

HM REVENUE & CUSTOMS



HM Revenue
& Customs



ATALIAN
SERVEST

Workplace futures

Making it all Work: An FM Case Study II



The Team



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HMRC – Building Our Future Programme



10 year modernisation
programme to create a tax
authority fit for the future



Rationalise our buildings
portfolio into **13 new Regional
Centres, Specialist Sites and
Transitional Sites.**



Deliver a major part of the first
phase of the **Government Hubs
Programme**



Change the existing working
environments, and provide a
smart working agile environment



Why is HMRC Changing?



HMRC employees were in **170 offices** across the country- pre transformation



Many are a legacy of the 1960s and 1970s, which range in size from **5,700 people to fewer than ten**



Consolidating HMRC will create **modern, adaptable work spaces** that will support the HMRC modernisation objective.



Split into 3 areas of the UK – **North, Central and South**



Move away from a **historic PFI model**



Strategic partnership approach



360 model



COVID-19 Response



Office Safety Measures



Behavioural
Insights



Support for colleagues
working in our offices



COVID-19 Secure
Buildings Guide



Support for colleagues
working at home



Support for the
wider public sector



Immediate Steps in Response to COVID



Staff and support staff **moved to WFH**



Teams identified as **key workers**



Colleagues had **ability to WFH** effectively to support wider govt initiatives around COVID-19



Liaising with HR / H&S / Estates and DTUS to include **supporting staff specifically on CJRS SEISS**



