

Estate Rationalisation, Change & Technology



Date

17 March 2010

Presented by

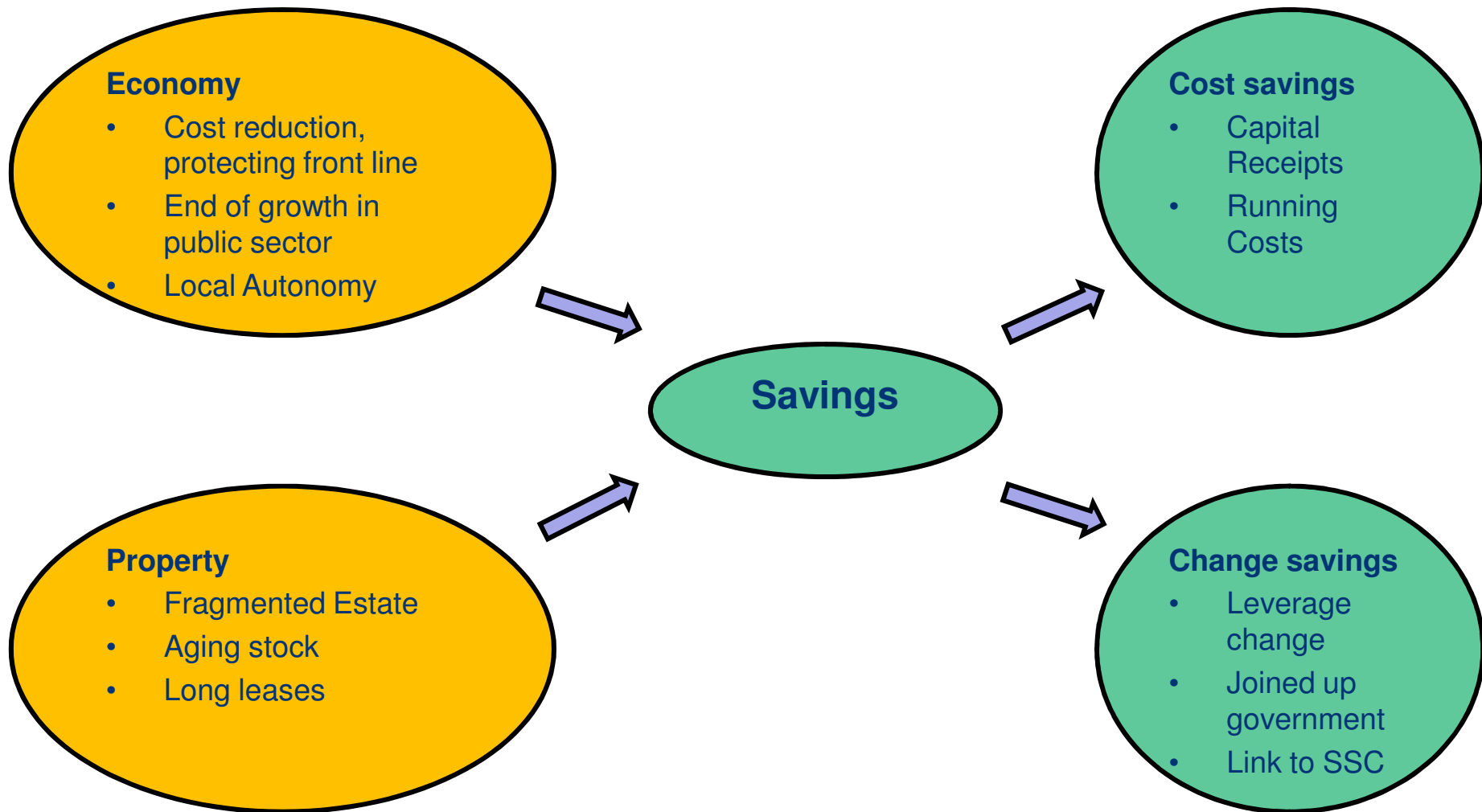
Stephen Foot

Objective of session



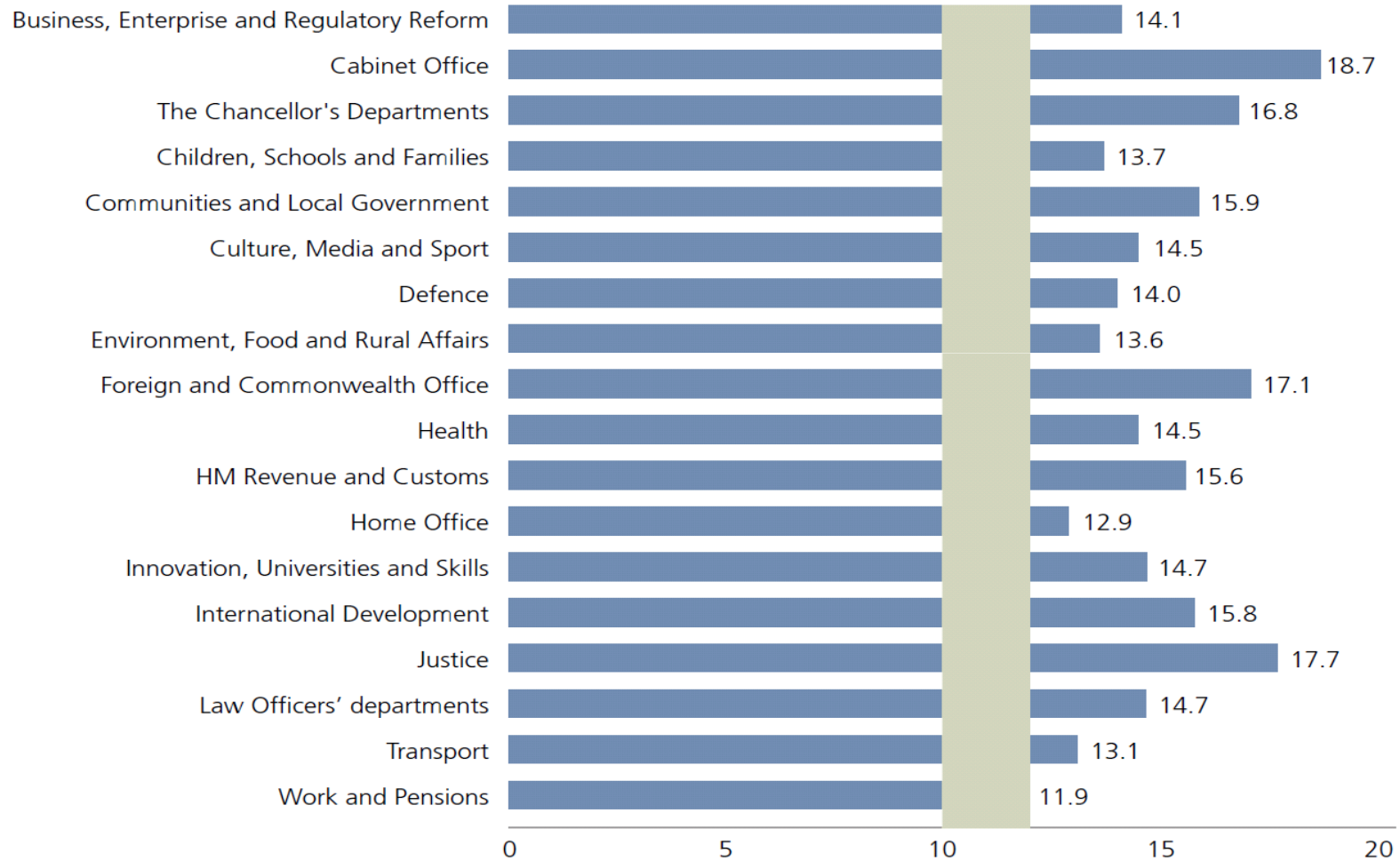
- The Context
- Opportunities
- Mapping the Journey
- The Opportunity & Ingredients
- Barriers
- The Business Case
- Delivering the Change

Context




State of the Estate

Figure C.5 Space occupation in square metres per Full Time Equivalent by department



