

Estates' strategy

2020 - 2025

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1. Executive Summary

The HRA's 5-year estates' strategy sets out our strategic ambition for our estates infrastructure and the technology supporting our places. Our estates are at the heart of the services we provide, supporting committee meetings, enabling stakeholder collaboration and ensuring our people work well. Our vision has always been to provide 'great places to work' knowing that doing this well will improve researcher experience, attract talent, support a more diverse and flexible HRA and improve our productivity.

This strategy sets out how we intend to meet the changing needs of the communities we serve and align with key government priorities.

1.1 Vision

Our vision is to provide great workplaces that enable and inspire everyone to be their best

There are many factors that influence how people feel about their workplace and how users of our services prefer to access them. To help guide our estates provision the HRA is committed to aligning with government priorities:

- **Government Estates Strategy:**
Setting out how the public sector will use the estate as an enabler to deliver better outcomes for the public, across all four nations, through three pillars:
 - Driving growth and opportunity
 - Supporting a brilliant civil service
 - Delivering value
- **Places for Growth:**
Addressing the regional imbalance of public sector roles throughout the UK, boosting local economic growth, tackling recruitment and retention of our people and building sustainable career pathways out of London.
- **Smart Working programme:**
Through people-first design, wellbeing and productivity can be boosted and the best possible outcomes for both the organisation and its employees can be achieved. Smarter Working is about creating a working environment focused primarily on an employee's (and team's) outputs, rather than how or where they are achieved. Well designed and functional work environments are fundamental to providing a variety and flexibility that enables our people to work in different ways in different locations.

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The HRA is collaborating with the Government Property Agency (GPA) and Cabinet Office to guide our estates provision and deliver our strategy. To assist our strategy we are adopting the GPA's ten workplace design and experience indicators to help guide the development of our estates provision (see Appendix 2).

1.2 Strategic objectives

Our strategic objectives set out how we will deliver our vision for estates. These objectives have been refined to reflect our experience during the pandemic and 2021 HRA digital strategy.

1. Innovative, well-designed, flexible spaces, enabling collaboration and Smarter Working
2. Reliable, mobile and secure technology is available for all
3. Our estates' leadership and culture support health, well-being and connection
4. Estates are efficient, affordable and where possible, shared
5. Sustainability and environmental performance are prioritised in decision making
6. Lease events are managed well meeting government policy and HRA business needs
7. User needs, including equality, diversity and inclusion are at the heart of all workplace design

Since the launch of this strategy in 2019, estates costs have reduced by 22% (£181k) and space utilisation has improved by 40% from 9.7sqm/FTE to 5.8 sqm/FTE, well within the government hub target range. Recent office moves have also provided greater access to informal collaboration spaces as well as formal meeting spaces. Workplace design in these new spaces follows the GPA recommended design principles where possible providing more inclusive and flexible accommodation for our staff, members and service users.

Whilst the majority of the objectives have not changed in this review, an important development is our focus on sharing workspaces with other publicly funded organisations. This is seen as an enabling objective, helping support community and resilience. It provides a wider community for our people to work with, offers high quality, flexible spaces and enables a more resilient support structure, that's proportionate for the HRA. The shift to a shared model will also provide greater networking opportunities, better office utilisation and a reduced support footprint.

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With the shift in working away from traditional office spaces, the need to provide facilities that offer connection is also important for the well-being of our employees. With many employees wanting to work more from home there is a risk that offices could be under-utilised and not offer the community staff seek. We aim, through this strategy, to create a community approach in our offices, using knowledge gained throughout 2020, expertise provided by GPA and also ideas developed by the cross-organisational culture group supporting the London office move.

The HRA digital strategy ensures that investments in digital capabilities support our strategic objectives. It specifically sets out the following goals:

- Business and systems alignment
- Integrated organisational approach
- Informed strategy investment and prioritisation decisions

The estates strategy is aligned with the HRA's digital strategy and any digital / technology requirements of our spaces will be overseen by the HRA Digital Strategy Board.

