



Title of the submission	<b>Workplace Transformation – Sanctuary Buildings</b>
Authors <i>(e.g. Keeth .A ; Simon .B ; Smith .C)</i>	Bob Calver
Company/organisation	Department for Children, Schools and Families and EC Harris
Did this submission win an Association award?	YES <input checked="" type="checkbox"/>
If “yes” which award did the submission receive?	BIFM Impact on Organisation and Workplace
When was the award received?	Month: Oct                      Date: 12                      Year 2009
If the award was sponsored, who was the sponsor?	Elementus
Executive and profile summary detailing a brief biography of the entrant to be used for presentation purposes, promotional activities and media releases (250 words maximum).	<p>The Department for Children, Schools and Families (DCSF), created in June 2007, aims to make the UK the best place in the world for children and young people to grow up. For the first time, children, young people and their families have a voice at the heart of Government. The Department’s role can be summed up as leading the whole network of people who work with or for children and young people. To do this, the Department puts the needs and views of families, children and young people at the centre of everything it does.</p> <p>The Department’s Public Sector Agreements are:-</p> <ul style="list-style-type: none"> <li>• Raise the educational achievement of all children and young people</li> <li>• Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers</li> <li>• Improve the health and well-being of children and young people</li> <li>• Improve children and young people’s safety</li> <li>• Increase the number of children and young people on the path to success</li> </ul> <p>EC Harris has worked in partnership with the DCSF for 15 years. EC Harris is an international built asset consultancy – acting as trusted advisors to clients – in planning and executing strategies that optimise the construction, operation, use and ownership of built assets.</p>

Please send your submission, by email, PDF format to:  
 Global FM – Global Facilities Management Association  
 Email: [globalfm@kelleneurope.com](mailto:globalfm@kelleneurope.com)

**Detailed description of the research/project initiative (1,200 words maximum)**

### **Meeting UK Government efficiency targets**

Running Central Government property is no longer a simple matter of providing a workspace that supports the Department's staff and activities.

The UK Government's Efficiency agenda is looking for savings of £20 billion by the end of 2010 and the recent Comprehensive Spending Review has raised that to £30 billion. The Office of Government Commerce (OGC) 'High Performing Property' is predicting that savings of £1 - £1.5 billion can be achieved on property alone. The OGC has set space standards for Government Departments, and a major strand of the Treasury's Operational Efficiency Programme is the Carter review of Government Property.

The recent National Audit Office report said "...if departments could bring the performance of individual buildings into line with private sector benchmark buildings, Government would reduce gross annual expenditure on offices by around £326 million."

As well as performance improvements and efficiency gains that Central Government clients must deliver, "Sustainable Operations on the Government Estate" has a target that the government will be 'carbon neutral by 2012.'

The challenge facing the Department for Children, Schools and Families (DCSF) was not simply responding to the metrics, 'ticking the boxes', but creating an environment that really did deliver 'more for less' and which acted as catalyst for changing the way the DCSF worked.

### **Improving the workplace environment**



Sanctuary Buildings dated back to the days of cellular offices and traditional accommodation

Sanctuary Buildings as it was, and Caxton House, the DCSF's other major HQ building were old fashioned, inefficient and based around cellular offices. Working with consultant EC Harris, the DCSF committed itself to a complete change, using the refurbishment of Sanctuary Buildings as the catalyst.

### **Improving sustainability performance with minimal environmental impact**



At the same time, the DCSF wished to address government sustainability targets through renewal of the building services, and to manage the project with minimal environmental impact.

How this was achieved is dealt with in detail in a later section.

How the submission addresses each or some of the criteria for the Award for Excellence - a brief statement for each of the criteria is required (total 2,500 words maximum, per criteria).

The criteria are:

- Innovation Please see below.
- Advancement of FM
- Corporate outcomes
- Contribution to Global FM's mission
- Leadership in FM operations

**Any supporting documentation is to be attached to your submission.**

## Innovation

In 2006 the then Department for Education and Skills (which became the DCSF in 2007) undertook a pilot project to judge the effectiveness of introducing 'New Ways of Working' at their Sanctuary Buildings HQ in Great Smith Street.