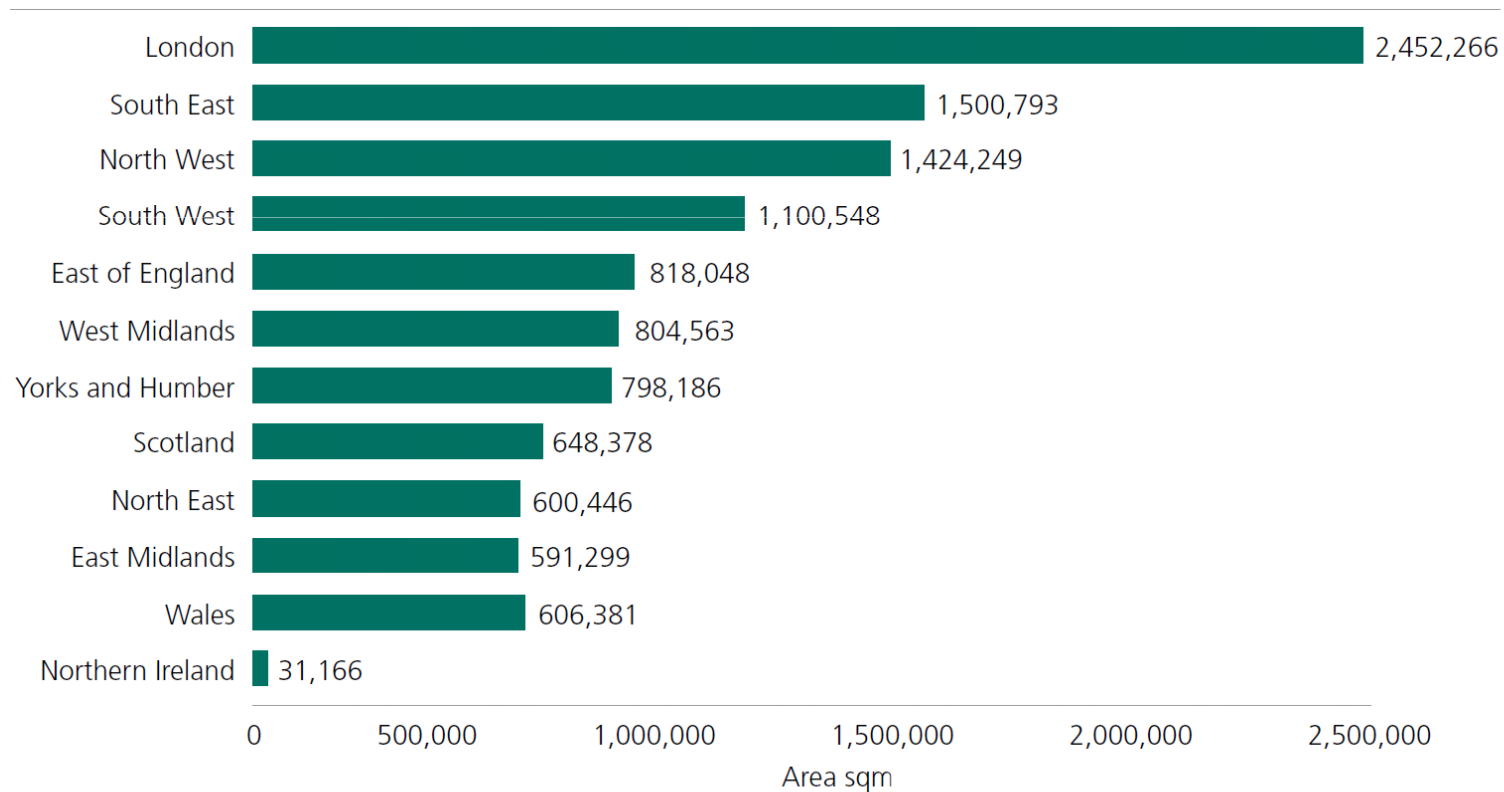
Key

 Government Workspace Standard 10-12sqm per FTE

State of the Estate



Figure B.4 Total area of the estate in each Government Office region, Scotland and Wales at 31 December 2008



