North Somerset Council Accommodation Strategy

A Route Map for New Ways of Working in a Post COVID-19 World

December 2020

v0.1 (Draft)

Content

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Executive Summary

| 1 | Executive Summary | A summary of the report with an overview of the key findings, recommendations and next steps |

Executive Summary

North Somerset Council ("the Council") have, like many organisations, had to adapt their ways of working rapidly in response to the COVID-19 pandemic. Whilst this brought about challenges, it also shone a light on opportunities and demonstrated that the Council can maintain effective service delivery with significantly reduced availability of the corporate estate. This report provides a vision for a new, flexible working operating model in a post COVID-19 world, a position statement in the context of the Council's readiness to realise this vision, as well as a framework for the required transformation programme.

The Council's corporate estate underwent significant rationalisation in 2014 moving from 18 to 2 primary locations. The ICT landscape too was partially upgraded to facilitate remote working. In recent years, however, the number of staff working in Council offices has reduced with agility ratios in the Town Hall, and in particular Castlewood, moving close to 1:1. This, together with the results of the October 2020 pulse survey, indicate there remains opportunity to further rationalise the corporate estate through either sale or lease. Analysis indicates future desk space requirements could reduce by up to 50% or higher subject to final working practices^. Feedback received from colleagues in the pulse surveys aligns with the Council's ambition to capitalise on the flexible work practices established and tested during COVID-19.

The vision for a new flexible working operating model has been established within the Strategic Asset Management Plan (SAMP) framework to ensure alignment with the strategic priorities of the Council. Iterations of the strategy have been tested and validated by the Council's Asset Strategy Steering Group, and engagement sessions have been held with the Corporate Leadership Team, the Directorate Leadership Team, Corporate Service Managers, as well as several other key Council stakeholders, including HR and IT.

^ forecast reduction in desk space requirements rather than overall office space. Ranges are based on the results of the October 2020 pulse survey and cover different scenarios, including, for example, if everyone who indicated a 2 day per week preference arrived in the office on the same day.

Executive Summary

There are five primary aspects to the proposed accommodation strategy in a post COVID-19 world:

1. Retention of the Town Hall as the primary office location and culture heart of the Council, but with a recognised need to invest in the building to support new ways of working

2. Continuation of home working, where this is possible considering the employee's job role and home circumstances

3. An on-going need for family and children centres etc. outside the core Council office environments to facilitate face-to-face meetings in 'neutral' locations that are needed to support delivery of Council services. There is also a need for these teams to have touch-down focus workspaces away from their home working environments

4. A phased transition from Castlewood by Q3 2022 to release the site for re-development, starting with a consolidation of Council occupation from Q1 2021 and subsequent release of space to support local regeneration and / or generate an income for the Council

5. Touch-down locations beyond the Town Hall as required to support the provision of Council services in communities across the County*

A target operating model setting objectives for the strategy upon full implementation has been developed in consultation with stakeholders. These are set around three pillars of: People & Culture, Place & Community and Planet. Details of these objectives can be found at page 16.

* Provision to be determined by further due diligence including staff role mapping and persona development

Executive Summary

Three project workstreams are required to deliver the vision:

Workstream #	Description	Key Outcomes	Key Milestones
Workstream 1	Re-imagine ways of working and invest in the Town Hall	A reconfigured Town Hall embracing new ways of working, with the Town Hall embedded as the cultural heart and primary office location of the Council. Remote working fully adopted along with transformational working practices	Feb '21 – Adoption of Accommodation Strategy 2021 Q3 – Agreement on the final plan Oct '22 – Refurbishment completed
Workstream 2	Castlewood Transition	Council staff initially relocated to a single area in Castlewood with vacated space re-purposed for alternate use that supports local regeneration and / or generates an income for the Council. Exit from Castlewood to release land for development by 2022 Q3	Feb '21 – Adoption of Accommodation Strategy 2021 Q3 – Agreement and sign-off of strategic development proposals Oct '22–'25- Exit building and commence site redevelopment
Workstream 3	Touch-down Locations – Project Phase	Identification of touch-down locations for Council staff beyond the Town Hall based on service need to support communities across the County. Adaptation of retained assets in accordance with the SAMP to meet future needs	Feb '21 – Complete role mapping and persona development of Council staff 2021 Q3 – Agreement on the locations of touch-down points beyond the Town Hall Oct '22 – Complete adaptation of retained assets, and enter agreements with other public sector bodies regarding co-working arrangement to meet future service needs in communities across the County