EC Harris has been the main consultant managing the DCSF portfolio for fifteen years and there are strong, well established working relationships. DEGW has worked with both EC Harris and the DCSF and so the partnership was already well established. The DCSF previously had cellular offices, fixed desk spaces and approximately 13 metres of workspace per person. To achieve staff buy in from the start, focus groups were held on how existing work space was utilised, what was inefficient with the current working environment, what people felt they needed and what they wanted in terms of support functions and resources.

The partnership looked at three main deliverables

- Reducing desk ratio to 8:10 and space to 9 sq metres per DCSF London person
- Managing the project on time and on budget

Please send your submission, by email, PDF format to:  
Global FM – Global Facilities Management Association  
Email: [globalfm@kelleneurope.com](mailto:globalfm@kelleneurope.com)

- Managing cultural change with the people at the DCSF and introducing new ways of working.

Working together, the partners delivered the pilot in 18 weeks. After formal evaluation of its success, it was then decided that the whole of Sanctuary Buildings could be reconfigured to meet efficiency targets.

However certain improvements were included based on the feedback from the pilot study. These were

- Greater use of natural light in meeting rooms
- More height adjustable desks to meet individual people's needs – up from 12 ½ % to 25%

### **An innovative approach that has led transformation in UK Government property**



The building meets the new OGC space standards and yet feels light and airy

Not only can the Sanctuary Buildings innovations be reproduced elsewhere, they are being positively promoted as 'the way to go' for UK Central Government Departments.

Recently in an article the Office of Government Commerce (OGC - HM Treasury's 'watchdog' on property efficiency standards and value for money) was quoted as saying "*the DCSF in Sanctuary Buildings is certainly one example that we are advising people to go and look at. It's been an inspiration to many people.*"

The success of the project is shown by the interest it has generated in Whitehall. Visitors who have since adopted their own programmes of change after visits to the DCSF include

- The Department of Health
- The Office of Fair Trading
- The Department for Business, Enterprise and Regulatory Reform
- Department for Work and Pensions
- Transport for London
- HM Treasury

Sanctuary Buildings has also hosted the OGC High Performing Property Champions forum.

The Sanctuary Buildings innovations are also crossing into other areas of the public sector. After a visit to the DCSF, and their own procurement process, Southend Borough



Council appointed EC Harris to refurbish their main office building with a view to introducing similar changes and improvements.

**Long term sustainability built in and managed with minimum environmental impact**

A major aim of the refurbishment was to reduce the DCSF's carbon footprint – in fact an almost 50% cut was achieved in London.

Energy efficiency improvements have been introduced in a number of areas including:-

- Refinement of existing plant to optimise performance
- Installation of a new Building Management System (BMS)
- Replacement of existing fan coil system with a more efficient system, incorporating DC motors and more precise control through the new BMS resulting in around 25% energy reduction – expected to be around 25,249 kWh per annum
- Installation of solar shading to the atrium to reduce solar heat gains to the building interior reducing the need for additional cooling plant
- Installation of improved solar blinds to external office windows to reduce solar gain to the building fabric
- Addition of condensate removal system to enable lower chilled water temperatures so that chillers run at maximum efficiency with reduced chiller water flow rate and reduced pump energy
- Installation of a more efficient lighting system with improved photometrics and using high frequency control gear resulting in a saving of around 39,617 kWh per annum
- Improved zoning of lighting to allow more precise control
- Introduction of PIR occupancy detection to switch lighting off in unoccupied zones.
- Occupancy control of urinal flushing and taps on hand basins.

The combination of these measures has resulted in significant energy savings which can be summarised as follows:-

Lighting Energy Saving	39,617 kWh per annum
Fan Coil Unit Energy Saving	25,249 kWh per annum
Total Energy Saving	64,866 kWh per annum
Total CO <sub>2</sub> savings @0.422 kg/kWh	27,373 kg CO <sub>2</sub> per annum

These savings are admirable in their own right. But the FM Engineering team's contribution to the project is not just cash. Sanctuary Buildings is now a much more comfortable place to work – and keeping it so is much easier.



