Utilities

Water supply – N/A

Gas – New meter installed

Electric – New supply complete, existing supply to terminate following server room completion on 29<sup>th</sup> October.

BT Installation – All fibre moves will be completed on 26 October.

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

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

Visit	Date of Inspection	Health & Safety (%)	Working Environment (%)	Safety Management (out of 40)
1	21/02/13	94.67	96.36	34

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9<sup>th</sup> October 2013

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

#### 1.6.7. Planning & Building regulations update (key issues)

Planning Permission granted with conditions, including planning uses A1 to A4 for retail units on 09 September 2013.

Listed Building consent conformed by Secretary of State, 3 Jan 13, with conditions.

Building Regulations – conditional approval granted; with retained conditions.

#### 1.6.8. Community Engagement update (key issues)

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

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)**

<b>WORKSTREAM:</b> Client Managed Fit Out Elements			
<b>Lead:</b>	Mark Perris		
<b>Deliverable</b>	<b>Plan</b>	<b>Status RAG/ ✓</b>	<b>Forecast</b>
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			
<b>Commentary</b>			
<p>In order to achieve financial and programme commitments from Willmott Dixon, several key fit out responsibilities are being removed from the main contract and will be taken on by the project delivery team and managed in-house. These include the items identified above.</p> <ul style="list-style-type: none"> <li>• Wayfinding refers to directional signage to the Symington Building</li> <li>• External signage and banners are required to be approved by the Planning Authority in accordance with the conditions of approval on the Symington Building.</li> <li>• Interior design</li> <li>• Internal Signage (non statutory)</li> <li>• Cycle Shelter</li> <li>• Audio Visual</li> <li>• Customer Flow Management</li> </ul>			

## TRANSFORMATION PROGRAMME

<b>WORKSTREAM:</b>		<b>Lettings Strategy</b>	
<b>Lead:</b>		Mark Perris, Retail	Chris Clarke, Offices
<b>Deliverable</b>	<b>Plan</b>	<b>Status RAG/✓</b>	<b>Forecast</b>
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
<b>Commentary</b>			
<p>Retail:</p> <ul style="list-style-type: none"> <li>• Planning permission for the retail units from A1 use, to include A2, A3 and A4 use was approved.</li> <li>• Offers for Units 1 &amp; 2 received, draft Heads of Terms being discussed.</li> <li>• Three interested parties in Unit 3, and viewings by two undertaken.</li> </ul> <p>Offices:</p> <ul style="list-style-type: none"> <li>• Awaiting response from Job Centre Plus on proposed offer, likely to be November 2013, delayed due to ministerial change.</li> <li>• Negotiations ongoing with the Citizens Advice Bureau.</li> <li>• Viewing with NHS but no specific interest.</li> </ul>			

## TRANSFORMATION PROGRAMME

<b>WORKSTREAM:</b>		<b>Facilities Management and Building Operations</b>	
<b>Lead:</b>	Helen Williams		
<b>Deliverable</b>	<b>Plan</b>	<b>Status RAG/✓</b>	<b>Forecast</b>
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
<ul style="list-style-type: none"> <li>• Appointment of FM supplier</li> <li>• Appointment of Concierge supplier</li> <li>• Appointment of Customer Flow Management supplier</li> </ul>		✓ G G	2 Sept 16 Sept 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
<b>Commentary</b>			
<ul style="list-style-type: none"> <li>• ISS have been appointed as preferred bidder for Facilities Management services. Contract negotiations ongoing.</li> <li>• Building Manager, Helen Williams has commenced employment.</li> <li>• Discussions ongoing regarding mechanical and electrical maintenance in the first year, either Willmott Dixon or ISS.</li> <li>• Concierge to be undertaken in house, recruitment process has commenced.</li> </ul>			

## TRANSFORMATION PROGRAMME

WORKSTREAM:	<b>Cultural Change; Incorporating Office Space Planning, Building Use Protocols, Green Travel Plan</b>		
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	G	mid-Oct 13
Building induction and training process design	1 Dec 13	G	1 Dec 13
Building user induction and training starts	mid-Dec 13	G	Nov 13
Commentary			
<ul style="list-style-type: none"> <li>• Draft protocols for the building have been prepared</li> <li>• Cultural change joint agency workshop took place on the 9<sup>th</sup> of October with positive feedback received and an action plan put in place.</li> <li>• FAQ's have also been drafted and will be a live document and will be placed on the intranet.</li> <li>• Building intranet to be finalised.</li> <li>• Travel plan draft being prepared.</li> <li>• Travel Plan survey of members response levels were low 3/37</li> </ul>			