2. Background

2.1 Covid-19

2020 has been a year of unprecedented change, resulting in a significant and necessary further shift to virtual working and utilising technology to support our services. This move has enabled continued service delivery and collaboration during the pandemic. Our customers have valued this change, with overwhelming support for increased accessibility of our ethics review service and speed of delivery. It's not just our customers that have welcomed this shift. Our staff have provided feedback, through surveys and organisational change processes (related to office moves) that their personal preference would be to work more flexibly in the future. Whilst homeworking is not preferred by all, there is a significant number of staff who have benefited from a more flexible approach. Additionally, our Research Review Programme is considering the future operating model for ethics review. This is likely to have an impact on our meeting spaces requirements and the technology needed to support good connectivity.

We know we will not return to pre-2020 ways of working. Our workplaces need to be able to offer the right environment to support this new future and this refresh of our existing strategy aims to reflect this changing approach as well as report on the many achievements implemented to date.

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2.2 Current Estate profile

The HRA has five offices (Bristol, London, Manchester, Newcastle and Nottingham) supporting approximately 220 FTE, 1,000 volunteer committee members as well as hosting other public-sector bodies (HS2).

Lease arrangements differ depending on each office. Historically, the HRA has occupied self-contained office spaces managing our own property and facilities arrangements where not provided by the landlord. This approach is changing to achieve our strategic objectives, enable alignment with the government hub programme and ultimately achieve our vision to provide great workplaces that enable and inspire everyone to be their best.

Bristol, London and Newcastle offices are already aligned with this strategy and have recently or are in the process of moving. Lease arrangements are in the form of memorandum of terms of occupation (MOTO) with other government bodies who provide serviced high-quality facilities for each location. These arrangements enable HRA to access meeting rooms, collaboration spaces and other workspaces over and above our workstation allocation, providing flexible facilities with minimal support burden.

Sharing spaces is an important element of our refreshed strategy. Our staff have indicated that when they do access workplaces, not only do they need the right facilities and technology, but they also would like to connect and have social interaction. By sharing workplaces, we anticipate a greater opportunity for connection whilst also ensuring suitable flexible facilities are available.

Our Manchester office lease is with a commercial landlord and commenced on 14th June 2020 for five years (option to break at three years 13th June 2023). Facilities management responsibilities are shared between landlord and tenant. HRA sublets 10.8% of our demise in Manchester to High Speed 2 (HS2). Our facilities management responsibilities are outsourced to a commercial provider.

Our Nottingham office lease is also with a commercial landlord for five years and terminates on 20th June 2021. Plans are in place to move our Nottingham office to alternative provision, in central Nottingham, again aligned with this strategy. These plans are expected to be delivered in 2021 with a quality shared facility provided to our staff with access to meeting rooms, collaboration space and other facilities as required.

Estates are managed within the finance team with approximately 1.0 FTE plus support from staff in offices when required. This lean structure is reliant on excellent services provided by GPA / DHSC in our spaces as well as redesign capabilities provided by NHS BSA. The HRA adopts a shared approach where possible to maximise value and delivery economic provision.

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2.3 Estates metrics

(*source: 2019 estates' strategy)

	Bristol	London	Manchester	Newcastle	Nottingham	Total
Total estates costs*	£95k	£445k	£160k	£46k	£86k	£832k
Sqm*	244	631	522	130	207	1,734
Benchmark FTE (based on 8sqm/FTE)	31	79	65	16	26	217
Actual FTEs (Jun '20)	27	41	52	28	30	178
Sqm required based on 8sqm/FTE	216	328	416	216	240	1,416
% under-utilised (based on 8sqm/FTE)	13%	92%	25%	n/a	n/a	22%
Sqm required based on 6sqm/FTE	162	246	312	162	180	1,062
% under-utilised (based on 6sqm/FTE)	51%	156%	67%	n/a	15%	63%
No of workstations provided	34	68	48	20	32	202
Workstation / FTE	1.3	1.7	0.9	0.7	1.2	1.1

2.4 Improvements implemented (to March 2021)

Implementation of the estates' strategy 2020 – 2025 commenced in 2019 following approval by the HRA Board. Several key projects have driven this roll out and each project has focused on achieving our estates vision and alignment with government priorities.

