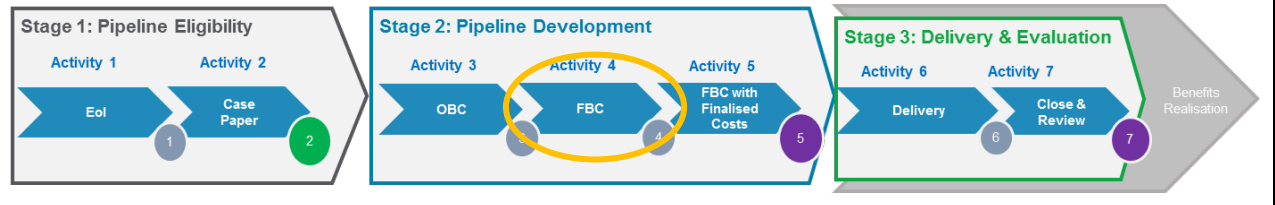


Scheme Summary

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| Name of Scheme: | West Yorkshire Combined Authority Head Office Accommodation Project |
| PMO Scheme Code: | WYCA-INT-001 |
| Lead Organisation: | West Yorkshire Combined Authority |
| Senior Responsible Officer: | Angela Taylor, Director, Corporate Services |
| Lead Promoter Contact: | Angela Taylor |
| Case Officer: | Dave Haskins |
| Applicable Funding Stream(s) – Grant or Loan: | West Yorkshire Combined Authority Corporate Projects Budget |
| Growth Fund Priority Area (if applicable): | N/A |
| Approvals to Date: | Achieved Decision Point 2 in June 2017 Decision Point 3 in June 2018 (Combined Authority) |
| Forecasted Full Approval Date (Decision Point 5): | June 2019 |
| Forecasted Completion Date (Decision Point 6): | October 2020 |
| Total Scheme Cost (£): | £6.847 million |
| WYCA Funding (£): | £6.847 million – Corporate Project Allocation in Combined Authority Budget |
| Total other public sector investment (£): | £0 |
| Total other private sector investment (£): | £0 |
| Is this a standalone Project? | Yes – although necessarily closely aligned to Flexible Ways of Working (FWoW) and Corporate Technology Strategy (CTS) |
| Is this a Programme? | No |
| Is this Project part of an agreed Programme? | Yes – One Organisation |

Current Assurance Process Activity:



Scheme Description:

The West Yorkshire Combined Authority and the Local Enterprise Partnership (LEP) are currently delivering a 'Transformation Programme'. This is a corporate change programme to create a unified Authority with a strong identity to:

- Deliver innovative, high quality projects and services collectively and cost effectively
- Demonstrate excellence in successful partnering and be a beacon in governance
- Ensure inclusive growth across our region
- Strengthen our reputation as a globally recognised economy.

In order to achieve these ambitions, the Transformation Programme is delivering a series of projects to address strategic and practical issues and this includes an accommodation project which aims to resolve the organisation's increasing accommodation challenges.

The accommodation project aims to bring the organisation together and create fit for purpose facilities for staff, members, visitors and partners. In line with the approach adopted by partner councils in recent years, the accommodation project will deal with a clearly identified gap in terms of office quality and facilities, as well as a consolidation of offices.

At present the majority of the Authority's staff (excluding staff based on the transport network itself) are housed across two sites in central Leeds:

- Wellington House – which is in the ownership of the Combined Authority and accommodates 372 staff
- City Exchange – which is leased and which accommodates 51 staff. The lease is due to expire in May 2020.