## TRANSFORMATION PROGRAMME

<b>WORKSTREAM: Re-Occupation of The Symington Building</b>			
<b>Lead:</b>		Mark Perris, HDC	
<b>Support:</b>		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	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	✓	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
<ul style="list-style-type: none"> <li>• Building occupation (phased)</li> <li>• HDC Offices                             <ul style="list-style-type: none"> <li>• HDC Customer Service</li> <li>• Civic Accommodation</li> <li>• Museum &amp; Library</li> <li>• Other partners</li> </ul> </li> </ul>	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>From Mar 14</b>
<b>Commentary</b>			
<ul style="list-style-type: none"> <li>• Contractual completion date for the redevelopment works of the 20<sup>th</sup> December.</li> <li>• 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.</li> <li>• Millers House will close to Harborough District Council service users on Friday 24<sup>th</sup> January 2014.</li> <li>• The Symington Building will then open to HDC service users from Monday 27<sup>th</sup> January.</li> <li>• The library will continue to operate at Millers House closing to the public from the 8<sup>th</sup> February 2014.</li> <li>• The library/museum service will open through a soft launch to the public early in April 2014.</li> <li>• There will therefore be no library provision in Market Harborough for a period of 8 weeks while the service relocates.</li> <li>• 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 8<sup>th</sup> February.</li> <li>• Other LCC and partner services will then follow gradually.</li> <li>• A similar phased approach is proposed in recommencing democratic/civic activity, with smaller meetings starting in March, and a full restart of democratic activity from the 1<sup>st</sup></li> </ul>			

## TRANSFORMATION PROGRAMME

<p>April.</p> <ul style="list-style-type: none"> <li>• A full formal launch of the building is being organised for April/May 2014.</li> <li>• Communications channels with staff of both HDC and LCC are now open and active in preparing for the move.</li> </ul>
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<b>WORKSTREAM:</b>		<b>Museum/Library and Bowdens</b>	
<b>Lead:</b>		<b>Zara Matthews, LCC</b>	
<b>Deliverable</b>	<b>Date(s)</b>	<b>Status RAG/✓</b>	<b>Date(s)</b>
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	11 Oct 13
Fit out complete	30 Nov 13	G	23 Dec 13
“Soft” opening	10 March 14	G	
<b>Commentary</b>			
<ul style="list-style-type: none"> <li>• Works progressing well as part of Willmott Dixon contract.</li> <li>• Two key items, (display mounts and graphics) have been removed from Willmott Dixon contract, and will be undertaken as a direct contract to HDC</li> <li>• Co-ordination with facilities management and concierge needs workstreams continues.</li> </ul>			

## TRANSFORMATION PROGRAMME

<b>WORKSTREAM:</b>	<b>Legal Activity</b>		
<b>Lead:</b>	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"> <li>Legal agreements for LCC and Bowden’s charity funding secured; first invoices to draw down funding issued to both funding parties.</li> <li>Resources identified to support development of licenses with future tenants at The Symington Building (retail/offices) as required.</li> </ul>			

### 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			
<b>L = Likelihood</b>	1 Almost Impossible	3 Low	5 High
	2 Very Low	4 Significant	6 Very High
<b>I = Impact</b>	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	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. All conditions except green travel plan now discharged.	Simon Riley  Architects.	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



## TRANSFORMATION PROGRAMME

9	<i>Funding Museum commercial costs in longer terms.</i>	<i>RISK CLOSED: Legal agreement in place formalising working relationship between partners; risk transferred from project to business as usual practice.</i>	<i>Anna Graves/ Heather Broughton</i>	3	3
10	<i>Tie into the Property strategy</i>	<i>RISK CLOSED: Asset Strategy now in place; HQ project referenced.</i>	<i>Mark Perris</i>	3	3
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

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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:** 11<sup>th</sup> Sept to 9<sup>th</sup> Oct 2013

**Current Status:** Red Amber Green

Progress since last meeting	Date(s)	Status RAG/✓
- Q&A updated and reviewed on a regular basis	Ongoing	G
- Third community newsletter in progress with WD.	Ongoing	G
- Approach to building re-launch agreed	Sept 2013	
- Agreed approach to communication of lettings	Sept 2013	
- Media relations concerning planning change of use	Sept 2013	
- Advised on LCC staff bulletin	Sept 2013	
- Revised comms plan incorporating internal comms	Sept 2013	
- Costed proposals for building re-launch	9 Oct 2013	
- Meeting with comms champions		
Next Actions		
- Maintain Q&A	Oct 2013	G
- Finalise third community newsletter	Oct 2013	G
- Draft intranet FAQ based on timings for move back	Oct 2013	G
- Prepare visualisation of move back process	Oct 2013	G
- Staff engagement on room naming themes	Oct 2013	G
- Weekly countdown emails	Ongoing	G
- Introduce facilities management team	Oct 2013	G
- Staff tours of site	Oct 2013	G
- Staff induction materials to be finalised	23 Oct 2013	A
- Member briefing	Nov 2013	A
- Staff communications on travel plan	Nov 2013	G
- Media and public briefings on co-location of services	Nov 2013	G
- Communicate new working practices/protocols	Jan 2014	G
- Time capsule and topping out	May 2014	G
- Community relaunch		G
- Announce lettings at appropriate time		
Other actions	TBC	G
- Communicate art strategy	Prep Oct 2013	G
- Access to the Roll of Honour :11 <sup>th</sup> November 2013	Ongoing	G

TRANSFORMATION PROGRAMME

- Photographic record being built up for exhibition		
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## TRANSFORMATION PROGRAMME

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

Significant Risks to Achievement of Communications Objectives				
Risk	Mitigating Actions	Owner	L	I
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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