

Report for: Cabinet

Title: Station Road Refurbishment Works

Report

authorised by : David Joyce, Director of Housing, Regeneration and Planning

Lead Officer: Andrew Meek, Head of Organisational Resilience

Ward(s) affected: N/A

Report for Key/

Non Key Decision: Key

1. Describe the issue under consideration

- 1.1 The Council needs to make changes to a number of key council buildings to support immediate goals relating to the New Ways of Working Programme and the Accommodation Strategy, during the intervening period before we move to a refurbished Civic Centre, subject to final decision on that project in January 2022
- 1.2 This report seeks the approval for the programme of office moves, refurbishments and agreement to tender the package of works, to ensure that our staff and residents are able to deliver and access high quality services.

2. Cabinet Member Introduction

- 2.1 The Council is committed to providing our staff with safe, suitable and modern workplaces, as they carry out their vital work serving our residents. The proposals contained in this report creates better ways for staff to work together with our partners, while still taking advantage of the flexible ways of working that have served us well through the pandemic.
- 2.2 This investment supports our staff in the short-term, but it is also an investment for the long-term. Investment in key buildings extends their life and increases their value as assets, making them more marketable when the Council moves into our refurbished Civic Centre, meaning the Council will benefit commercially when our operational need for these buildings comes to an end.

3. Recommendations

- 3.1 For Cabinet:
 - 3.1.1 To approve the planned refurbishment works for Alexandra House and 48 Station Road, to allow for their re-occupation by officers.
 - 3.1.2 To agree to the tendering of the package of works following the procurement approach set out in section 8 of this report.
 - 3.1.3 To note the estimated budget of £10.16m.

4. Reasons for decision

4.1 To deliver office accommodation improvements

- 4.1.1 The council has a poor standard of office accommodation, which is not reflective of the expectations of a modern workforce and does not enable high quality services for our residents.
- 4.1.2 Investment in the interior decoration, and fit-out of Alexandra House and 48 Station Road has been not taken place for a number of years. Some planned maintenance and compliance works are also now required, which will be more economic to deliver as a single programme.
- 4.1.3 To ensure the council has an appropriate accommodation offer, prior to the Civic Centre project completing in 2025, with or without an Annex. This means investment is required across our sites for the next 4 years usage, which will also contribute to enhanced assets and value to the council once vacated.

4.2 To enable the continued adoption of flexible working

- 4.2.1 Prior to the pandemic, the council was on a journey of adopting modern, flexible ways of working and improving council accommodation to enable this.
- 4.2.2 A significant number of staff continued to come into Haringey and use council accommodation during the pandemic but this period has also demonstrated that widespread flexible and home working can allow officers to continue to deliver for our residents and reduce the cost of council accommodation, whilst also improving the work-life balance for many staff.
- 4.2.3 The Council's vision for how it will work in the future will recognise the benefits of maintaining flexibility in where its staff work. Whilst there are clear benefits to retaining the ability for staff to work remotely from home and other locations, we also believe that a physical connection to Haringey as a place is vital to ensuring that our staff maintain a close relationship with the residents and communities we serve, and enabling our staff to collaborate with colleagues from across the council and partner organisations.
- 4.2.4 Under this 'Hybrid' working model, it is expected that all staff will have regular reasons to come into work in Haringey, either within council accommodation or out in the communities they serve and most staff will split their working time between some combination of home, council accommodation and being out in the communities we serve. It is therefore envisaged that very few Council roles will continue to be suitable for 100% remote working.
- 4.2.5 Officer teams are in a phase of reconnecting and returning to a greater presence in the borough, supported by some immediate reconfiguration of office space.
- 4.2.5 In order to ensure that the council's office accommodation supports this hybrid model of working, the existing office design, and supporting I.T. infrastructure, is in need of updating. The proposed building and furniture layouts will provide a mix of work settings for staff, including traditional desking for focussed, individual work but also with a significant increase in the amount of flexible space designed to enable collaborative working.

4.2.5 The buildings will also be equipped with new audio-visual technology to enable 'hybrid' working, allowing staff to work together regardless of whether they are in the office or working remotely.

