

## Background about need for the project

The merger of the Employment Service and Benefits Agency into Jobcentre Plus was far more than just a rebranding exercise. The core aims of linking benefit giving with job seeking was not new in itself, but how it was achieved was very different. This was a Modernisation Programme that changed the whole way of working and delivery of services.

The former social security offices and jobcentres were uninviting places and the processes were very impersonal. This led to disillusionment amongst unemployed people at a time when they needed real help.



The structure for the new Jobcentre Plus was created around three main strands of activity – Jobcentres (public facing), benefit distribution centres and call centres (both back of house). New ways of working was created, staff training programmes were put in place and new IT solutions were created to support this programme.

The aims of the estates strand for this programme was to create the public facing facilities to be welcoming and professional, open and spacious for customers, have a look and feel work focussed and be comfortable and safe for staff. It was determined that a retailing style of design would be best as customers would feel that a Jobcentre was part of the High Street. BDP created the prototypes for this environment. The benefit processing centres were designed to reflect modern open plan offices and the call centres were designed along commercial call-centre standards.

The estates programme also had an aim of reducing the number of properties and footprint it occupied.

## Companies involved with the Jobcentre Plus National Rollout

**Works Programme Manager** – Peter O'Connor, Lend Lease Projects

**National Core Team** – 19 at peak, all full-time seconded from Lend Lease Projects

**Project Managers** – 95 at peak full-time seconded, employed from WS Atkins, Capita Symonds Ltd, Drivers Jonas, EC Harris, Eden Project Consulting, Faithful and Gould, Gleeds, Global Project Solutions, Hama Ltd, Heasemans, HLA Ltd, Hornagold and Hills, Hush Consulting, Land Securities Trillium, Lend Lease Projects, Lockhart Jones, Mace, PDCM Ltd, Schofield Lothian, Stride Treglown, Sywell Project Consulting Limited, PMP West Ltd, TPM Consulting, The Dawn Consultancy, Turner and Townsend.

**Commercial Managers** – 16 at peak full-time seconded, employed from Capita Symonds Ltd, Chinmans, EC Harris, Faithful and Gould, Gleeds, Heasemans, John Rowan and Partners, Lend Lease Projects, RN Humphreys and Associates, Turner and Townsend.

**EHS Co-ordinators** – 14 at peak full-time seconded, employed from Call-Safe, Currie and Brown, EC Harris, Faithful and Gould, Logic SHE Solutions, Mace, Schal, Turner and Townsend.

**Concept Architect** - Lewis & Hickey using 130 staff (Pathfinder concept by BDP)

**Architects** - 13 companies using 208 architects – AEDAS, B3 Burgess, CHQ Associates, Hulme Upright Manning, JM Architects, Leach Rhodes Walker, WS Atkins, Parr Partnership, RMJM, RPS Design, SGP, Stride Treglown, Watkins Gray International.

**Services Engineers** - 11 companies using 133 engineers – WS Atkins, Beveridge Associates, Cameron Taylor, GK Salter Associates, Hulley and Kirkwood, Kirk McClure Morton, RMJM, T.Dunwoody and Partners, Wallace Whittle, WSP Buildings Limited, Zeus DMS Ltd.

**QS Support** - 6 companies using 7 staff – Currie and Brown, Faithful and Gould, Gleeds, John Rowan and Partners, RN Humphreys and Associates, AYH Brown

**Asbestos Surveyors** - 6 companies using 72 staff – Allied West Environmental Consultants Ltd, Cook Denning Management, Erith Contractors Ltd, First Environment Limited, CWE Services Ltd, ALcontrol Laboratories