These workstreams will be supported by other initiatives led by the Council and related to the Medium-Term Finance Plan (MTFP), including development of a digital strategy, sustainable workplace travel plans and HR policies supporting new ways of working

Introduction

Introduction

The background for the report, its purpose and objectives, together with a summary scope of Arcadis' appointment

Background & Objectives

Background

North Somerset Council (hereinafter referred to as "NSC") is the local authority of North Somerset. It is a unitary authority possessing the powers of both a non-metropolitan county and district council combined. NSC undertook an organisation-wide Office Amalgamation Programme and an ICT Transformation Programme between 2007 – 2012 which introduced a more modern, open-plan, shared working environment. Desk ratios were changed from 1:1 to 7:10 (based on 1200 staff = 840 workstations).

Offices

These environments were spread across two main sites – Town Hall, Weston-super-Mare and Castlewood, Clevedon. Staff numbers have fallen from c.1800 to c.1400 over time and the council is now over-accommodated across both sites and relies on other public sector and private sectors to take (and pay for) space within council buildings.

Future Working with COVID-19

Taking this into account, there has been a need to move at a pace that establishes further changes required by NSC to maximise the opportunities and benefits of flexible working. This has been exacerbated by the effects of the COVID-19 pandemic which has expedited the transition to remote/flexible working. Although COVID-19 has not been the sole instigator for this change, it has been a catalyst. This has presented an urgent need to evaluate current working spaces, ICT platforms and HR Polices in order to further promote and enable flexible working to drive down the physical and carbon footprint of the council's operations and to comply with Government advice on living with COVID-19 over the next 12-24 months.

NSC expect to be operating under COVID-19 conditions for at least 14 months and therefore require that measures in place during this period form part of a roadmap as part of the transformation that the council wish to make to remote and flexible working. Upon completion of this project, we will provide NSC with a vision on a flexible workforce operating model

Introduction / Arcadis Scope

In July 2020, Arcadis were commissioned to carry out a strategic review to determine the appetite and opportunities of incorporating 'flexible working' within North Somerset Council.

Fundamental to formulating a vision and programme for flexible working, a baselining of the current position was required across four critical and aligned elements – people/culture, workplace, technology and processes. Through a series of key stakeholder interviews, a leadership workshop and analysis of key documentation, an understanding of existing ways of working, enablers and barriers for smarter working and leadership aspirations were captured.

The strategic review aimed to deliver the following outputs:

❑ a high-level understanding of the current position in relation to people/culture, workplace, technology and process;

❑ an outline vision and associated flexible working principles;

❑ a high-level transformation map to illustrate the programme journey.

This report provides a summary of our findings and the building blocks to deliver and realise the benefits of a smarter working programme.

Purpose of this Report

The purpose of the Accommodation Strategy is to provide NSC with an optimum long-term strategy that supports remote and flexible working in a post-COVID world. It defines the Future Operating Model along with a high-level transformation map with steps that needed to be taken to arrive at the agreed vision.

This report also explains the analysis that was undertaken over the course of the past 4 months to arrive at the proposed strategy. It begins with a situational analysis (the as-is position) which assessed the playback from stakeholder discussions, site visits and benchmarking. It then moves into determining the future needs (the to-be position) which involves the analysis of results from pulse surveys and its impact on the future strategy, overlaid with Arcadis benchmarks from surveys in other public and private sector organisations. The report then considers the vision and future operating model for NSC to enable remote and flexible working along with a transformation map documenting the key activities required over a defined time period for this vision to be achieved. The report concludes with a series of short – to – long term recommendations that ensure the benefits of new ways of working established during COVID-19 are maintained, capitalised upon and that mid-to-long term strategies are agreed with members in readiness to achieve the long-term vision.

To help the report flow appropriately and assist the reader, further details of the analysis undertaken, and options considered, are included for reference at the appendix.

This report is presented by Arcadis to NSC in response to the appointed scope of service and forms the final deliverable.