4.2.6 The plans are also designed to encourage greater collaboration between council directorates and services. Whilst each council Directorate will have an allocated floor in either Alexandra House or 48 Station Road, remaining floors in each building will not be allocated to any specific service and will instead provide flexible working and meeting space for all council staff to use, thus increasing the opportunities for cross-service collaboration.

4.3 To support short-term goals in the Accommodation Strategy

4.3.1 The Council intends to co-locate all its core office functions into the refurbished Civic Centre (subject to a future Cabinet decision), and the project will complete in 2025. The Council requires office accommodation that is compliant with safety regulations, of sufficient size for its workforce, and in a suitable condition for the interim period.

4.3.2 The proposals allow for flexibility for future options, including the vacation of River Park House and 40 Cumberland Road, and any future decision will be subject to its own business case and decision-making process.

4.3.3 In order to consolidate into 48 Station Road and Alexandra House refurbishment works are needed that create a suitable office environment, ensure these important public buildings demonstrate civic pride, and complete essential maintenance and compliance works, which are required in any event.

4.3.4 Included in this proposal are improved facilities for cycle parking and showering. These will support staff to adopt Active Travel to work modes (walking, cycling, running) which supports the Council's sustainability goals. It also makes possible physical activities for staff as part of our Workforce Wellbeing strategy (for example through running clubs).

5. Alternative options considered

5.1 Do Nothing

5.1.1 Doing nothing is not recommended. Council officers are working almost entirely remotely. They cannot return to Council offices in their current condition, as there are various maintenance and safety issues that need to be addressed. This would mean an increasing risk of service failure in key statutory services, if adequate workspace was not provided.

5.1.2 Staff cannot continue indefinitely to work fully remotely, without deteriorating wellbeing and productivity.

5.1.3 Continuing to occupy all four buildings is a high cost option, as the Council would have to meet the maintenance, energy and other costs.

5.1.4 The Council would fail to meet its Net Zero Carbon ambition if this option was chosen, due to the poor energy efficiency of River Park House.

5.2 Return to pre-pandemic ways of working

- 5.2.1 Returning to pre-pandemic ways of working is not recommended for a number of reasons. The Council's workforce strategy has included the expectation to move towards more flexible and agile ways of working over a long period. The pandemic accelerated this change, rather than creating a change of direction.
- 5.2.2 Staff have indicated a strong preference for continuing to work remotely for part of the week. In order to recruit and retain a high performing workforce, moving to modern ways of working is in the Council's overall interest.
- 5.2.3 Were the Council to seek to substantially reversing this trend, this would require the Council to invest substantially in all the buildings in Station Road to bring them to the required standard. The capital cost of those works would be substantially higher. The Council would also retain the ongoing running costs of these buildings.

5.3 Investment in other buildings to provide workspace

- 5.3.1 Other options for provision of workspace have been considered and discounted as they do not represent value for money.

5.4 More extensive refurbishment programme for Alexandra House

- 5.4.1 As part of the planned and preventative works at Alexandra House, some of the elements of the Heating, Ventilation and Cooling System are ageing and will need to be replaced over a period of time. Consideration was given to bringing forward all of this investment, to coincide with the refurbishment works proposed in this report.
- 5.4.2 This was discounted on the grounds of both timing and the additional cost at this stage, whilst the council considers the long term usage of Alexandra House. This work is not considered as urgent, and informed decisions can be made, once a decision is taken on the Civic centre with an Annex, in January 2022 and master planning work for Wood Green has been progressed.

6. Background information

6.1 Works overview

- 6.1.1 The works proposed in this report are comprised of:
- Refurbishment works in Alexandra House
 - Refurbishment works in 48 Station Road
 - Enabling works
 - Purchase and installation of furniture and other equipment in order to fit-out the offices
 - Removals contractors to support the moves of furniture and equipment.
- 6.1.2 During the period 2022-25 George Meehan House will be the Council's Civic Hub. Between them, Alexandra House and 48 Station Road will provide the main council offices, and form the administrative hub for the council. As detailed planning about the allocation of space is carried forward, the Council will prioritise continuing to collocate with NHS colleagues to support the join-up of vital services for our residents.