Projects delivered:

- Bristol office move (to GPA provided government hub, sharing with CQC)
- London office move (to DHSC provided 'health' hub, sharing with CQC, NICE, HTA, HFEA)
- Nottingham office move (to NHS Supply Chair, in progress)
- Enhancements to existing offices (increased meeting room space; increased standing desks; improved WIFI; updated video conferencing equipment; monitor / docking station refresh)
- Equipment provided to staff working at home (desk, chair, monitor, other reasonable adjustments)
- Zoom rolled out for committee meetings
- Office 365 roll out progresses (Exchange online, Skype for Business decommissioned, Teams fully functional)

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2.5 Revised estates' metrics

	Bristol	London	Manchester	Newcastle	Nottingham	Total
Total estates costs	£95k	£300k	£160k	£46k	£50k	£651k
Sqm	121	262	469	130	100	1,082
FTE (Nov20)	31	42	54	28	32	187
Sqm required based on 6sqm/FTE	184	266	325	169	194	1,138
% under-utilised (based on 6sqm/FTE)	n/a	n/a	44%	n/a	n/a	n/a
% workstations – standing desks	25%	100%	21%	18%	25%	36%
WIFI available	Yes	Yes	Yes	Yes	Yes	Yes
Workstations	14	20	48	20	12	114
Workstation / FTE	0.5	0.5	0.9	0.7	0.4	0.6

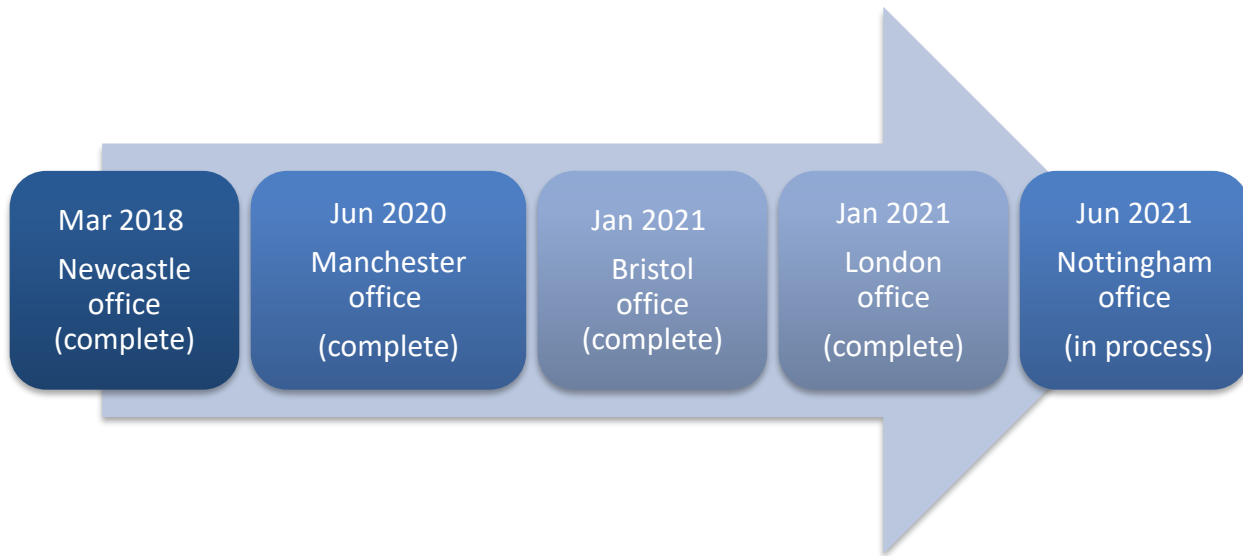
Notes:

- Bristol based on 30% allocation of CQC demise at Bristol government hub
- London based on combined estimated space (8% of total floor plate) and estimated costs at Redman Place, Stratford
- Manchester is net of space allocated to / costs shared with HS2 (10.8% allocated)
- Nottingham is based on future arrangement (is anticipated to change in 2021)

Improvements in metrics have been achieved throughout the estate with significantly greater workspace utilisation, improved workplace design and enhanced digital capabilities. Recent office moves have provided greater access to informal collaboration spaces as well as formal meeting spaces. Workplace design follows the GPA recommended design principles where possible providing more inclusive and flexible accommodation. Estates costs have reduced by 22% in this time (£181k) and space utilisation has improved by 40% from 9.7sqm/FTE to 5.8 sqm/FTE, within the government hub target range. These improvements are expected to be maintained as our estates' portfolio becomes more aligned with the government estates strategy and hub programme.

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2.6 Lease event timeline



2.7 Government strategic priorities

The Government Property Agency (GPA) has been created to deliver a more commercial approach to property across the entire public sector, reducing operating costs, increasing disposals and driving greater value across departments.