Approach and Methodology

Executive Summary An overview of the activities undertaken to arrive at the recommended strategy, including details of the research and data used and the stakeholders engaged

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Approach

The following figure summarises the approach undertaken by Arcadis to arrive at the recommended accommodation strategy for NSC based on a tried and tested methodology. It shows the iterative nature of the approach and the broad range of data collected to inform it and ensure it is tailored towards NSC's specific requirements. Refer to the Appendix for specific outputs associated with site visits.
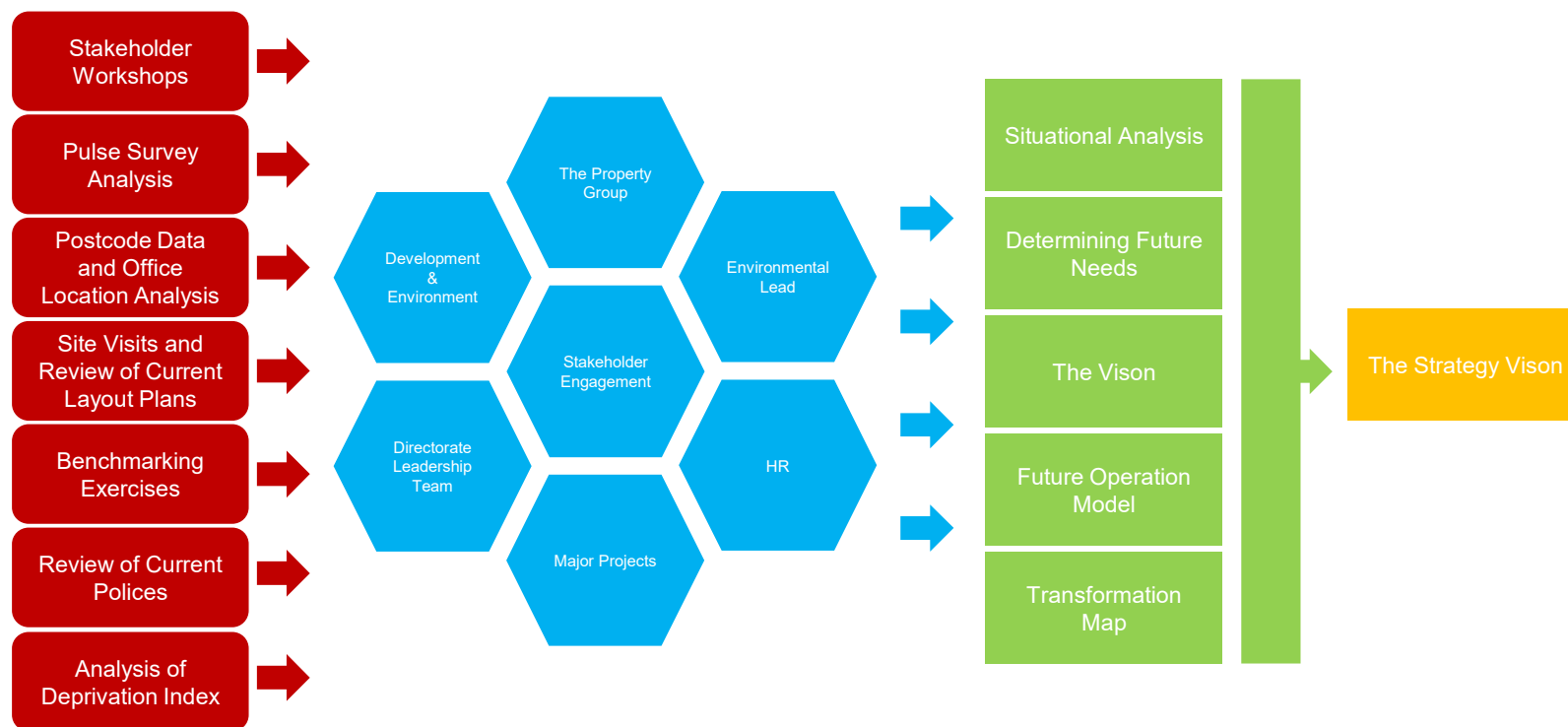
Overview of Stakeholder Consultation

Stakeholders were identified at the outset of the project and consulted at key milestones. In particular, the following directorates and departments have informed this report:

Executive Committee	Corporate Leadership Team	Asset Strategy Steering Group	Portfolio Holder
Transition Steering Group	People and Communications DLT	P&C DLT	Investment and Infrastructure Board
D&E DLT	Neighborhood Management Team	Planning	Business Intelligence Team
	Council's in-house IT Team	HR	Property Group
		Head of Policy and Transformation	Sustainability and Environmental

Stakeholder Engagement

A core steering group comprising the following stakeholders has worked closely with the Arcadis Team throughout the course of this project.