### **Re-use and recycling**

The project also included the replacement of all furniture, ceilings and carpets which were re-used and recycled wherever possible.

For example, carpet that was in reasonable condition has been donated to charities, whilst non-salvageable carpet has been shredded for thermal insulation.

Similarly, metal from the ceiling grids has been recycled and ceiling tiles sent to a ceiling tile manufacturer for shredding and re-introduction into the raw material mix for manufacturing new ceiling tiles.

In the case of furniture, some has been reused in other DCSF buildings with the remainders sent to Green Works, a not-for-profit organisation specialising in the refurbishment and re-distribution of used office furniture.

All luminaries, lamps and control gear have been recycled in compliance with the WEEE directive.

Whilst the team thought forward to the building's sustainable future, they were ever mindful of the current impact the project had on the wider environment. Just as the DCSF's mission is to improve outcomes for society as a whole, both the DCSF and EC Harris were committed to recycling and re-use for the optimum environmental outcome.

### **Advancement of FM**

Crucial to project success was the input of FM expertise and the knowledge of what creates long-term operational efficiency from the inception of the project. The project is an exemplar of how FM input leads to long-term value and the creation of the optimum working environment. Visitors to Sanctuary Buildings see immediately that design and function have been totally integrated into a finished product that supports the way the DCSF works.

The DCSF Estates and Facilities Management Team worked closely with internal stakeholders and external partners to produce space-planning proposals for the whole of the main building.

DCSF set a budget and timetable and with EC Harris planned decants and moves as the work of the Department had to continue during the period while the building was being refurbished.

An asset replacement programme for M&E installations was planned to make the new environment energy efficient and with lower life cycle costs.



The DCSF and EC Harris team also managed a comprehensive change management programme with DCSF staff. An EC Harris consultant was seconded full time to help manage the change programme and the people issues around the moves.

Maximum value was achieved by rolling in several planned upgrades into the programme. Budgets for ceiling replacement and the upgrade and replacement of virtually all the M&E plant were agreed and EC Harris managed the whole programme as one.

A crucial part of the programme was decanting staff and providing continuity throughout the programme of works. The DCSF controls a budget of £64 billion, and is one of Whitehall's highest spending departments. With major programmes like the building of Academies to deliver, the Department's work could not suffer.

With the OGC promoting the project as an exemplar, the role of FM in creating optimum workplaces has been brought to the fore.

The DCSF's vision was **'a workplace with accommodation that reflected people's working needs not their place in the hierarchy'** *Andy Mills Project Manager for the Flexible Workspace Project*



Informal meeting spaces encourage team working

The project also shows how a visionary FM team can win hearts and minds. Adjacencies and team working were a major issue when DCSF teams were split between Sanctuary Buildings and Caxton House – a major benefit of the scheme was to accommodate all DCSF staff under one roof. As part of the consultation process, it was found that DCSF staff wanted the new workspace and the improved team working and access. By agreeing to short term discomfort and decant without lengthy negotiations they were promised that they would get their new accommodation and final improved workspace faster. In fact they got it six months earlier than planned.

## Corporate outcomes

### Major improvements in property efficiency and cash savings

The reconfiguration has resulted in the capacity for 2250 staff being located in Sanctuary buildings as opposed to the original 1600. The pilot proved that a desk ratio of 7:10 was actually possible enabling an increase in capacity to 2574 staff allowing DCSF to react to future business changes with minimal disruption and cost. Indeed the DCSF has saved

£10 million by vacating another office - Caxton House – which is no longer needed. Ongoing FM savings of £1.5 million per annum have also been achieved.

The huge increase in space efficiency has meant that the DCSF now shares its accommodation, and facilities with the partners it works with to implement policies. The sixth floor of Sanctuary Buildings now houses the Children and Family Court Advisory Support Service (Cafcass), a non-departmental public body (NDPB) accountable to Ed Balls, MP, the Secretary of State for Children, Schools and Families. Other DCSF NDPBs will also share the revitalised Sanctuary Buildings and synergies are vastly improving the speed with which the department and its NDPBs interact, thereby meeting the Department's strategic objectives.

