

Perceval House Decant Strategy



Key Objectives for Perceval House Redevelopment

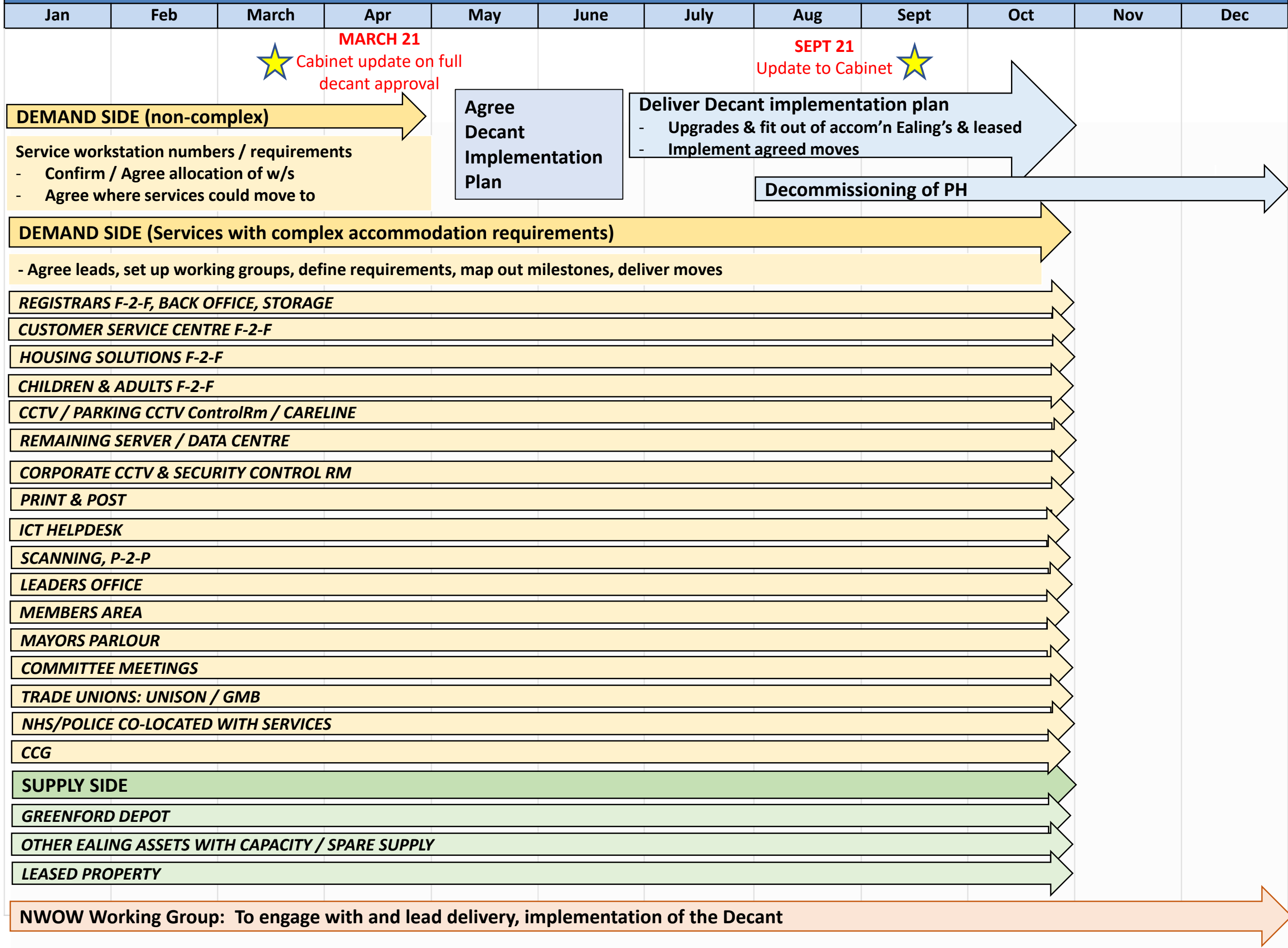
- To provide new more efficient to run office accommodation for Council's HQ. 100,000 ft² new offices and a Customer Service Centre/Library of 30,000 ft²
- To develop a mixed use scheme with 50% of the housing being affordable
- The Council to have an option to purchase the affordable homes (most likely via Broadway Living) at an agreed price as set out in the Employer's Requirements and the bidders' development assumptions
- To share in the development risks and to share in the rewards of a successful development in order to increase the return to the Council
- A scheme which will not require the Council to make additional funding available for the cost of its accommodation requirements and potentially generate a surplus beyond this
- A high quality scheme that enhances the town centre and contributes to further regeneration in the town centre
- To engage with the workforce and services to plan out and ensure that interim and longer term working arrangements support the council and staff to continue to effectively deliver services in a changing environment