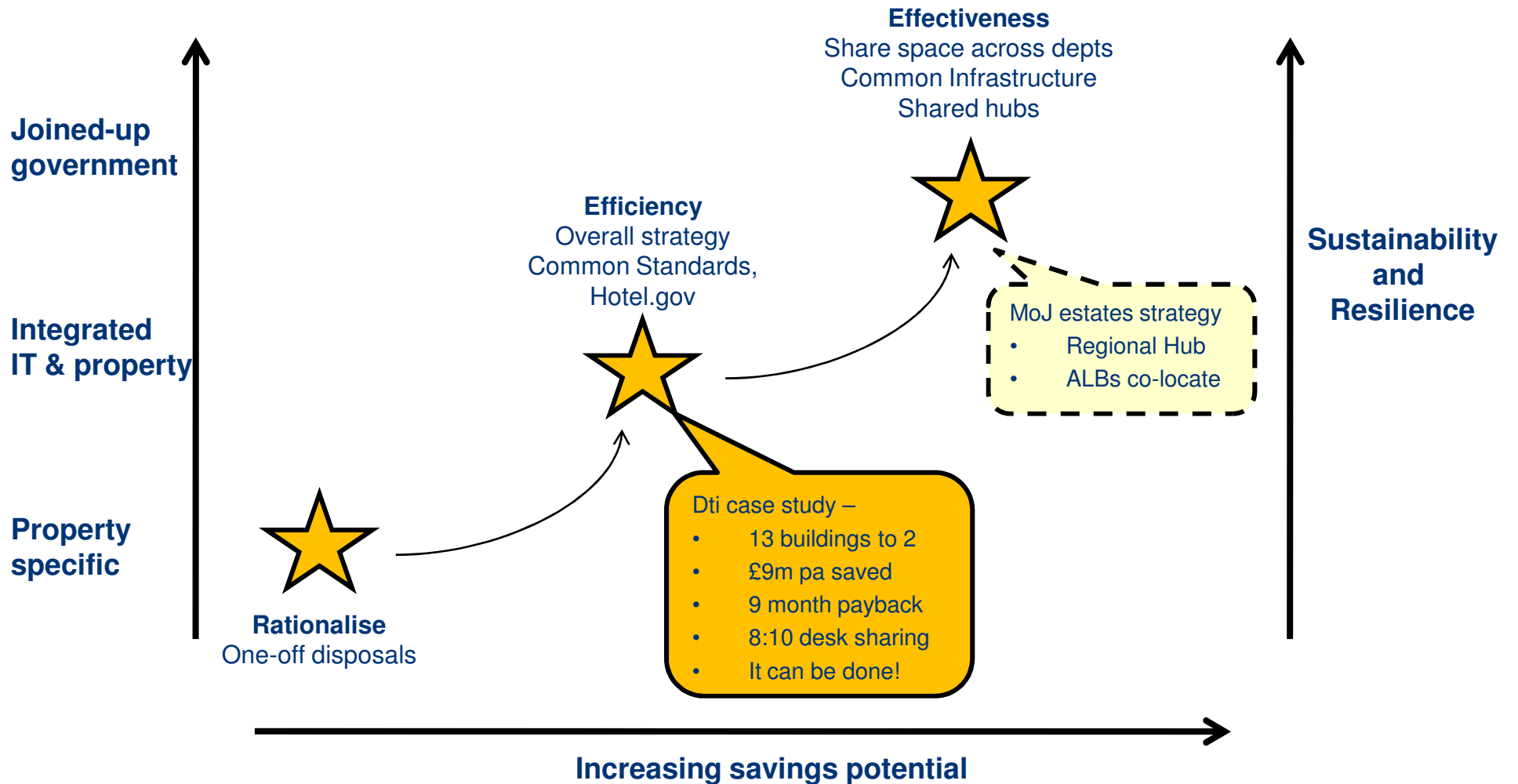
The challenge



To:

- Achieve reduction in office accommodation of 30%
- £20bn asset sales & £5bn running costs
- Improve transparency and accountability
- To innovate and promote joined up government
- Set the pace by moving to sustainable offices