This arrangement does not support the ambition to create a unified and integrated organisation. While it makes financial sense to accommodate all staff into the Wellington House building, this is not currently possible based on the current office configuration and facilities. The following key problems with the Wellington House site have also been identified:

- Poor quality of reception area and meeting room offer
- Sub-standard quality of office facilities generally which does not reflect the values and aspirations of the organisation and is perpetuating old cultures

- Building condition issues which have been identified through a condition survey undertaken in September 2016
- Inefficiency in terms of energy usage and a shortfall in 'green' credentials
- Internal layouts currently preclude the co-location of Directorates and teams arising through the organisational restructure
- Insufficient facilities for increased staff numbers e.g. ICT network, ventilation, toilet, shower, kitchen and cycle facilities
- Accessibility issues including sub-standard lifts which are unable to deliver full accessibility

In June 2017 a report was presented to Combined Authority Members setting out a range of head office accommodation options for the Combined Authority. The Combined Authority Members indicated their preference for a scheme which would refurbish and modernise Wellington House, maximise the office accommodation provided and as a result enable City Exchange staff to be relocated to the new offices.

A feasibility study was completed in February 2018, which informed the options appraisal of the outline business case. The selected preferred option was to fully refurbish Wellington House and as part of the construction contract address a number of identified building condition issues with a view to remaining in the building for the next c.15 years. At this point the Combined Authority should reassess the value of Wellington House following the arrival of HS2 and consider whether it continues to be fit for purpose as the Combined Authority's Head Office.

In June 2018 the Combined Authority approved the Outline Business Case. Members were of the view that there are key wider benefits of the scheme in relation to the advantage of holding a central Leeds location which is readily accessible to be able to host key committee meetings and to assist in attracting inward investment to the city region. Since then, further detailed design work has been undertaken on the preferred option and the scheme cost is £6.847 million.

Business Case Summary:

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| <p>Strategic Case</p> | <p>The accommodation project is key to the successful delivery of the following objectives as set out in the Combined Authority's 2018/19 Corporate Plan:</p> <ul style="list-style-type: none"> • Putting in place an office accommodation strategy that will enable the organisation to provide a good quality, customer-friendly and resource efficient office HQ • Develop a clearer, stronger brand identity for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally. |
| <p>Commercial Case</p> | <p>The project aims to bring the organisation together and create fit-for-purpose facilities for members, LEP and other partnership meetings, and to drive out cost savings.</p> <p>The desired outcomes of the project are as follows:</p> <ul style="list-style-type: none"> • better integrated organisation |

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| | <ul style="list-style-type: none"> • office accommodation that reflects the values and culture of the Combined Authority and provides a comfortable place for people to come and work in • meeting room accommodation that is highly accessible and of a high quality and is felt to be 'owned' by all Combined Authority partners • office accommodation that is flexible and has been future-proofed to meet the changing demand of the Combined Authority • increased property value of Wellington House • better utilisation of office accommodation • flexible ways of working have been realised <p>In terms of procurement:</p> <ul style="list-style-type: none"> • A Design team has been appointed to provide consultancy services from RIBA stages 1 to 7 • The contractor for construction works is being procured through the YORbuild2 framework • Furniture procurement is being project managed through YPO from a framework <p>Planning permission has been granted</p> <p>Building regulation approval has been granted</p> |
| Economic Case | <p>The project aims to deliver value for money through consolidating staff in one building, thereby allowing the current annual lease costs for City Exchange to be removed.</p> <p>Cost savings will be realised through the release of City Exchange. Energy cost savings will also accrue through the combination of Wellington House being more energy efficient, coupled with the inclusion of photo voltaic panels. Future maintenance cost savings will also be realised through condition works which form part of the scheme.</p> <p>The tender construction works have been competitively tendered to ensure value for money.</p> |
| Financial Case | <p>The cost of project delivery has been established through a pre tender estimate undertaken by NPS, which includes a detailed breakdown of scheme costs.</p> |
| Management Case | <p>West Yorkshire Combined Authority is the project promoter, and is leading on the overall project management of the scheme. A design team has been procured (NPS), who have significant experience in this type of project within a local authority organisation</p> <p>A Project Board is in place to oversee delivery within agreed tolerances. There is a wide range of project documentation in place.</p> |