- Chief Executive

- Head of Major Projects

- Head of Development

- Interim Head of Finance and Property

- Climate Emergency Project Manager

- Head of HR

- Project Office Manager

- Director of D&E

- Assistant Director of D&E

- Head of Corporate Accountancy

- Assistant Director of D&E

- Asset Manager

- Property Estates and Regeneration Manager

- Head of Libraries

- Director of People and Communities

An overview of our strategic review

Ask

- Arcadis to help shape your flexible working programme.
- A short piece of strategic work, culminating in a presentation form the basis of your future smarter working journey.

Outcomes

- Flexible Working vision and principles documented.
- Baseline collated to enable clarity of journey starting point and any risks or issues.
- Clear understanding of the FW journey and the steps needed to take with indicative timescales.
- Steering Group fully briefed on outputs of the commission, providing a basis for procuring a programme delivery partner.

Approach

- A diverse working group of stakeholders to be interviewed as part of the review.
- Assessment of the existing position for people/culture, workplace, technology and process.
- Co-creation workshop to develop a set of flexible working principles and capture views on elements to incorporate within a programme.
- Recommendation for a flexible working vision and approach to implement as a programme of change.
- Summary of findings and next steps.

Deliverables

- A vision and flexible working principles.
- A baseline position for people/culture, workplace, technology and process.
- A high level framework (transformation map) for the programme of work to deliver on your vision.

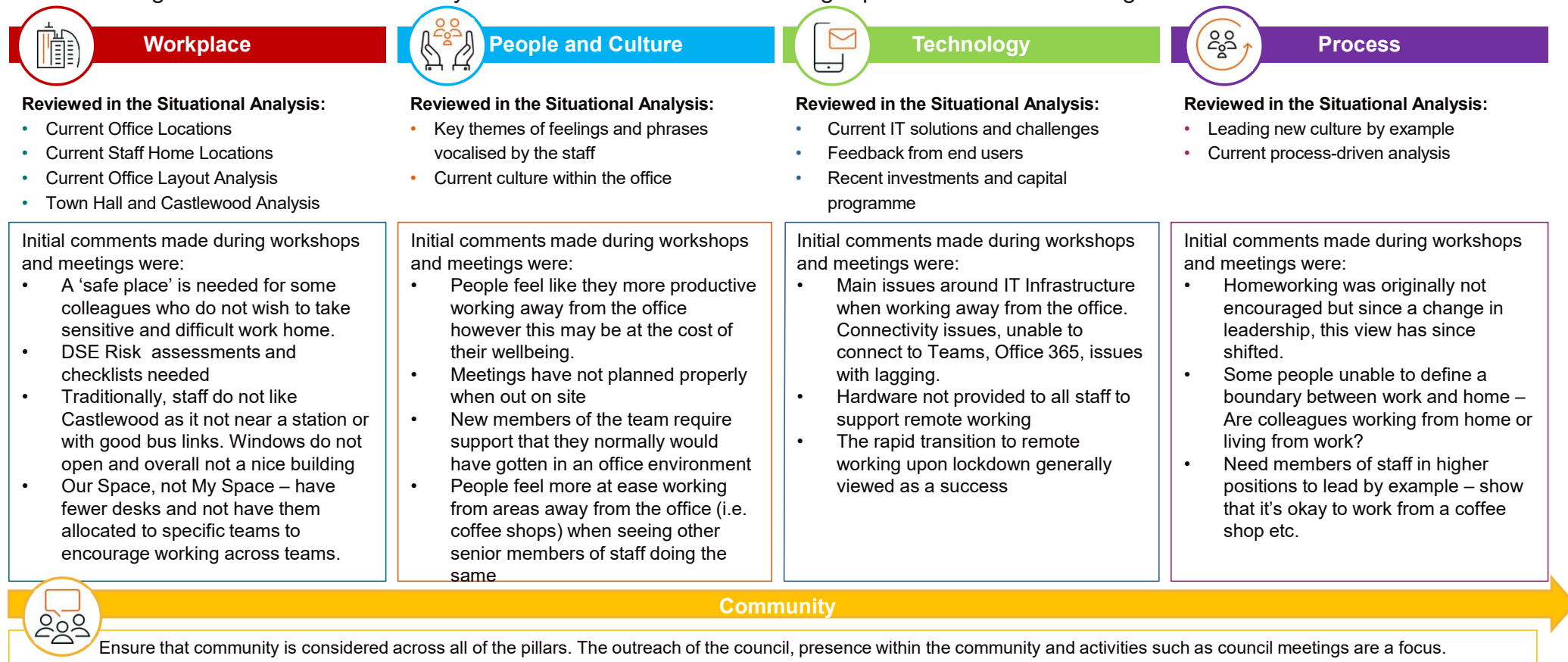# Situational Analysis
The As-Is Position