Level of ambition



The BIS “2 roofs” project



STATS

- 13 buildings originally
- 2 finally - refurbished, not new
- £9m per annum saved
- 9 month payback

LESSONS

- Very strong sponsorship
- Burning platform for change

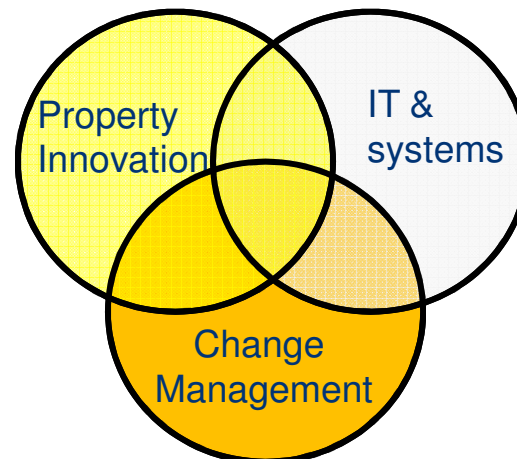
SOLUTION

- Three integrated elements

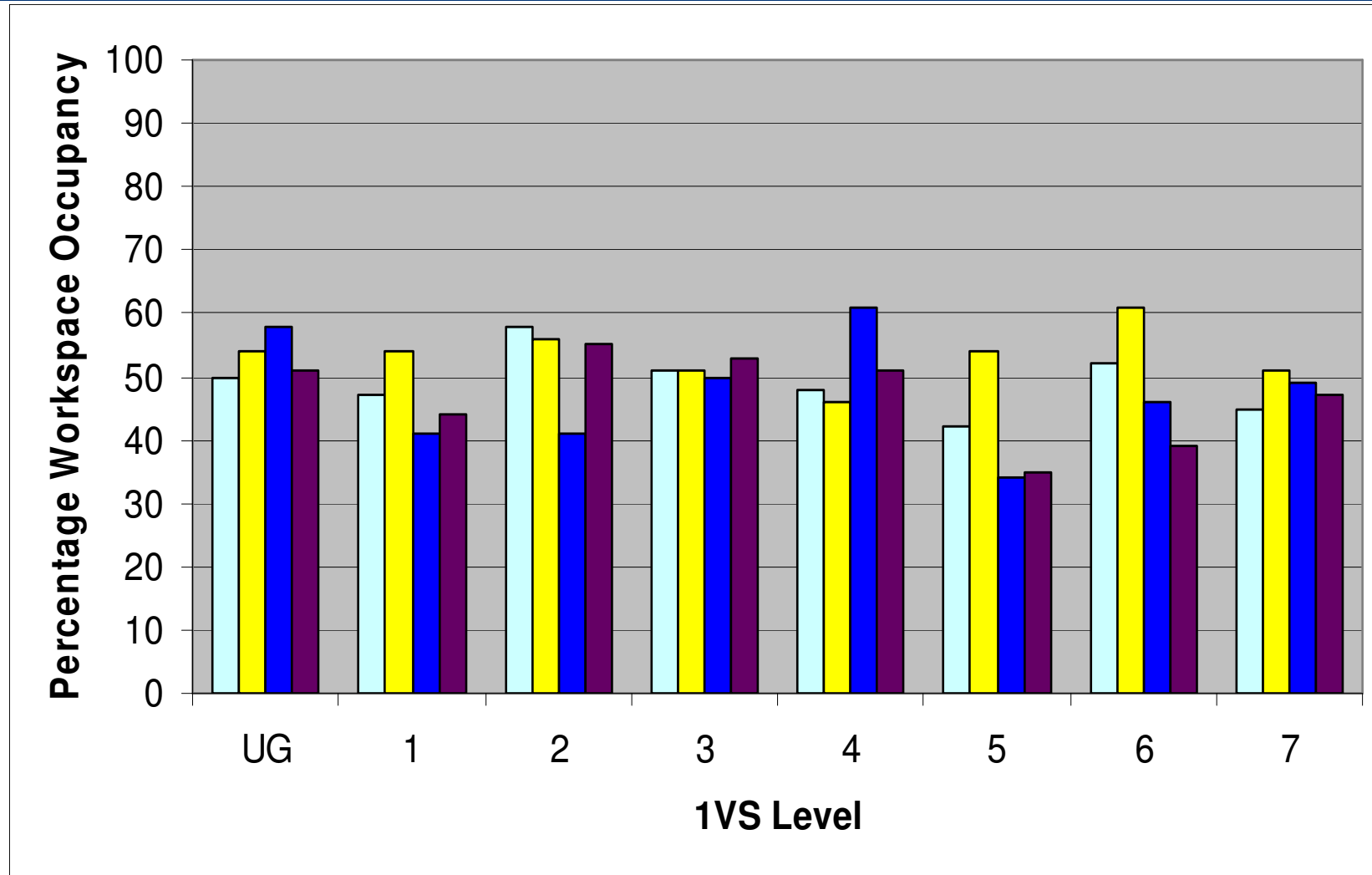


From...

...to



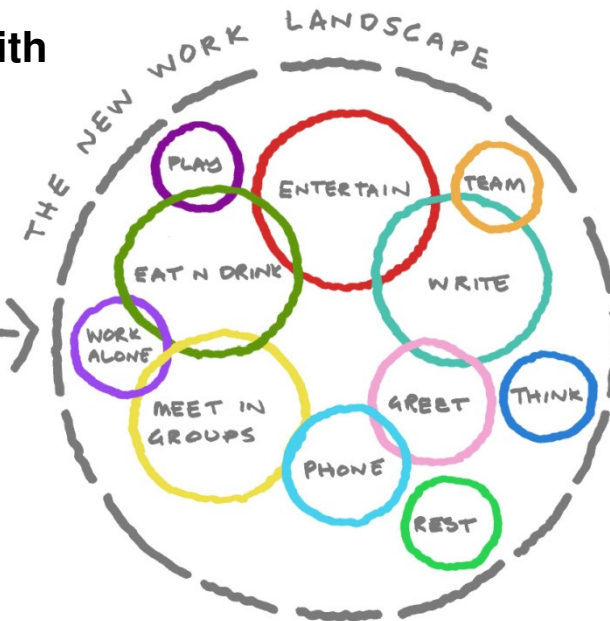
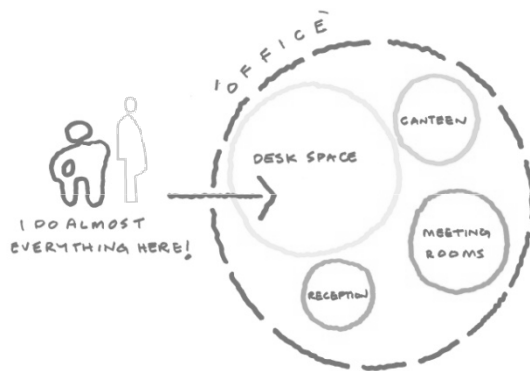
Estates- Data is key



Source: BIS

The FSA

= endless possibilities with flexibility and choice



“a flexible workplace where we can be creative, work effectively and communicate well with others”

The MoJ



- MoJ formed in 2007
- 2720 properties
- £10b annual spend
- 80,000 people

The opportunity



Re-align Property occupancy with Business Strategy

Focus property solution on the business problem
Seek to align commitments to Business lifecycle