6.1.3 In Alexandra House the works include:

- Improvements to front reception, to create a more welcoming experience for visitors
- Essential compliance works to improve fire safety
- Refurbishment of the lifts, which are at the end of life
- Essential maintenance work on the heating, ventilation and cooling system
- Redecoration of most floors of the building
- Creation of corporate touchdown space, useable by officers and Members
- Improve cycling provision, to allow more officers to cycle, walk or run to work, as part of our Greener Travel commitment
- Improved disabled-accessible and gender-neutral toilets

6.1.4 In 48 Station Road the works include:

- A remodelled ground floor reception area.
- Essential compliance works to improve fire safety
- Essential maintenance work on the heating, ventilation and cooling system
- Redecoration throughout the building
- Creation of corporate touchdown space
- Improved disabled-accessible and gender-neutral toilets

6.1.5 The overall number of workstations the Council will be providing in its main buildings is given below.

Building	Workstations
Alexandra House	523
48 Station Road	356
George Meehan House	51
Total	930

6.2 Context

6.2.1 The Covid-19 pandemic had the immediate impact of forcing large parts of the workforce in Haringey to work extensively from home. This was enabled by digital technology, such as MS-Teams, which was adopted at scale for the first time. This has led to a global reappraisal of the role of the office for modern organisations. While some employers may have entirely remote workforces, many more are adopting greater flexibility as a long-term strategy.

6.2.2 Our primary focus is to serve the residents of Haringey and whilst significant improvements have been made to remote working, responding to our new demands from residents in accessing our services digitally during the pandemic; we do need to ensure that our staff maintain the connection with the borough. This includes cross council working and opportunities for collaboration, both formerly and informally, which is facilitated through physically working together in a modern hybrid enabled office.

- 6.2.3 It should also be noted that many Council services require a continuous borough presence, and officers have in many case continued to work in the borough at various sites throughout the pandemic, particularly in frontline roles.
- 6.2.4 It is also important to ensure that we have flexibility in the offer we can make to staff, to ensure that they mental health and wellbeing is protected as we all adjust to new ways of working and living post the pandemic. The plans for our interim office usage, before moving to the Civic centre, provide this flexibility and will help inform not only the designs of the civic centre, but the working practices, policies and procedures for the organisation to meet our residents and staffing needs.
- 6.2.5 Staff are spending increasing amounts of time in our offices, as the pandemic eases. For a significant number of staff who joined Haringey during the last 18 months, this is their first experience with our office accommodation. For staff working for almost all Council services, emerging from lockdown and pandemic ways of working is a crucial period of reconnection with the colleagues and partners, and an opportunity to adopt ways of working that will improve how we serve our residents.

6.3 Workforce engagement

- 6.3.1 In developing these plans, and extended period of consultation and dialogues with our workforce has taken place. This includes:
- Staff surveys to gather information about staff experiences of working from home, their work-style preferences
 - Consultation with the trades unions, to understand key issues facing staff.
 - Discussions with staff networks including the Disability and Health network and the LGBT+ staff network
 - “Let’s Talk” sessions, which all staff are invited, to facilitate engagement directly between staff and senior management.
- 6.3.2 There have also been extensive discussions with service management teams to support services to work through how they intend to work going forward, to build confidence that office accommodation and wider organisation policies and support will enable them to continue to deliver high quality public services as the pandemic eases.
- 6.3.3 The combination of direct staff input and management engagement has been crucial to ensuring that the right amount of office space is available, and to working through the best way of allocating office space to services. This also includes consideration of Homes for Haringey staff, and partnership engagement with the NHS.
- 6.3.4 This in turn gives us confidence that the Council will have sufficient office space within Alexandra House, 48 Station Road and George Meehan House for its main corporate functions, for the period of 2021-25.
- 6.3.5 Many of our staff have indicated a desire to cycle to work more frequently. This supports the Council’s objectives of increasing physical activity, reducing air pollution and carbon emissions. Engagement with staff indicates improved

showering and cycle parking facilities will be essential to supporting more staff to switch to active travel modes. The plans therefore incorporate inclusion of these elements into the design for Alexandra House.

- 6.3.6 Going forwards, it will be important to enable our staff to work closer to residents, by providing spaces in the community remote from our hub in Wood Green.