### **A modern workplace that reflects the DCSF's mission**



Murals are an integral part of the design and a constant reminder that the DCSF's mission is to make things better for Children Schools and Families.

The workplace is now a bright modern office. IT systems support new ways of working and a key design feature is large murals that remind DCSF staff of their mission:-

*“Children, young people and families are the bedrock of our society. Our aim is to ensure that every child gets the best possible start in life, receives an excellent education, and has the support and protection they, and their family, need to allow them to fulfil their potential.”*

### **A workplace that encourages interaction and collaborative working**

There is not one cellular office for the workforce at the new building. Ministers still retain offices, but every member of the workforce – including the Permanent Secretary now sits in open plan offices.

Small breakout areas provide informal meeting places and flexible accommodation means that ad hoc teams can form without ‘territoriality’.

Formal meeting rooms are provided with a mix of accommodation from small through to major conference facilities such as ‘The Bridge’ which is a flexible seminar/conference facility that can be reconfigured as needed.

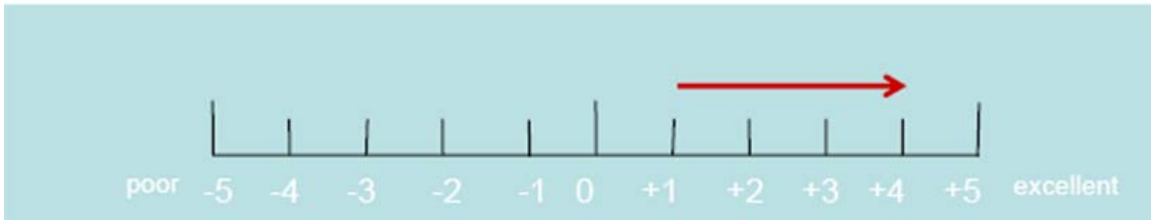
### **A better place to work that gets the best from the people that work there**



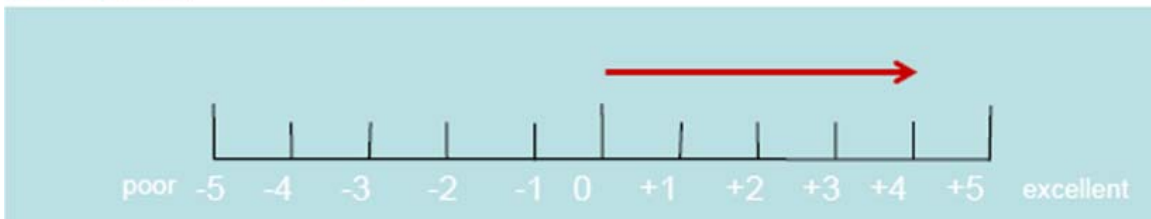
The success of Sanctuary Buildings is not simple cash savings and space efficiency. Staff surveys furnished the following which are reproduced from the consultation documents. The arrows show the improvement.



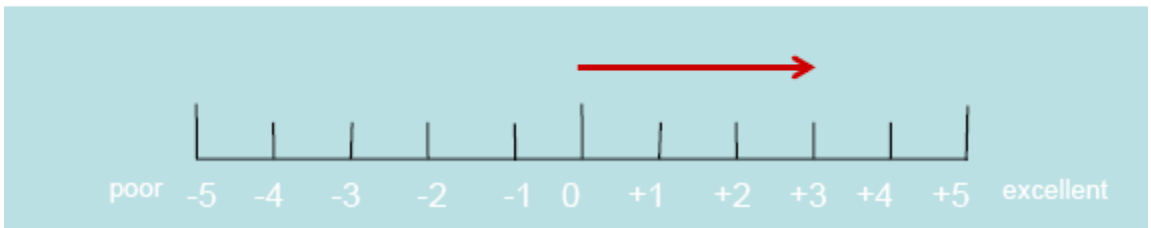
Compared to the old layout, how does the your new working environment reflect the **ethos** of the DCSF?