Re-categorise space

Core/ non core space
Hotel.gov

Joined up working

Co-locate with delivery partners
Align the ALBs

Flexible working

Encourage more flexible working in staff
Develop staff management capabilities

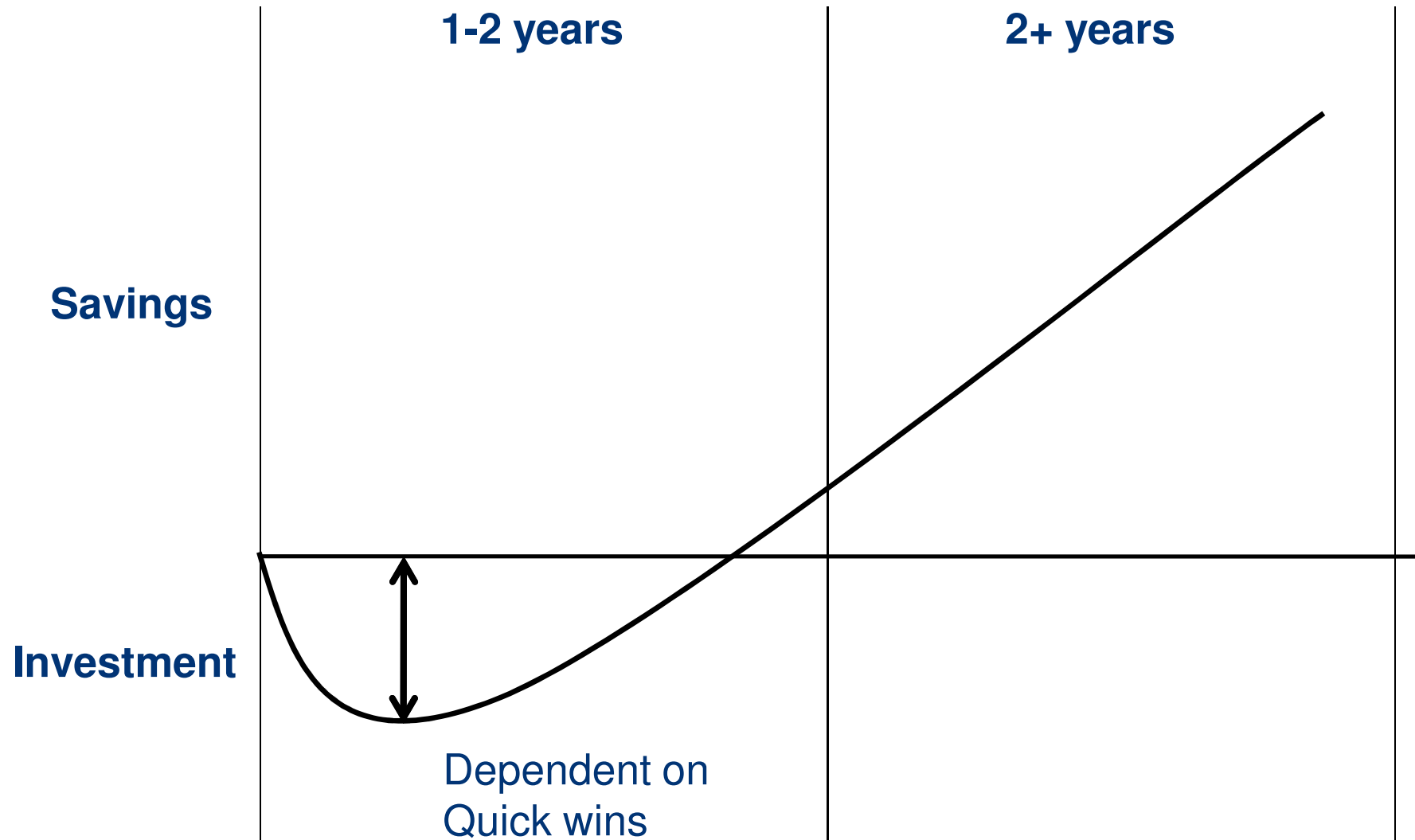
Leveraging change



Barriers

- Change overload
- Fragmented Estate
 - 1500 property managers
 - Local autonomy
- No “spend to save” funds
- Long term commitments (Leases, PFI, Steps/Prime)
- IT, security, HR silos
- Ownership & Sponsorship

Benefits flow



The business case



- Define Long term Goal
 - The business challenge
 - Where, how many people, partners
- What is stopping you
 - People, technology, estates
- Implementable Strategy – incremental steps
- Role of ALBs
- Stakeholders

Conclusion

- Property can be used as lever for change
- Up front investment can be minimised & pay back shortened
- Essential to get full buy in from very top
- Integrated Estates, ICT, FM, HR Change Programme
- Define implementable steps