Overview of what we do for HMRC in North-Soft & Central Hard / HMRC Newcastle



NEWCASTLE



North

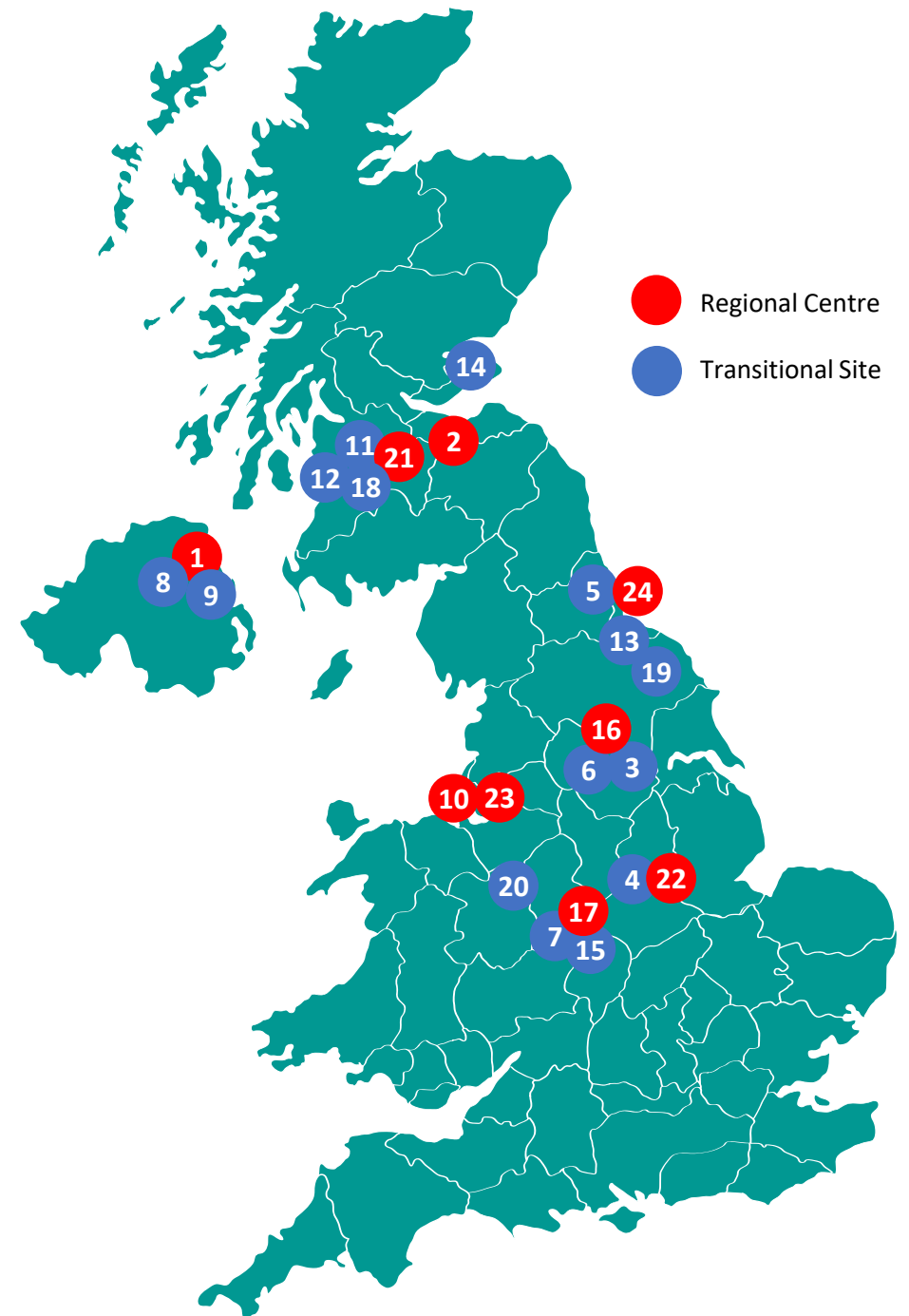


CENTRAL



Mobilisation - Hard FM and Soft FM

Refc	Location	Area	On boarding Start Date	Mobilisation Start Date	FM Service Start Date
24	Newcastle RC*	North	Jan-18	Jan-18	Apr-18
3	Leeds Discrete	Central	Feb-19	May-19	Jun-19
4	Nottingham Discrete	Central	Apr-19	Jul-19	Aug-19
6	Leeds Discrete	Central	Apr-19	Jul-19	Aug-19
7	Birmingham Discrete	Central	Apr-19	Jul-19	Aug-19
1	Belfast RC, Erskine Square	North	Jun-19	Sep-19	Dec-19
11	Glasgow, Cotton House	North	Mar-19	Jul-19	Jan-20
8	Belfast Discrete	North	Oct-19	Oct-19	Feb-20
13	Peterlee, Emerald Court	North	Jun-19	Sep-19	Feb-20
14	Dundee, Sidlaw House	North	Jun-19	Sep-19	Feb-20
5	Newcastle Discrete	North	Oct-19	Oct-19	Mar-20
12	Glasgow, 123 St Vincent's St	North	Jun-19	Sep-19	Mar-20
9	Belfast RFTU & Carne House	North	Nov-19	Jan-20	Apr-20
10	Liverpool RC, India Building	Central	Aug-19	Nov-19	May-20
15	Birmingham Discrete	Central	Jan-20	Apr-20	May-20
2	Edinburgh RC, New Waverley	North	Feb-20	May-20	Aug-20
16	Leeds RC, Wellington Place	Central	Feb-20	May-20	Nov-20
17	Birmingham RC, Arena Central	Central	Jul-20	Oct-20	Mar-21
18	East Kilbride, Queensway House	North	Aug-20	Nov-20	Apr-21
19	Durham, Wycliffe House	North	Aug-20	Nov-20	Apr-21
20	Telford Plaza	Central	Aug-20	Nov-20	Apr-21
22	Nottingham RC	Central	Oct-20	Jan-21	Jul-21
23	Manchester RC, New Bailey	Central	Mar-21	Jun-21	Jan-22
21	Glasgow RC	North	Apr-21	Jan-22	Jun-22



Specific Examples



- Hygiene stewards
- Requests for out of scope services / items such as deep cleans / sneeze screens / sanitiser units / hazardous tape / barriers
- Volumes
- Catering
- Signage



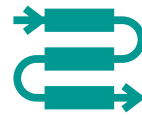
- Wider public sector utilisation - ie car parking NHS
- Secure buildings guide-return to work brochure
- Colleague support i.e help cards
- Dedicated mailbox for feedback etc
- Behavioural insights- signage, provision of sanitiser
- Warning stickers
- Desk wipes etc
- Office safety measures
- Rescope catering- develop sustainable catering model



Interim Steps During COVID



Readying the workplace
for potential office return-
interim measures in Sept



Supply chain issues

- Supplies redirected to NHS
- Look for alternative suppliers
- Barriers
- Sneeze screens
- Redeploy caterers to hygiene steward
- Retrain to do hygiene every 15 mins- kept staff in the workplace
- Understanding of staffs personal requirements due to shielding etc