4	**Situational Analysis** *(The As-is Position)*	Playback from stakeholder discussions, site visits, benchmarking and data reviews summarised into the four pillars of: Workplace, Technology, People & Culture and Process. Supplementary information included at the Appendix

Overview

Within this section we have laid out our findings that have come out of a number of reviews following stakeholder discussions, site visits, benchmarking excursuses and data analysis. We have utilised the following 4 pillars of smarter working to review the As-Is State.

Workplace	People and Culture	Technology	Process

Reviewed in the Situational Analysis:
- Current Office Locations
- Current Staff Home Locations
- Current Office Layout Analysis
- Town Hall and Castlewood Analysis

Reviewed in the Situational Analysis:
- Key themes of feelings and phrases vocalised by the staff
- Current culture within the office

Reviewed in the Situational Analysis:
- Current IT solutions and challenges
- Feedback from end users
- Recent investments and capital programme

Reviewed in the Situational Analysis:
- Leading new culture by example
- Current process-driven analysis

Initial comments made during workshops and meetings were:
- A 'safe place' is needed for some colleagues who do not wish to take sensitive and difficult work home.
- DSE Risk assessments and checklists needed
- Traditionally, staff do not like Castlewood as it not near a station or with good bus links. Windows do not open and overall not a nice building
- Our Space, not My Space – have fewer desks and not have them allocated to specific teams to encourage working across teams.

Initial comments made during workshops and meetings were:
- People feel like they more productive working away from the office however this may be at the cost of their wellbeing.
- Meetings have not planned properly when out on site
- New members of the team require support that they normally would have gotten in an office environment
- People feel more at ease working from areas away from the office (i.e. coffee shops) when seeing other senior members of staff doing the same

Initial comments made during workshops and meetings were:
- Main issues around IT Infrastructure when working away from the office. Connectivity issues, unable to connect to Teams, Office 365, issues with lagging.
- Hardware not provided to all staff to support remote working
- The rapid transition to remote working upon lockdown generally viewed as a success

Initial comments made during workshops and meetings were:
- Homeworking was originally not encouraged but since a change in leadership, this view has since shifted.
- Some people unable to define a boundary between work and home – Are colleagues working from home or living from work?
- Need members of staff in higher positions to lead by example – show that it's okay to work from a coffee shop etc.

Community

Ensure that community is considered across all of the pillars. The outreach of the council, presence within the community and activities such as council meetings are a focus.

Current Office Locations

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The current footprint of offices are shown in the map below:

Weston-super-Mare

The largest cluster of assets are currently in Weston-super-Mare where the best public transport links are also found.

- Town Hall
- Townshend Road Offices
- For All Healthy Living Centre
- Grove Park Lodge
- Grove House
- The Motex Centre
- Central Chambers
- Bournville Locality Centre
- The Firs

Clevedon

Clevedon has fewer assets and far fewer public transport links.

- Line 1
- Castlewood
- The Barn
- Clevedon Library Office
- Salthouse Fields Beach Office

Others
- Community Involvement Office – Nailsea
- St Barnabas Centre – Portishead