6.4 Impact on services

- 6.4.1 The approach to office accommodation in this report is to deliver service improvements through our investment in Station Road properties wherever possible. The single biggest improvement will be improved working environments for staff, enabling improved staff retention and productivity with quality hybrid working solutions.
- 6.4.2 Improvements have already been made at George Meehan House, through minor works on the building and its environs to bring it to standard in keeping with its status as the Council's Civic Hub. This includes reception arrangements to improve the visitor experience in the building.
- 6.4.3 Officers will develop plans for the allocation of space.
- 6.4.4 Plans for Alexandra House also include an expansion of corporate touchdown space to enable collaborative and flexible working by Council teams and with partners.

6.5 Equalities issues

- 6.5.1 In developing the proposals contained within this report, the Council has had due regard to its public sector equalities duties. The Council has a highly diverse workforce, and values the range of life experiences we can therefore draw upon. Accordingly, it is essential that all our Council buildings are accessible and welcoming to all.
- 6.5.2 A major consideration is that the buildings need improvements to the toilet facilities to ensure they are inclusive and cater for disabled users.
- 6.5.3 Our plans will make provision for gender-neutral toilets, whilst recognising that the overall provision needs to be suitable for all.
- 6.5.4 As we develop plans for office refurbishment, our ambition is to take account of modern guidelines for creating environments that are dementia friendly, and are suitable for neuro-diverse individuals.

6.6 Climate impact

- 6.6.1 The council will be ensuring that our commitment to climate change is reflected in the procurement of the contractors, furniture and equipment, which this report seeks approval for and it will form part of the evaluation criteria for all contracts.
- 6.6.2 The table below shows the energy performance operational rating of each building. A is the best performing rating, and G is the worst. This shows that River Park House very poor in terms of energy efficiency and carbon emissions.

Building	Energy Performance Operational Rating
Alexandra House	D
40 Cumberland Road	C
48 Station Road	D
River Park House	G

- 6.6.3 The government has announced its intention to tighten regulation so that by 2030 any non-domestic rented building must achieve a rating of B, in order to support overall emissions reductions to stay within the UK's Carbon Budgets. While the other buildings in the Station Road cluster need some improvement to reach this standard, the improvements needed for River Park House would be much more significant.
- 6.6.4 While the Council could maintain statutory compliance by retaining RPH in its sole use, rather than offering any external leases, this would not be compatible with the Haringey Climate Change Action Plan, which also targets an EPC rating of B in our operational buildings.
- 6.6.5 The major problem with River Park House stems from the exterior glass cladding which provides very poor thermal insulation, and would need complete replacement. The overall cost would be £25M to £50M.

7. Business case

- 7.1 Appendix 1 provides a breakdown of the estimated programme costs.
- Costs for various elements of the works in Alexandra House were obtained over the period March-July 2021. This was primarily sourced from consultants in the form of specifications & cost estimates and direct from suppliers in the form of quotes.
 - The Cost Summary is for all sites contained within this report, principally Alexandra House and 48 Station Road. Total costs of £10.159m are currently being reported.
 - Detailed analysis has been undertaken of the Council's furniture and equipment needs, based on agreed floor layout plans.
 - Cost Consultants (Fulkers Russell Bailey) are now being engaged to validate these costs and produce a detailed cost plan in advance of Cabinet approval and the issue of the tender documentation mid-November '21
- 7.2 Through this expenditure, the Council will gain:
- Buildings that are in a good state of repair, and compliant with building and safety regulations for 5 years
 - Buildings that can be released for commercial meanwhile use at the end of this period, which includes a greater asset value.
 - Workspaces that better support the delivery of core statutory services for residents
 - Front-of-house spaces that are modern and welcoming for residents and other visitors

- Improved working conditions for staff that support our workforce wellbeing objectives, and support modern, collaborative ways of working.

7.3 This investment is a necessary decision to supplement the investment in the Civic Centre. It creates flexibility to release both River Park House and 40 Cumberland Road from the operational property portfolio and allows the Council to avoid the substantial running costs for these buildings. To avoid double-counting these benefits, the financial benefits are only shown in the Civic Centre report.

7.4 Analysis of the costs of this programme has been undertaken. This identifies:

- A proportion of the expenditure is a matter of statutory compliance or maintenance that is essential from a H&S perspective.
- A further proportion of these costs contribute directly to the overall value of the asset, so that the future marketability of the building is increased, in the event that the Council chose to lease the building to a 3rd party in 2025 when the Civic Centre project completes and the Council is able to vacate.
- A residual amount is expenditure is direct expenditure solely for the purpose of delivering the programme, which has no wider benefits.