A key GPA programme is the creation of major multi-departmental government hubs, providing cutting-edge, innovative working environments. It is believed that this will help the public sector work in a smarter, more flexible way. DHSC is committed to this programme and is currently working with the GPA on plans to move the health ‘office’ estate into the GPA portfolio. At the same time, the Health Property Asset Management Board is actively working with GPA to plan the move of its operations into government hubs as they become available and importantly influence their design, ensuring our requirements are met.

The government hub programme is strongly linked with the Places for Growth initiative seeking to improve opportunity outside of London, increasing the presence of government and major cultural bodies across the whole of the United Kingdom. The HRA is already a nationally dispersed organisation committed to our regional presence. Strategically, HRA has already agreed to restrict future external recruitment to our London office to business essential roles only. At the beginning of this strategy 22% of roles were currently based in London. This has already reduced to 20% through natural ‘turn’ and is expected to fall further over the next couple of years.

Digital technologies are revolutionising how we work and increasing people’s expectations of the speed and convenience of public services. A key government estates priority is therefore the ability to adapt and respond to this change, one that is leaner and more agile and equipped with better ways of working, mobile technology and workplace design. The HRA

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digital strategy is aligned to the estates' strategy work programme. Upgrading our IT infrastructure and research systems is a key priority for the organisation as well as utilising technology to improve the support we provide researchers and our volunteer members attending ethics committee meetings.

3. The Vision Refreshed

3.1 Key drivers and government initiatives

- Government priorities: government estates strategy including government hub programme, places for growth, drive to shift employment away from the South East; greening government commitments; Smart Working
- Efficiency targets set by HM Treasury and DHSC through the spending review process.
- Sector priorities – speed of decision making, technology enabled processes, accessibility of ethics committees and ability to attend meetings virtually
- Business drivers – culture; workforce; health and well-being, people strategy; equality, diversity and inclusion strategy
- Value – to achieve value for money from estates and technology, Smart Working improves productivity, supports health and well-being and drives down estates' costs

3.2 Where are we now?

2020 – 2025 set a strategic action plan to achieve our strategic objectives and ultimately our vision to provide great workplaces that enable and inspire everyone to be their best. Much of this plan has or is being delivered. The team have delivered an extensive programme of work in addition to meeting the extra demands of COVID-19 on estates and logistics.

This review looks at what we have achieved and whether our original action plan needs to be adapted to reflect the significant disruption in 2020 arising from the pandemic and the resulting shift in business priorities, the new HRA digital strategy as well as how people would like to work and use workplaces in the future.

The outcome of this review will inform our estates programme for 2021 with a further review planned in April 2022.

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3.3 Strategic Action Plan

No	Strategic action plan	Progress made	Suggested revision	Programme
	Estates portfolio and Smart Working			
1.	Define what Smart Working means for the HRA, design and implement this throughout the organisation considering hub requirements and regularly monitoring to learn and innovate further	Workshops held, actions incorporated and delivered within existing work, principles agreed and underpinned decision-making and informal guidance delivered. Staff and member surveys provided rich data about preferred working. Action continues	Remain – needs to reflect organisational approach to Smart Working following 2020 pandemic response and impacts of other ways of working resulting from the research review programme.	Supporting our People programme
2.	Ensure HRA influences the design of government hubs including physical layout, design, technology and culture based on user need	Actively participate in workplace design. Good relationships with DHSC and GPA along with ALBs Action continues	Remain as is	Estates Programme
3.	Consider HRA estates requirements as part of each lease event including: <ul style="list-style-type: none"> Staffing projections Demand based on smart working maturity Improvements to technology and mobile working Developments in target operating 	Work performed for each office move. Requirements have reflected demand / changing requirements. Outstanding actions: Target operating model for committee meetings and how these are supported.	Remain as is	Estates & Research review programme (for ethics review TOM)