Perceval House Development Current Position

	Partial Decant	Full Decant
Planning Application submitted	Sep 2020	Sep 2020
Planning Committee	Feb 2021	Feb 2021
Cabinet	Mar 2021	Mar 2021
Planning Decision	Apr 2021	Apr 2021
Commence Decant from front two claws	Aug 2021	
Commencement of Phase 1 AH units	Nov 2021	Dec 2021
Handover/Demolition of Perceval House commenced	Sept 2021	Dec 2021
Completion of the Phase 1 AH residential	Mar 2023	Apr 2023
Completion of the council offices	Nov 2024	Nov 2024
Completion of AH Phase 2	Dec 2026	Mar 2025
Completion of AH Phase 3	Nov 2028	Dec 2026
Completion of the whole scheme	Mar 2029	Jun 2027

- Vistry selected as development partner
- Development Agreement signed February 2019
- Planning Committee targeted February 2021
- Building works commence Summer 2021
- Current plan for a full decant out of PH by December 2021
- New office building completed Nov 2024
- 477 homes with a total of 1215 habitable rooms of which 601 are private and 614 are affordable housing, a 50.5% affordable housing scheme
- Phased delivery of housing development throughout the project, completed by 2028

DECANT ACTION PLAN & IMPLEMENTATION TIMELINES 2021



Proposed locations for services with complex accommodation requirements

Service with complex accommodation requirements	Division	Proposed location during decant	Proposed permanent location	Comments on location
Members Area	Legal & Democratic Services	TBC - Central Ealing Leased	Town Hall	Member preference for being co-located at whichever leased building in Central Ealing , options being prepared for consideration
Committee meetings	Legal & Democratic Services	TBC - Greenford Hall and / or find options in Central Ealing	Town Hall	Greenford Hall option for some of the committee meetings and full council. Cabinet preference for Central Ealing venues including possibly the Central Library for committee meetings but probably not big enough for full Council. Options are being considered for further discussion/consultation
Mayors Parlour / Rm 1.12	Legal & Democratic Services	TBC - Central Ealing Leased	Town Hall	Preference to maintain a presence in Central Ealing during decant. Options being prepared for consultation.
Leaders Office	Strategy & Engagement	Central Ealing Leased	New Office	Preference to maintain a presence in Central Ealing during decant
Trade Unions: Unison, GMB	HR and OD	TBC	TBC	Likely to be in an existing council building, options being prepared for consultation.

Proposed locations for services with complex accommodation requirements

Service with complex accommodation requirements	Division	Proposed location during decant	Proposed permanent location	Comments on location
Registrars f-2-f , Registrars back-office, secure storage	Customer & Transactional Services	Central Ealing Location	Ealing Town Hall	The GRO will expect that the services are provided in central Ealing with easy access to all transport routes. Wedding services to continue to be delivered from the Brentham until service moves back into the Town Hall. Will require specific storage to meet archive standards.
Customer Centre f-2-f	Customer & Transactional Services	Options being considered	Central Ealing or other option	A range of opportunities are being explored to engage with customers in the community and to look at the opportunities to maximise our existing estate and technology in future delivery that may reduce the demands on a new corporate centre
Scanning & P-2-P	Customer & Transactional Services	Greenford Depot	Greenford Depot or New Office	Permanent location depends on future of Greenford Depot
Post Print and Documents Solutions Team	ICT (CIO) & Property Services	Greenford Depot	Greenford Depot or New Office	Permanent location Depends on future of Greenford Depot
Remaining server/data centre	ICT (CIO) & Property Services	TBC	Becomes redundant or reinstalled into new office	Option of going offsite e.g. to Crown Hosting being considered
Corporate CCTV and security control room	ICT (CIO) & Property Services	Greenford Depot	Greenford Depot	Best located with rest of ICT & Property Services
ICT Helpdesk	ICT (CIO) & Property Services	Greenford Depot/Central Ealing location	Greenford Depot/new office	Depends on future of Greenford Depot. Helpdesk could be mainly virtual in future, will still need an ICT build room/place to pick up kit.