**100% COMPLIANCE
FROM DAY 1**



BMS System



Optimum Service



Long Term Planning



Supporting Investment Decisions



Maintaining Quality of Assets



Soft landings



Interim services



Compliance



Compliance Checks



Asset info



Apprentices



Data



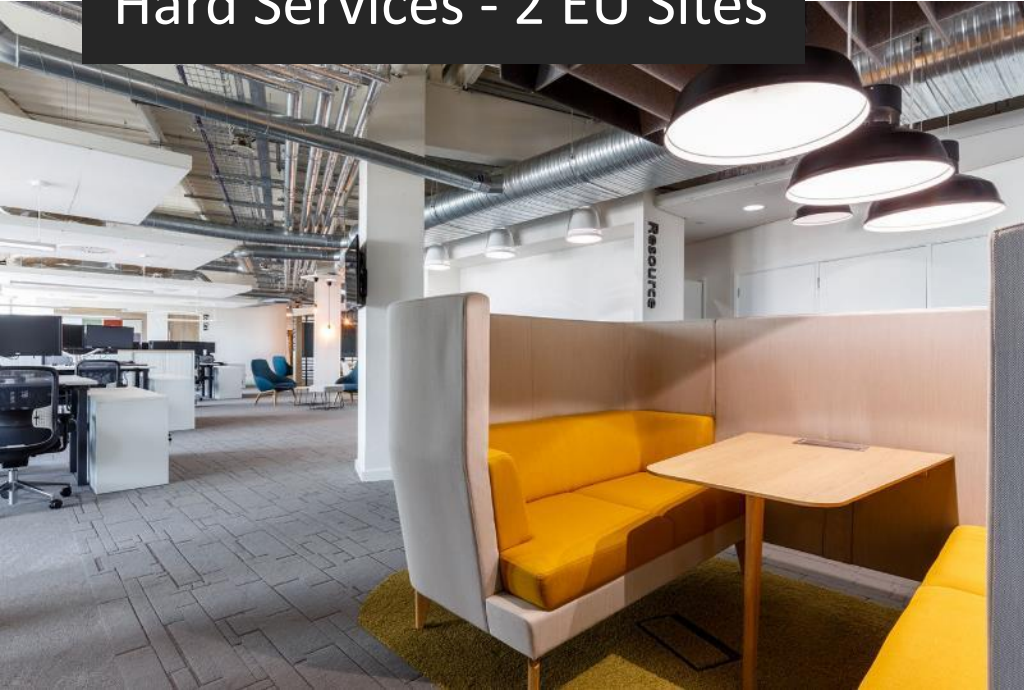
Flexibility



QMS



Hard Services - 2 EU Sites



- A/C maintenance
- Airflow
- Major project Trinity Bridge House
- Telford - HMRC **invested 50K**
- Recruit apprentice during COVID



- **24 Hour labour** working party
- Construction environment
- Trinity Bridge House
- Birmingham
- Nottingham
- Manchester
- In hours projects **reduced cost**
- **Full maintenance** throughout



- **Growth of 3-30** during COVID
- Asset surveys - assisting life cycle model
- **Mobilised 11** legacy sites during lockdown
- **2 sites** new years eve
- **7 sites** Good Friday



Future Proofing for Re-occupancy - The Months Ahead



Supporting HMRC with
Hybrid working model



Complete **service redesign**



- Technology option to support with social distancing / desk cleaning / meeting room occupancy
- Understanding footfall - heavy usage areas to more accurately design services
- Improving infection control
- Actively understanding flow of building assists in managing safely the return to workplace
- Constantly looking at Value for Money alternatives to existing working models - i.e productivity levels for cleaning staff
- Increasing cleaning levels at affordable pricing
- Sustainable catering model- redesign



HM Government
New Bailey



Summary and Lessons Learnt

Collectively enabled transformation, not just business as usual

Safe Working

Innovation and flexibility through Contract partnering



Belfast RC



HMRC
LEASE FOR
25 YEARS

- NIA **9683m²** (104,220 sq ft.)
- Occupancy is **1580 FTE**
- Shell / core built in 2018,
fit out 2019
- **Cat A completion** 17th May
– Design and fit out of
catering space



Erskine House, 20 – 32
Chichester Street, Belfast, BT1 4GF



Building opened
December 2019



Edinburgh RC



HMRC
LEASE FOR
25 YEARS

- NIA **17660m²**
- Occupancy is **2934 FTE**
- Shell / core built in 2018,
fit out 2019
- **Cat A completion** 03/06/2019 with
Cat B due to start 01/07/2019 –
Design and fit out of catering space