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No	Strategic action plan	Progress made	Suggested revision	Programme
	model and service delivery			
4.	Bristol regional office lease ends January 2021. HRA to consider move to government hub – one of two are available. Temple Quays House or 3 Glass Wharf.	Complete Bristol office move to Bristol hub, sharing space with CQC 16 workstations and access to collaboration space / meeting rooms.	Bristol government hub refurbishment. HRA to inform GPA of our requirements based on approach to Smart Working and ethics review TOM.	Estates Programme Informed by Supporting our People programme Research review programme
5.	London regional office lease ends December 2021. HRA will consider move to health hub – Stratford, 2 Redman Place, with NICE, CQC, HFEA & HTA.	Complete Skipton House vacated early to meet health requirements. Soft launch planned for Jan 2021 (full launch only when safe to do so). 20 workstation, agile ceremony space and access to collaboration space / meeting rooms.	HRA move to 2 Redman Place, Stratford in 2021. Requirement should be sufficiently flexible to meet our approach to Smart Working and ethics review TOM.	Estates Programme
6.	Nottingham regional office lease ends June 2021. HRA to consider move to Apex Court, Nottingham government hub.	In progress Space identified within NHS supply chain, DHSC ALB with Board agreement to proceed.	HRA to move to NHS supply chain in 2021. Requirement should be sufficiently flexible to meet our approach to Smart Working and ethics review TOM.	Estates Programme
7.	Manchester office. Explore ways to maximise opportunities to collaborate and meet following lease extension giving	Additional meeting room and standing desks introduced in 2020. Staff survey preformed to determine how best to configure space for 2021 – 2023.	Remain as is	Estates Programme

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No	Strategic action plan	Progress made	Suggested revision	Programme
	certainty of tenure to 2023.	NHS BSA supporting space redesign options.		
8.	New action	Additional standing desks on order to more than achieve target. Improvements to AV commissioned. Survey run to understand future requirements.	Newcastle office. Explore ways to maximise workspace design and technology interoperability to support our people and services.	Estates Programme
9.	New action	COVID 19 framework developed. Individual and office risk assessment in place MACE report for each office Measures in place to provide safe workplace for essential workers and those with individual risk assessment.	COVID-19 Ensure all HRA workspaces meet government guidelines in relation to Covid-19 and a continually appraised.	Estates Programme
	People			
10.	Provide managers and staff with simplified guidance for managing home working (flex) and flexible working polices including minimum requirements for London staff receiving HCAS	Policies have been revised and agreed. HCAS policy has been developed to include home-based workers and will be implemented in 2021.	Remain as is	People programme
11.	Staff engagement: review current approach to staff	Workshops held	Remain – needs to reflect organisational approach to smarter	Supporting our People programme

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No	Strategic action plan	Progress made	Suggested revision	Programme
	engagement in light of flexible working approach to understand staff requirements (for example, how do we reduce feelings of isolation) and develop tools / processes to support flexible working.	See actions included in 1. above	working following 2020 pandemic response and impacts of other ways of working resulting from the research review programme.	
	Technology			
12.	Deliver WIFI functionality for all HRA offices	WIFI has been provided in all HRA offices.	Remain as is	Digital Strategy
13.	Consider impact of broadband / WIFI speed on home / mobile workers and explore steps to improve the working experience for all staff	Work performed to improve speed of network during pandemic. Flexible working and homeworking policy have been refreshed with the proviso that staff need to be able to ensure suitable connectivity before approval.	Remain as is	Digital Strategy
14.	Deliver a consistent workstation experience once minimum standard agreed (aligned to office moves)	Monitors and docking stations have been purchased for all offices to provide consistent experience although have yet to be deployed given the pandemic. Staff working from home have been offered contribution to purchasing a chair / desk (£100/item) and this is now part of the home-working policy.	Remain as is	Estates Programme

No	Strategic action plan	Progress made	Suggested revision	Programme
15.	All office moves should introduce at least 20% standing desks	<p>Achieved for all moves to date.</p> <p>Manchester office – 17% achieved to date. Target will be achieved in Qtr1 2021.</p> <p>Nottingham office – planned for Qtr1 2021.</p>	All offices should achieve at least 20% standing desks.	Estates Programme
14.	Develop a Corporate Information Management Strategy to support Smart Working and collaboration within and outside of the HRA	Project set up to develop strategy and implement business change needed. As is and future state proposed. Strategy expected to be complete in 2021 together with plan to roll out.	Remain as is	Estates Programme and Information Governance Steering Group
15.	Fully implement Office 365 software suite – including collaboration and document sharing technologies	Ditto	Remain as is	Digital Strategy
Supporting service delivery				
16.	Ensure virtual meetings can be delivered well, by all staff, at each office location	<p>Video conferencing software has been moved to HRA domain.</p> <p>New equipment has been purchased or relevant offices.</p> <p>All new offices will support plug and go functionality.</p> <p>All staff are provided with mobile equipment to access meetings anywhere with WIFI / mobile phone tethering if required.</p>	Remain as is	Estates Programme and Digital Strategy