**Legal Advisors** - Trowers & Hamlins

**Contractors** - 14 companies employing 4,772 operatives on site at peak

Banner Holdings Limited – Midlands

B&K Building Services Limited – South

Curzon Interiors – South

David McLean Contractors Limited – North and Wales

Inspace/Willmott Dixon – Midlands

Interserve Project Services – North, Scotland and Wales

Longcross Group – London and South

Mansell Construction – London and Scotland

Midas Property Services – Midlands, South and Wales

Mowlem Building – North

Overbury plc – London and South

Shepherds Construction Limited – North

Styles & Wood Limited – Midlands and North

ROK Building Limited – South

**Specialist Subcontractors and Suppliers - 29 companies**

ADT Fire and Security

Fire / Security

Protec Fire Detection plc	Fire
Group 4 Security Systems Ltd	Security
Ofquest Ltd	Desking / Joinery
Mitie	M+E
ABB	M+E
Balfour Kilpatrick	M+E
Forth Electrical	M+E
MiB	Desking / Joinery / Seating
Pentos Office Furniture plc	Furniture
Alan Nuttall	Joinery / Paypoints
Cityspace Retec	Paypoints
Verco Office Furniture Ltd	Seating
Senator International Ltd	Seating
Pearce Signs	Signage
Sovereign Signs	Signage
Signs and Labels	Signage
Kessler's International	Display Systems
Albion Design and Fabrication Ltd	Display Systems
Axiom Group Ltd	Flooring
Tynedale Carpets	Flooring
Millikin	Flooring
Amtico	Flooring
SAS International	Ceilings
Trilux Lighting Ltd	Light Fittings
Fagerhult Lighting Ltd	Light Fittings
Whitecroft Lighting	Light Fittings
Concord Lighting and Security Ltd	Light Fittings
Microlights Ltd	Light Fittings

**EHS Training** - Arrowsafe, B-Safe, Pivotal Training (trainers and management), SSG.

## Additional Supporting Background Information

### Budgets and Actual Costs

Budget agreed with Treasury (part of £2.2bn) excluding disposal costs	£900m
Year 1 (first 225 offices – 2002/03)	
<ul style="list-style-type: none"> <li>- adopted savings proposals from the Pathfinders</li> <li>- aggregated and tendered key components (furniture, carpet etc)</li> <li>- competitively tendered contractors (JCT) by FM Providers</li> </ul>	
Forecast final out-turn for 1,000 offices based on Year 1 costs	£981m
Year 2 (next 200 offices – 2003/04)	
<ul style="list-style-type: none"> <li>- during Year 1 OJEU tendered contractors (using PPC2000)</li> <li>- aggregated and re-tendered key components (SPC)</li> <li>- design was based on Year 1 assumptions</li> <li>- consultants a mix of seconded and companies</li> </ul>	
Forecast final out-turn for 1,000 offices based on Year 2 costs	£835m
Years 3, 4, 5 (2004/07)	
<ul style="list-style-type: none"> <li>- during Year 2 carried out VE exercises with supply chain on components</li> <li>- also VE on processes reducing time on site, reducing waste etc</li> <li>- introduced a design to re-use/adapt ceilings/carpet etc</li> <li>- demand challenged the business to make more effective use of buildings</li> <li>- paid to maintain contractors core teams for the 6 month 'standstill' in 2004</li> </ul>	
Final out-turn costs	£737m

### Health & Safety Statistics

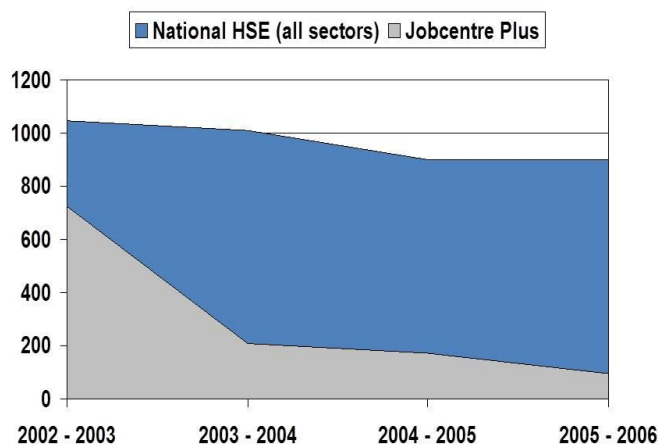
AIR figures (RIDDOR accidents per 100,000 people employed per year).