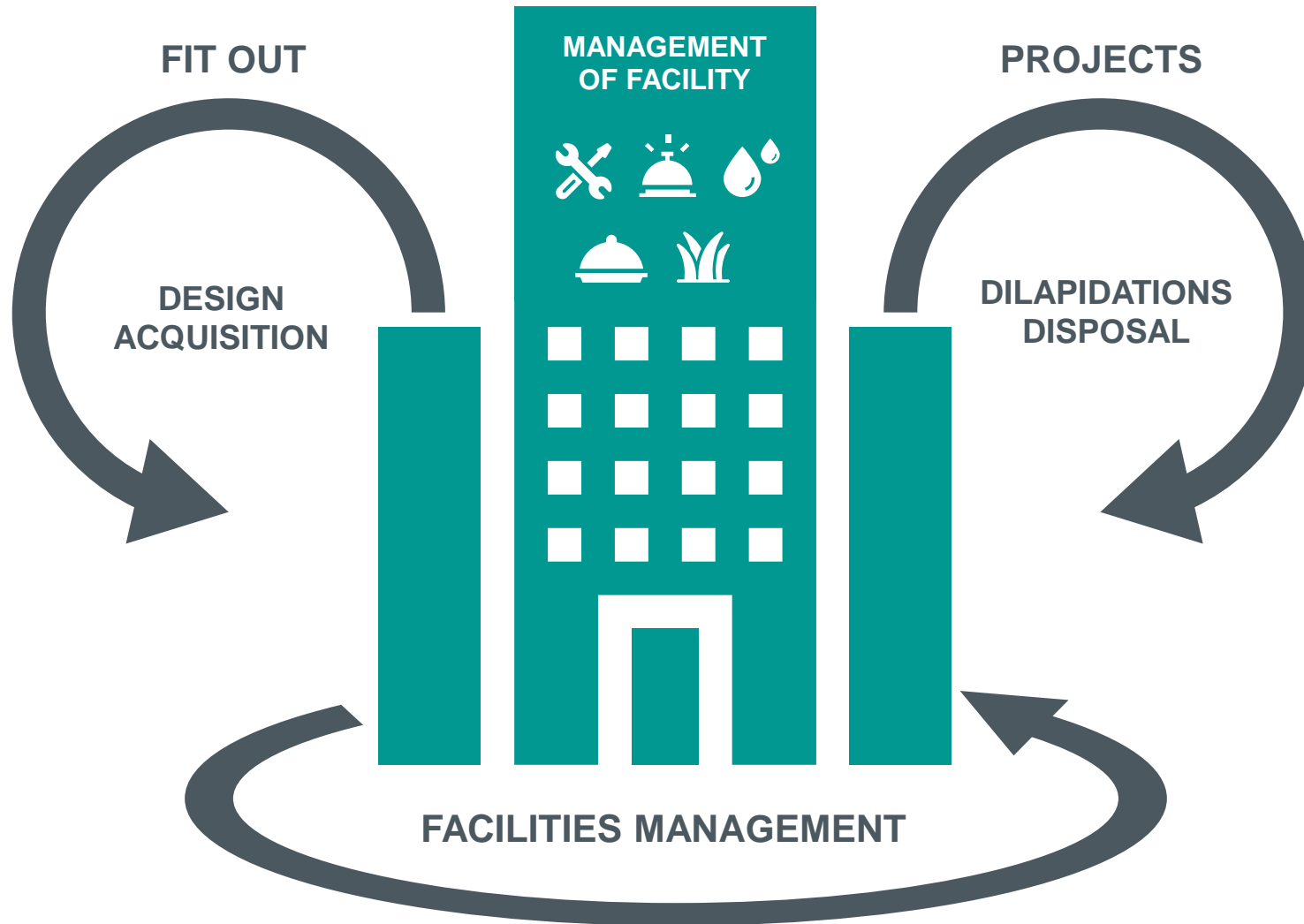
Waverley Place, New Street,
Edinburgh EH8 *BH



Building opened
August 2020



Facilities Management in the locations programme



- Quality Regional Centres to support HMRC's transition to a **modern tax authority**
- **Transforming** the way we deliver and manage our assets and services
- Modern working environments to support **new ways of working**
- **Be agile** and respond to customers changing needs
- New **collaborative and inspiring** working environments that will be **digitally-enabled**
- Sustain and **improve customer satisfaction** enabled by digital capability, **high quality information** and **insight**
- Bring **easily-accessible, digital by default, self-serve services** that will be a **benchmark across Government**
- Gather data, synthesise it into management information, **enable effective decision making**
- Drive service delivery and innovation, to **meet our ambitions for the future**