No	Strategic action plan	Progress made	Suggested revision	Programme
17.	Virtual REC pilot – use technology to widen access to the HRA’s services	Completed Before lockdown, virtual REC pilot delivered. Zoom has been utilised to enable 100% of committee meetings to be delivered virtually. This has been well received by researchers.	Remain as is	Estates Programme
18.	Introduce minimum standards for committee meeting rooms (accessibility; WIFI / mobile signal; near public transport) to support technology enabled committee meetings and health, safety and well-being	This will be included in the research review programme.	Remain as is	Research review programme
19.	Work collaboratively with chairs, committee members and staff to review current ethics committee locations and agree future locations based on minimum standards and success of virtual REC pilot.	This will be included in the research review programme.	Small revision suggested: Work collaboratively with chairs, committee members and staff to review current ethics committee locations and agree future locations based on outcome of research review programme.	Estates Programme
	Sustainability and key benchmarks			
20.	Define sustainability metrics we would like to adopt. <ul style="list-style-type: none"> Reduce print by 50% on 2018 base- 	Print reduction: Achieved Printers have been removed from offices where possible. Centralised service for	Baseline has been set and agreed with DHSC. Targets to be monitored by ESGB and reported to LT	Estates Programme

No	Strategic action plan	Progress made	Suggested revision	Programme
	<p>line (having already achieved 40% from 2015) by 2021.</p> <ul style="list-style-type: none"> Reduce miles travelled by researchers attending our meetings by 20% by 2021 (2019 set baseline) Energy efficiency 15% reduction (will be achieved through hub programme) 	<p>operations provided from Manchester with SOP. Print service for all other print required being discussed with NHS BSA.</p> <p>Miles travelled: Achieved Zoom provides access to all meetings virtually. Member survey highly rate this. It is likely that virtual attendance by researchers will be protected in Committee meetings TOM.</p> <p>Energy efficiency: Reduction in sqm should provide this saving. Work is needed to demonstrate.</p>	<p>through performance report.</p> <p>Green-team to review proposed targets and provide recommendations.</p>	
21.	Reduce estates footprint from 1740sqm to 1200sqm by 2025 (equivalent 6sqm/FTE).	Achieved	Remain as is	Estates Programme
22.	Rationalise governance structure for estates	Terms of reference drafted	Review governance arrangements for estates and health, wellbeing and welfare.	Estates Programme

EQUALITY AND PRIVACY SCREENING QUESTIONS

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FOR EVERY HRA POLICY (defined by the Equality and Human Rights Commission (EHRC) as a function, strategy, procedure, practice, project, or decision) PLEASE ANSWER THE QUESTIONS BELOW TO DETERMINE WHETHER FURTHER ANALYSIS IS REQUIRED.

Equality	With due regard to our Equality Duty, could this policy have the potential to have a detrimental impact on anyone with a protected characteristic?	YES	If yes, please copy and complete as required either the HRA Initial Equality Analysis and / or Initial Privacy Impact Assessment Template below. This document can be found on the Intranet.
Privacy	With due regard to Data Protection legislation, does this policy involve the use of Personal Information?	NO	

INITIAL EQUALITY ANALYSIS

An Equality Analysis is an examination of a proposed function, strategy, procedure, practice, project, or decision to see if it could adversely affect those with protected characteristics.

Aims and outcomes	Description / Details
Give a brief summary of the aims, purpose and outcomes of the policy / procedure in relation to equality and diversity.	The estates strategy is aimed at providing the HRA and its staff, volunteers, service users, collaborators and stakeholders with effective office space and technology to support working well anywhere.