April 2002 – March 2003 723 (HSE Construction sector 983.2) – reflecting traditional methodology

April 2003 – March 2004 208.7 (HSE Construction sector 900.8) – reflecting start of enhanced PS service

April 2004 – March 2005 171.5 (HSE Construction sector 893.1) over 5 times better than industry average

April 2005 – March 2006 93.5 (HSE Construction sector 852.5) over 9 times better than industry average



Achieved over 1 million work hours without a RIDDOR x 4 times.

## Additional Evidence of success

Extract from National Audit Office Report (22 February 2008) on the key factors that led to the success of this programme:

Success Factors from NAO Report	Specific to the Estates Solution
<b>Communicating a vision for improvement</b>	
<b>Consistent leadership, strong governance and close monitoring by a central project management team</b>	Move in Year 2 from 'light touch' management to national management was significant
<b>Planning in detail and developing a replicable process</b>	Impact of the Estates Gateway Process across the whole Transformation Programme
<b>Change was managed well at sites that learned from previous experience</b>	
<b>Using partnering to incentivise contractors to innovate and reduce costs</b>	Recognition that partnering was a key factor in creating success
<b>Being prepared to learn as the roll-out progressed</b>	Continual improvement beyond procurement

### Press Notice from the Public Accounts Committee Chairman (10 September 2008)

Edward Leigh MP, Chairman of the Committee of Public Accounts, today said:

"One of the biggest public sector construction projects in the UK in recent years - to deliver more than 800 modernized Jobcentre Plus offices - achieved its central procurement aims while coming in under budget.

"This welcome success was down to a number of different factors, but chief among them were the maintenance of continuity in the leadership team, the substantial front-line experience of the senior managers, a willingness by the team to learn and revise its approach as the project progressed, and the engagement of local staff in the change process. At all stages the risks were managed well and tight financial controls were applied. Other public sector organizations taking forward big procurement and change projects cannot afford to ignore this exemplary good practice."

**Sir Michael Latham DL MA  
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London SW1V 3LX  
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21 May 2004

Peter Besley Esq  
Director of Estates  
Department for Work and Pensions  
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Dear Mr Besley

I have been following, with great interest, the Jobcentre Plus rollout programme currently being undertaken on behalf of the Department for Work and Pensions and would like to pass on my congratulations in the way the project team and supply chain have embraced the partnering ethos, an area about which I feel passionate in terms of improving the delivery of construction projects.

This complex and demanding project can only succeed if all parties pull together by establishing common objectives and are willing to implement the changes necessary within their respective businesses to work in an environment of trust and openness.

The DWP should be congratulated for the success in their drive to introduce a new approach, based on the creation of a Partnering culture across the entire supply chain.

The initiatives introduced as part of your delivery strategy and continuous improvement programme, though not unique in themselves, are unique in the manner of their implementation, but more importantly, in the commitment from DWP and the supply chain to accept and adopt the new methods of working. This has clearly demonstrated that significant benefits can be achieved by securing the support and commitment of all those involved through team working, sharing best practice and respect for the individuals.

The Jobcentre Plus project has succeeded in changing a number of the traditional and adversarial practices to the advantage and benefit of the entire team, in a way that other schemes aspire to, but is rarely achieved at such a level as that on this project.

I understand that the feedback and comments which have been received from a broad cross section of the supply chain, indicate the processes adopted on the Jobcentre Plus project present a model for success and one which can be viewed as a landmark which will set a benchmark for standards on future projects. It is extremely encouraging and refreshing to see such effective leadership in procurement best practice.

I would like to take this opportunity to wish you and the supply chain continued success for the remaining programme and would encourage you to continue the drive for change on what is undoubtedly a very challenging but equally satisfying project.

Yours sincerely



c.c.  
Peter O'Connor Esq  
Works Programme Manager