Table 1.1 to show the breakdown of the £10.159m both across the sites and work areas.

	Compliance work	Asset Enhancement	Interim Accommodation usage	Total
Enabling Works	360	637	150	1,147
Alexandra House	2,000	1,700		3,700
Station Road	800	2,212		3,012
FF&E / IT / Moves			2,300	2,300
Total	<u>3,160</u>	<u>4,549</u>	<u>2,450</u>	<u>10,159</u>

7.3 The Council has planned for the compliance cost of £3.160m and this expenditure was anticipated in the Council's capital programme.

7.4 The Asset Enhancement cost of £4.537m is the cost to bring the offices up to a good standard. This will increase both the future value of the asset and the longer term rental return on the site, which forms part of the Civic Centre Business Plan. Should the decision be not to include an annex option on the Civic Centre, then this investment will form part of the investment required for the councils longer term use of Alexandra House. However, it should be not that to achieve a like for like offer with a newly constructed Annex, significantly more capital would be required in Alexandra house.

- 7.5 The interim accommodation usage expenditure of £2.45M is comprised of elements where the benefits will accrue primarily over the immediate period of 4-5 years. This includes direct purchase of items that may be transferred to the Civic Centre, or to other Council buildings, if it remains in good condition and suitable.
- The cost of new office furniture, which will be purchased only where there is insufficient suitable existing stock.
 - The cost of improved digital equipment – e.g. meeting room technology. This will support “hybrid working” style, allowing greater collaboration between officers working in Council buildings and others joining remotely (including partners, service users/residents and others).
 - The costs of removals, which is unavoidable, so the Council is decant services to allow works to proceed, and then to move services into their new working environment.

8. Procurement approach

- 8.1 The works are split into a number of small works packages that will be tendered and awarded under officer delegations, and a main contractor for the majority of the work.
- 8.2 With regards the refurbishment of Alexandra House Reception, a small works contractor will be appointed under a JCT Minor Works Contract.
- 8.3 With regards the refurbishment of the lifts in Alexandra House, the Council will use the Fusion21 Framework to obtain prices from 2 contractors to undertake the works. They will be appointed under a Engineering Framework contract and advice is being sought from LEIA (Lift & Escalator Industry Association) to confirm the best form.
- 8.4 A further contract will appointed under a JCT Intermediate Form of Design & Build Contract, to undertake refurbishment work to the 6th Floor Alexandra House, and to undertake Cycle Hub enabling Works. Suitable contractors are being sourced from the South East Consortium Framework.
- 8.5 With regards the Main Contractor works, tender documents are being prepared to include Employers Requirements and Pricing Documents for issue to Main Contractors through a competitive tender (to be issued mid-November). This will be tendered under Haringey’s London Construction Programme Framework and will take the form of a JCT Design & Build Contract.
- 8.6 Additionally, contracts will be required for the provision of digital/audio-visual equipment, furniture and removals.

9. Next Steps

- 9.1 On approval of this report the next steps will be to progress the programme as laid out in the Milestone Plan (see Appendix 3).
- 9.2 The Council will move to appoint contractors as set out in section 8 above.

- 9.3 Work will start on site with some enabling works in January. This will include improving the reception at Alexandra House, and some of the earlier office moves. The main contract would start work in March 2022, and work over a period of months, completing the work in the autumn 2022.

10. Contribution to strategic outcomes

- 10.1 This report contributes to the Borough Plan priority “Your Council” – Outcome 19 “Outcome 19: We will be an able, positive workforce with the skills needed to deliver for Haringey”. The Delivery Priority this supports is “Design smarter working environments to endorse modern and agile working”.

11. Statutory Officers comments

11.1 Finance

- 11.1.1 In agreeing to the recommendations in the report the Council is not committing to any expenditure. Each decision in the programme of works outlined above will be the subject of either a Cabinet decision or a delegated authority report which will include comments on the financial implications of that decision. The estimated cost of the programme of works can be contained within the overall agreed General Fund capital programme.