Questions for you to answer in the analysis process	YES	NO
1. Will or does the policy / procedure directly or indirectly affect our workforce (including volunteers), stakeholders or the public?	Yes	
2. Could the policy / procedure involve or have an adverse impact upon the Public Sector Equality Duties to:		
• eliminate unlawful discrimination	Yes	
• promote equality of opportunity	Yes	

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<ul style="list-style-type: none"> • foster good relations between people who share a protected characteristic and those who do not 	Yes	
<p>3. If you have answered YES to any of the questions in 2. above, please explain the impact you have identified.</p> <p>Our estates strategy ambition is to utilise innovative, well designed office and collaboration spaces to meet our strategic objectives. It is therefore a key lever to help eliminate unlawful discrimination, promote equality of opportunity and help foster good relations between people with protected characteristics. In particular, our estates need to be accessible and able to adjust to different individual requirements. Technology also needs to be implemented to help support equality of opportunity.</p> <p>Any office move arising from the estates strategy will be managed under the HRA's organisational change policy and an equality impact assessment will be performed on each occasion.</p>		
<p>4. Could the policy / procedure have an adverse impact on some of our workforce (including volunteers), stakeholders or the public because they have one or more of the protected equality characteristics:</p>	YES	NO
Race (race, colour and nationality (including citizenship), ethnic or national origins)	Yes	
People with disabilities (including mental, physical, sensory, long term health, learning disabilities)	Yes	
Gender (male, female)		No
Age (young and old)	Yes	
Religion or belief (incl. non-believers)		No
Sexual orientation (lesbian, gay, bisexual)		No
Gender reassignment (the process of transitioning from one gender to another)		No
Pregnancy/ maternity		No
Marital/ Civil Partnership status		No
<p>5. If you have answered yes to any of the protected characteristics above in question 4 please give further information about the potential adverse impact</p> <p>Impact could be on individual staff / volunteers / visitors whose current travel arrangements are disadvantaged by new office locations. This will be addressed through organisational change process and individual meetings. Flexible working policy / home working (flex) can be used to address this.</p> <p>Potential impact on HCAS – and therefore on pension. This will be dealt with through organisational change process – principle, no member of staff will be better or worse off from the move. This will be considered over a number of different factors including salary, travel time, journey.</p>		

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New accommodation must offer facilities to support diversity – such as prayer rooms.		
6. Based on the responses above, please describe any actions that will be or have been taken to mitigate or minimise any negative impact for our workforce (including volunteers), stakeholders or the public. Please see answers above		
7. Where appropriate give details of any consultation carried out related to the policy or procedure ITESGB – have reviewed the policy. Staff forum have provided feedback and a discussion board has been utilised on the intranet. All staff VCs have provided opportunities to share developments and request feedback.		
8. Give details of any changes to be made to the policy or procedure as a result of the analysis. Many of the actions including in the strategic action plan directly address feedback received from the staff.		

If you have answered YES to any of the questions in 2 and 4 above and the answers to question 6, 7 and 8 do not mitigate and adequately address the adverse impact, you may need to complete a full Equality Analysis. Please consult the Corporate Secretary.

Full Equality Analysis required? NO

Author to type in name and date to verify analysis. (If further analysis is required, the Director of Transformation and Corporate Services must be informed).	NAME: Karen Williams DATE: 27th June 2019
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4. Document Control

4.1 Change History

Version	Status	Date	Changes
V1	Draft	27062019	Completion of first draft following consultation and discussions at ITESGB and SLT
V2	Draft	02072019	Update for amendments following ITESGB review

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V3	Draft	30/12/2020	Refresh based on achievements to date and learning from COVID-19
V4	Draft	26/02/2021	Update for discussions at Transformation Board and reflect introduction of HRA digital strategy

4.2 Publication / Distribution

Publication

Publication (once document approved) on HRA hub and HRA website (Board papers)

Distribution

The HRA Estates' Strategy will be available on the HRA hub within the ITESGB folder.

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5. Appendix 1 – Summary of feedback received (2019)