Train Stations
- Nailsea & Blackwell
- Yatton
- Worle
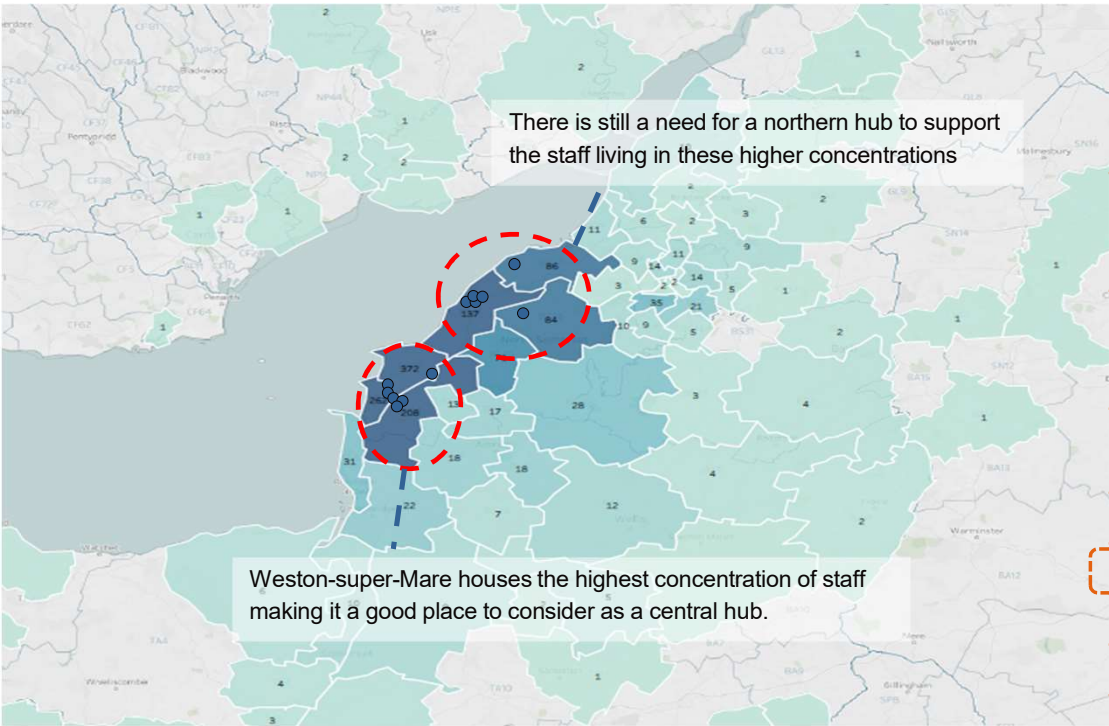- Weston Milton
- Weston-super-Mare

Postcode Data

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The concentration of staff's home locations is shown in the below map. Although the highest concentration of staff is shown, as expected, in the towns along the coast, it is interesting to note that there are staff living as far out at Wales, Somerset and Swindon. These locations would potentially favour a strategy that supports a flexible model of homeworking and office agility. The blue dots represent the current asset locations.

The below table shows the breakdown of the most populated postcodes against the population of citizens.

Portishead has a large population making it a consideration for locating a northern hub here.
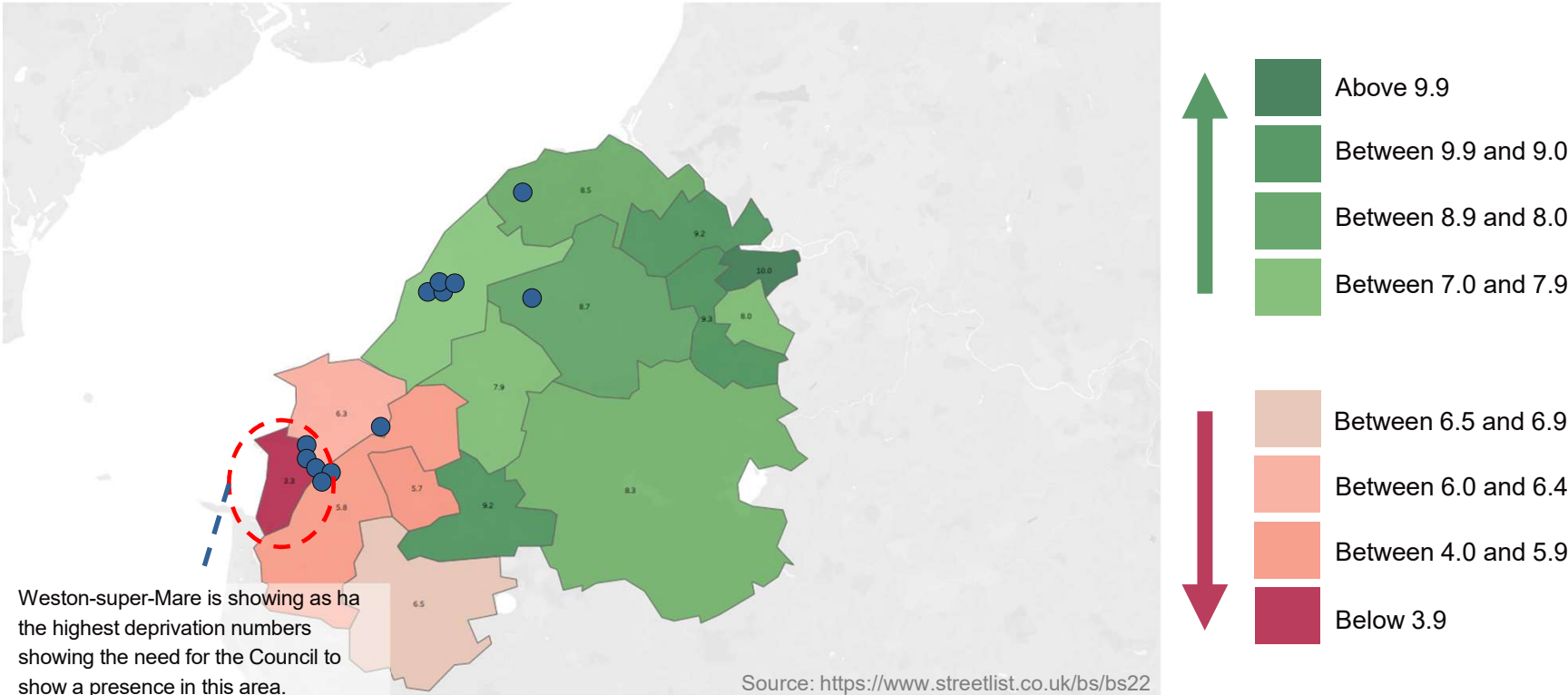

