

# Project Charter

1. <i>Project title</i>	<b>Service Accommodation Review</b>	5. <i>Reference</i>	P002
2. <i>Manager (interim)</i>	<b>David Bailey, Head of Transformation</b>	6. <i>Date</i>	22 Feb 2016
3. <i>Sponsor</i>	<b>Bob Palmer, Director of Resources</b>	7. <i>Version</i>	2.0 (23 Mar 2016)
4. <i>Corporate Plan link</i>	<b>Aim 1.b. Property assets</b>		
<b>8. Problem statement</b>		<b>9. Objectives, targets &amp; goals</b>	
<p>The Cabinet want to reduce spending and increase income generation to keep Council Tax low and protect front line services.</p> <p>Service accommodation costs are a major expenditure. The Cabinet have requested an options paper with feasibility on reducing the authority's use of service accommodation.</p>		<ul style="list-style-type: none"> <li>▪ Complete feasibility study of four options (see 'in scope' for details).</li> <li>▪ Present findings to a joint Management Board and Cabinet meeting.</li> </ul>	
<b>10. In scope</b>	<b>11. Out of scope</b>	<b>12. Benefits</b>	
<ul style="list-style-type: none"> <li>▪ Review to include all EFDC service accommodation: depots, Hemnall Street, Civic Offices, Debden Broadway offices.</li> <li>▪ Review to test four options:               <ol style="list-style-type: none"> <li>1. No change;</li> <li>2. Reduce Civic Office footprint by 50% and use vacated land for housing/ commercial redevelopment;</li> <li>3. Vacate Epping Civic Offices and move to new building – potentially on Council owned land;</li> <li>4. As option 3, but continue to provide front of house and civic facility in Epping town – potentially at current location.</li> <li>5. Other options that may come forward through the study.</li> </ol> </li> <li>▪ Flexible, mobile and home working policies.</li> <li>▪ Travel to work, i.e. car parking.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning or undertaking the works – this project is to undertake a high level feasibility study and present options to a joint meeting of Management Board and the Cabinet.</li> <li>▪ <u>Changes</u> to flexible, mobile and home working policies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Potential release of capital receipt from sale of accommodation.</li> <li>▪ Potential reduction in accommodation operating costs.</li> </ul>	
<b>13. Change approach</b>		<b>14. Dependencies and constraints</b>	
<p>Use external specialists, including space planning and urbanisation planning. In-house project management.</p>		<p>Construction of new Housing Hub and Oakwood Hill depot (subject to planning permission), review of Leisure Services contract. Flexible and home working policy. Common Operating Model and new ways of working, for example electronic document storage.</p>	

<b>15. Timeline</b>		<b>16. Data</b>	
Mar 2016	Team meeting, terms of reference and actions.	Initial discovery has provided a snapshot of data regarding the use and cost of the Civic Offices: staff workstations and car parking.	
Apr	Feasibility.		
May	Report writing.		
Jun	Presentation to Joint Management Board & Cabinet meeting.		
Jul	Project closure.		
<b>17. Project members</b>		<b>18. Change control</b>	
Project Sponsor: Bob Palmer, Director of Resources Programme Lead: David Bailey, Head of Transformation Project Manager (interim): David Bailey, Head of Transformation Transformation: Gareth Nicholas, National Management Trainee Facilities and ICT: David Newton, Assistant Director, ICT and FM Refurbishment: Mike Hobbs, Facilities Manager Accountancy: Peter Maddock, Assistant Director, Accountancy Human resources: Paula Maginnis, Assistant Director, Human Resources or representative Estates: Kassandra Polyzoides, Assistant Director, Planning Policy and Economic Development Estates: Karim Pabani, Chief Estates Officer Specialist consultants: To be determined, consultants		Amends 23.03.2016	