No.	Feedback	Comment / action plan
1.	More informal meeting spaces – where people can collaborate, discuss projects without disturbing colleagues and without the need to go into a formal meeting room. Pods, breakout areas, quiet areas etc.	Action plan 1,2 & 7
2.	WIFI available in all regional offices	Action plan 10
3.	Retain some social spaces to give staff opportunities to take breaks away from their desks	Action plan 1&2
4.	Desire to personalise the space – for example plants, book exchange etc	Action plan 1&2
5.	Offer all REC applicants the opportunity to attend meetings on line / virtually to reduce travel / widen accessibility	Action plan 16 - 19
6.	All desks should be set up appropriately so that staff can plug in and go – without the need to search for cables / fix equipment that doesn't work	Action plan 12
7.	Video conferencing that works every time and is straightforward to use.	Action plan 16
8.	Home-working speeds – these appear to slow down when using HRA laptop. Impact on speeds should be investigated so that home-working experience is not reduced (speed, Skype functionality).	Action plan 11
9.	Smarter working needs to take into account specific reasonable adjustments and requirements for individual staff members. Where specific equipment is required, how will staff members access this day to day?	Action plan 1&2
10.	Parking arrangements – for some offices these are provided for visitors and for accessibility	Action plan 3 - 6
11.	Impact of London office move on HCAS, home working (flex) and flexible working policy	Action plan 5 & 8
12.	Impact of moves to government hubs on operations: <ul style="list-style-type: none"> • RECs held at Skipton House • Storage • Printing 	Action plan 18 & 19 & included in London office move planning Print requirements – project to support move to e-review and reduce print in train.
13.	Access to central London office space may still be a requirement	Action plan 5 and included in London office move planning

6. Appendix 2 - A great place to work (GPA)

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Our vision is to create great workplaces that enable and inspire everyone to be their best.

There are many factors that influence how people feel about their workplace and we know a good workplace environment is essential to create a great place to work.

We have developed ten workplace design and experience indicators that we use to ensure we deliver great places to work for our customers (individuals) and our clients (departments).

Customers: workplace design and experience indicators

<p>‘I feel safe and secure in my workplace.’</p> <p>Safe: Safe and secure</p> <p>‘We keep our people safe and secure’</p>	<p>‘I am confident my workplace is inclusive’</p> <p>Inclusive: Used easily by everyone</p> <p>‘We help our diverse workforce realise their full potential’</p>
<p>‘I feel a sense of community at my place of work’</p> <p>Community: Friendly, social and vibrant</p> <p>‘We create an environment in which teams come together’</p>	<p>‘I have choice of when, how and where I work’</p> <p>Choice: Choice in how and where to work</p> <p>‘We provide flexible workplaces to support productivity’</p>
<p>‘I feel physically and mentally well at work’</p> <p>Wellbeing: Health and wellbeing are supported</p> <p>‘We ensure our people flourish and thrive in their work’</p>	<p>‘I have the ICT and tools to do my job well’</p> <p>Digital: Digital tools that support teams and locations</p> <p>‘We enable our business to be digital and well connected’</p>

<p>'I can help reduce my carbon footprint at my place of work'</p> <p>Sustainable: Highest environmental standards</p> <p>'We contribute to Net Zero by reducing our carbon footprint'</p>	<p>'I have ready access to services that make my work life easier'</p> <p>Services: Responsive services with a human touch</p> <p>'Our people are supported in their jobs by responsive and seamless services'</p>
<p>'I can get to work easier'</p> <p>Journey: Easy to access by public transport</p> <p>'We are well located and easily accessible to our people and partners'</p>	<p>'I feel proud of and inspired by my workplace'</p> <p>Condition: Modern, good quality and available</p> <p>'We offer modern workplaces that help us to attract and retain talent'</p>

Smarter workplaces

We want to make our workplaces smarter. Seamless information and communication technology (ICT) and share services will deliver an interoperable government estate.

Delivering a government estate that enables any person in any department to move seamlessly within and between buildings can help drive transformation in the delivery of services; support smarter working; improve staff engagement and make better use of our space.

We will install the infrastructure, equipment and services necessary to enable interoperability across all shared buildings.

Hubs:

<p>Service desk</p> <p>ICT fault reporting and diagnostics integrated with organisation's help desks. FM service desk integration across estate FM providers</p>	<p>Meeting room audio visual</p> <p>Organisation issued device can link to hub video screens, audio and video cameras.</p>	<p>Meeting room booking system</p> <p>Allows booking of meeting spaces across the estate</p>	<p>Shared network</p> <p>Provides guest access via GovWIFI and access to corporate networks via virtual networking.</p>
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<p>Hub services</p> <p>Provides a common experience for clients when interacting with hubs, such as fault reporting, key building information, events and special notices.</p>	<p>GovPrint</p> <p>Allows use of printers supplied by one organisation to be used by someone from another</p>	<p>Common access pass</p> <p>Allows access to allocated buildings and non-classified space using a single pass</p>	<p>Building information</p> <p>Use data from installed systems to improve building operation and enhance the workplace experience</p>
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