11.2 Procurement

- 11.2.1 Strategic procurement notes the contents of the report.
- 11.2.2 Strategic procurement will work collaboratively with the service area to ensure a compliant programme of procurements is undertaken.
- 11.2.3 The construction market is experiencing a high degree of volatility in pricing, with a 15 – 20% increase in building costs already seen this calendar year and an anticipated further 10% increase in costs forecast by the end of the calendar year.
- 11.2.4 Strategic Procurement will work with the service area in an expedient manner to mitigate the current market risks.

11.3 Legal

- 11.3.1 Legal comments are not required on this report. Legal comments will be provided at the award of contract stage.

11.4 Equality

- 11.4.1 The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
 - Advance equality of opportunity between people who share protected characteristics and people who do not
 - Foster good relations between people who share those characteristics and people who do not
 -
- 11.4.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex

and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

11.4.3 In developing this programme due regard has been given to ensuring that the offices will be welcoming environments for all our staff and visitors, whether they have protected characteristics or not. Providing staff opportunities to work collaboratively with their colleagues regardless of whether they have protected characteristics enables the diversity of our workforce to be a source of ongoing strength, and to better reflect the population we serve.

11.4.4 There are specific issues for people with disabilities, with regards to accessibility of buildings, the ability to easily use the facilities within buildings, and safety issues in relation to, for example, safe evacuation. The proposals within this report take full account of these needs and the associated statutory duties and good practice guidelines.

12. Use of Appendices

- Appendix 1: Cost Plan
- Appendix 2: Summary Scope of Works
- Appendix 3: Milestone Plan

13. Local Government (Access to Information) Act 1985

None

Appendix 1: Cost Plan

ENABLING WORKS

SCOPE OF WORKS	£000s
Cycle Hub & Showers (Alexandra House Level 1)	200
Alexandra House Reception	70
Alexandra House Lift Refurbishment	360
Alexandra House Level 6 Refurbishment	367
Other Fit Out Works	150
Sub Total (Enabling Works)	1,147

COST ESTIMATE ALEX HOUSE

SCOPE OF WORKS	£000s
Floor Refurbishment	2,139
Toilet Refurbishment	436
Landlords Works	1,125
Sub Total (Alex House)	3,700

COST ESTIMATE 48 STATION ROAD

SCOPE OF WORKS	£000s
Floor Refurbishment	2,250
Toilet Refurbishment	118
Landlords Works	644
Sub Total (Station Road)	3,012

TOTAL PROGRAMME COSTS

Enabling Works	1,147
Alexandra House	3,700
Station Road	3,012
FF&E / IT / Moves	2,300
Total	10,159

Appendix 2: Summary Scope of Works

SUMMARY OF SCOPE OF WORKS	
Enabling Works	<p>Enabling works are to be carried out prior to the start of the main programme under Officer Delegated Authority</p> <ul style="list-style-type: none"> • Redecoration of the Alexandra House reception • Increased cycle-to-work provision (showers and cycle storage) • Refurbishment of Alexandra House Level 6 to enable the early vacation of 48 Station Road
Alexandra House	Full refurbishment of floors 1, 2 and 8
	This will provide 'Touch Down' floors and collaboration spaces on these floors
	The remaining floors will be repainted, new carpets
	All tea points in the building will be refurbished
	Toilets on floors 1, 2 and 8 will be fully refurbished to provide fully accessible and gender neutral facilities
	Toilets on the remaining floors will be redecorated and include sensor taps, hand dryers and soap dispensers
48 Station Road	Assumes the full refurbishment of all floors to provide service specific fit outs
	All floors will include painting, carpets. Ground floor and level 1 will include confidential and public meeting rooms
	Toilets on the ground floor and Floor 2 will be full refurbished to provide accessible and gender neutral facilities
	Toilet on the remaining floors will be redecorated and include sensor taps, hand dryers and soap dispensers

Appendix 3 – Milestone Programme

Cabinet Approval (Business Case & Accommodation Strategy) 2021	November
Appointment of Enabling Works Contractor	November 2021
Homes for Haringey move to Alexandra House	January 2022
Cabinet Approval (Contract Award)	February 2022
Appointment of Main Contractor	March 2022
Staff relocation from 40 Cumberland Road	March 2022
Main Works Commence on site	March 2022
Vacant Possession of Cumberland Road	April 2022
Construction Works Complete in 48 Station Road	July 2022
River Park House Podium to Level 9 decant of staff	August 2022
Staff relocation to complete	November 2022