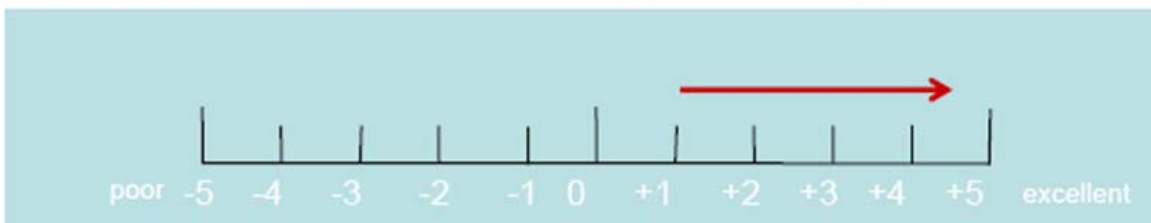
Compared to the old layout, how does the your new working environment affect **collaboration**?



Compared to the old layout, how does the your new working environment affect **operational effectiveness**?



Compared to the old layout, how does the your new working environment **adapt to changes**?





## **Contribution to Global FM's mission**

How does this project contribute to the '*global recognition of the facilities management profession*'?

- The DCSF is recommended as an exemplar by HM Treasury's watchdog the OGC. The achievements of the FM team are being shared as an example of best practice.
- The project shows a direct correlation between the working environment and staff's perception of their ability to do their job
- The project showed that FM teams can have a major financial impact on a business – initial project cost can be wiped out by ongoing savings
- When the pressure on FM teams is always to cut costs, the DCSF and EC Harris team have shown that FM can deliver *better as well as cheaper working environments*
- The ability of FM teams to think ahead into the long term operations and the beneficial impact on project design and planning is shown beyond doubt

## **Leadership in FM Operations**

As well as the BIFM Award, the project was a finalist in the PFM Awards category 'Partners in Business Change' and positive press coverage has been generated in property industry media.

Representatives of the DCSF have spoken regularly at property conferences on the success of the project and the leadership the FM team gave with regard to long term solutions.

### **Effective economic controls**

Cashable savings predicted have been delivered. The DCSF now only pays rent on one building not two. FM running costs in London are now £1.5 million a year lower.

### **Strategic FM Planning**

Integrating the long-term sustainability objectives into the project continues to deliver a better working environment at lower cost. The current 8:10 desk ratio can be increased to 7:10 if necessary so the solution is future proof.

### **FM benchmarking**

Sanctuary Buildings now meets or exceeds all Government targets for property efficiency and is itself a benchmark for other departments.

Please send your submission, by email, PDF format to:  
Global FM – Global Facilities Management Association  
Email: [globalfm@kelleneurope.com](mailto:globalfm@kelleneurope.com)



### **Communications**

This was a project that delivered major change. Constant communication and consultation with end users ensured that all staff were aware of the long term benefits – see above for their willingness to accept short term disruption if the project could be delivered faster – six months earlier than planned with the workforce’s co-operation.

EC Harris has a phrase – ‘change that happens for people not change that happens to people’.

In terms of FM leadership, the project can be allowed to speak for itself. What the DCSF and EC Harris are proud of however, is the fact that the refurbishment of Sanctuary Buildings is proof that an FM team can take the leadership role in delivering corporate, business objectives.

A statement from the FM Association in support of the submission

**An endorsement from the British Institute of Facilities Management will be forwarded separately by the Institute. However, coverage from the BIFM magazine appears overleaf.**

#### Disclaimer

Global FM reserves the right to use materials submitted for the promotion of the awards. Every GFM member’s representative will be responsible to contact its entrants individually to seek written approval and authorization for information encompassed in the presentation to be used and published on Global FM website “resources centre” prior to any publication. Under no circumstances shall the organizers be held responsible for the payment of royalties or other charges for the use of the materials submitted.