Proposed locations for services with complex accommodation requirements

Service with complex accommodation requirements	Division	Proposed location during decant	Proposed permanent location	Comments on location
Housing solutions f-2-f	Community Development	Options being considered	Decant location or New Office	A range of opportunities are being explored to engage with customers in the community and to look at the opportunities to maximise our existing estate and technology in future delivery that may reduce the demands on a new corporate centre
CCTV	Community Development	Copley Close	Copley Close	Releases space in new Office. Looking to co-locate all of these services
Parking CCTV control room	Place Delivery	Copley Close	Copley Close	
Careline	Place Delivery	Copley Close	Copley Close	
Partners				
NHS/Police in ECIRS team	Children and Families	TBC	TBC	TBC if still required to be co located with council services. If yes go with Children's Services to agreed location. If co-located Police / NHS will require ICT provision that they will need to specify
Police	Community Development	TBC	TBC	TBC if will still be co located with council services If yes co-locate with Safer Communities and could move to Copley Close site. If co-located Police will require ICT provision that they will need to specify
CCG	Children & Families	TBC	TBC	Currently occupy 3rd floor NW in PH. Contact made with CCG, confirming if they wish to co-locate with the council and have asked for specification for requirements. If co-located CCG will require ICT provision that they will need to specify

Key Risks/Dependencies of Full Decant

Property

- Some **services with more complex accommodation requirements** will need suitable locations to be identified and completed before decant - max 10 months e.g. CCTV
- Majority of workstations will be provided at **Greenford Depot**. Need to finalise scheme design; procure; implement changes
- Some accommodation will be leased within Central Ealing and further workstations provided in other council premises around the borough
- That **Central Ealing accommodation is available to lease** and is of sufficient size at the anticipated affordable rate
- **Limited workstation capacity for staff** and not able to readily absorb any additional accommodation pressures that may materialise over 3 years
- Services/staff **operating assumptions change** requiring more space at cost
- Unknown **impact on service delivery/efficiency** of operating a service deliver model with limited workstations **over a sustained 3 year period**

Key Risks/Dependencies of Full Decant

Financial

- **Vistry have agreed a contribution** and reallocation of construction costs of £5.27m to facilitate the full decant option
- There is a **risk that this amount could be exceeded** during the implementation of the full decant option and that risk would be held by the council, subject to ongoing discussions with Vistry and confirmation at March Cabinet of estimated level of risk.

Service Delivery/Staff

- **Services/staff willingness** and goodwill to accept working from **restricted workstations numbers/different locations**, with Trade Union support
- **Staff willingness to work out of Greenford Depot**
- **Capacity** and ability of the organisation to be able **to efficiently deliver a full decant** within the short timeframe during a considerable challenging time for staff and the council.
- **Members/committees** when not operating virtually will need to agree suitable locations to hold physical meetings prior to relocating to the Town Hall when that project is complete
- Impact of partners currently within PH e.g. **CCG/Met Police** option to continue to co-locate with the council in its temporary accommodation or not
- Development and implementation of an effective **communication and engagement** strategy; for staff, managers, members and community

Next steps

- Confirm locations where (non-complex) services will move to
- Confirm locations where services with complex accommodation requirements will move to
- Finalise specification and requirements of leased space
- Develop and agree decant implementation plan
- Then deliver decant implementation plan, taking forward agreed moves and carrying out upgrades and fit out as required of accommodation both Ealing's and leased
- Continue to engage with staff, partners and other key stakeholders to effectively plan out and deliver the decant