Please send your submission, by email, PDF format to:  
Global FM – Global Facilities Management Association  
Email: [globalfm@kelleneurope.com](mailto:globalfm@kelleneurope.com)



Please send your submission, by email, PDF format to:  
Global FM – Global Facilities Management Association  
Email: [globalfm@kelleneurope.com](mailto:globalfm@kelleneurope.com)

WORDS BY: ADAM MCNESTRIE

# Leading example

All government departments are looking to make savings but the DCSF and EC Harris partnership is ahead of the game

**A**s the public sector prepares for an age of austerity, the Department for Children, Schools and Families might become a poster-child for the government's efficiency drive.

Rewind to 2006 and you find the headquarters of the then Department for Education and Skills sprawling across two major London sites, its work bedevilled by cellular offices and its overheads inflated by an uncompetitive desk ratio and a roomy 13 sq m of working space per employee. Housed in old-fashioned and inefficient buildings, DCSF was also a high-emitting department.

Working in partnership with management consultants EC Harris, the DCSF slashed its overheads, transformed its work culture and scaled back its carbon footprint. An open-plan, flexible, space-efficient, non-hierarchical way of working was piloted in 2006 and it quickly became apparent that roll out was both desirable and feasible.

Alan Kemp, partner and group head of asset and facilities management at EC Harris, says: "You've got a tremendous amount of pressure on government departments to make savings. And this project played right into the efficiency agenda. In fact, in many ways it was ahead of the game." The challenges of such a project were considerable, though. As well as ensuring staff buy-in, and keeping within trim budgets and tight timelines, EC Harris had to perform the transformation without disrupting the operation of a department that spends £64bn every year. To complicate things further, the decision was taken to maximise the possible gain of the project by exploiting the opportunity to carry out a refit of the M&E assets at the same time.

EC Harris delivered the project six months ahead of time and the results were highly impressive. Staff capacity at Sanctuary Buildings was increased from 1,600 to 2,574, allowing the department to decommission Caxton House. This alone saved the department £10m in rent and rate payments. But the new 7:10 employee-to-desk ratio and the reduction to 9 sq m per employee also allowed DCSF to free up enough space at Sanctuary Buildings to accommodate some of its partner agencies, saving an additional £1bn a year. Facilities management costs have fallen to – by £10m annually.

Following the completion of the project the carbon footprint of the department in the capital has been halved. The workplace culture has also been modernised. DCSF employees



## HIGHLY COMMENDED

### MORGAN LOVELL

Even with 1.25m sq ft of office space under occupation at Newcastle's new business centre, Cobalt Park, GE Money's 90,000 sq ft call centre stands out. The judges called it a "beacon" for the call centre industry, embodying standards that it hoped the rest of the sector would adopt. To ensure that the project was successful in more than just aesthetic terms, Morgan Lovell, which carried out the design and fit-out work, talked to the bank's employees to ensure that the new workspace delivered was tailored to their needs and which was colourful, spacious and fun. The building is broken up into coloured zones to create a sense of team, natural light is used as much as possible and recreational areas are fitted with Nintendo Wii consoles.

### BARCLAYS BANK

Barclaycard moved into its new headquarters, Barclaycard House, in Northampton in 1997. Over time the building's original pattern of use began to disintegrate as the organisation changed over time. As a result a decision was taken to bring in BDG Workfutures to pilot a workplace reorganisation in which the available workspace and the staff making use of that space were realigned. The work was restricted to a single floor which was to act as a prototype to test the viability of a wider transformation. Having successfully implemented the single-floor project, Barclaycard is now examining the possibility of rolling out the change across its whole HQ.

are now less territorial, inflexible and status-conscious. Ministers retain offices, but everyone else – including the permanent secretary – sits in an open-plan office.

Kemp says that achieving these results was more than just a case of doing the technical things right. "There are two sides to every project. You're not just designing, building and configuring. You have to change hearts and minds as well. It's 50 per cent of the job"

The Office of Government Commerce has given the project a strong vote of confidence. In a report it said that the DCSF was "an example" for the rest of government and that "it's been an inspiration to many people". A whole host of government departments, including HM Treasury and the Department of Health, have launched similar programmes after visiting Sanctuary House. Kemp says that even the private sector could learn a thing or two from what's going on at the department. But perhaps most impressive of all is the fact that the project paid for itself in savings in just one year. **FM**