There is still a need for a northern hub to support the staff living in these higher concentrations

Weston-super-Mare houses the highest concentration of staff making it a good place to consider as a central hub.

1673 entries in total. 73% of all staff live in below 7 postcode areas:1

Postcode	Name	Staff Entries	Area (miles2)	Population	Population / entries
BS22	Weston-Super-Mare	372	9.54	37,442	100.65
BS23	Weston-Super-Mare	262	4.41	33,996	129.76
BS24	Weston-Super-Mare	208	20.96	18,841	90.58
BS21	Clevedon	137	16.02	23,283	169.95
BS20	Portishead	86	13.51	30,003	348.87
BS48	Nailsea	84	21.61	23,408	278.67
BS49	Yatton	71	11.89	11,951	168.32
	Total	**1220**		**178,924**	

Workplace

Deprivation Data

The map below shows the depravation data by area, this has been derived by taking an average of each post code area (post code data is shown on the previous page). There is a clear pattern that shows as you move closer to Weston-super-Mare the scale of deprivation becomes more concentrated. The need for a Council presence in this area is obvious. The dark blue dots represent the current asset locations.

Weston-super-Mare is showing as ha the highest deprivation numbers showing the need for the Council to show a presence in this area.

Above 9.9

Between 9.9 and 9.0

Between 8.9 and 8.0

Between 7.0 and 7.9

Between 6.5 and 6.9

Between 6.0 and 6.4

Between 4.0 and 5.9

Below 3.9

Source: https://www.streetlist.co.uk/bs/bs22

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Main Office Locations

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There are currently 2 main office locations that have been reviewed in detail to determine the current state of what is available to staff. The Town Hall in Weston-super-Mare and Castlewood in Clevedon.

Desk ratios were changed from 1:1 to 7:10 (based on 1200 staff = 840 workstations).

The Town Hall / Castlewood office split is 485 / 386

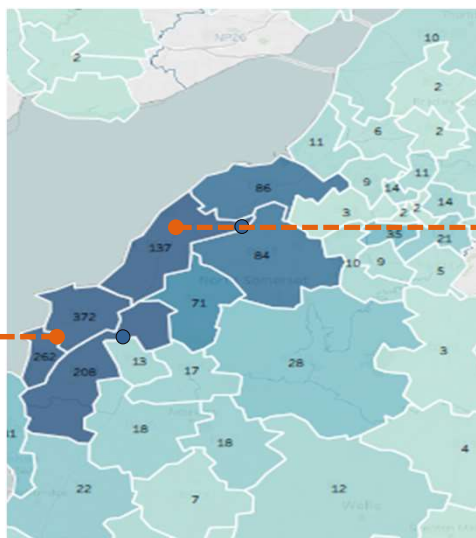**The Town Hall, Weston-super-Mare**
Workstations Quantities (Pre – COVID-19)
Ground Floor: **0**
First Floor: **264**
Second Floor: **144**
Third Floor: **77**

Castlewood, Clevedon
Workstations Quantities
(Pre – COVID-19)
Ground Floor: **139**
First Floor: **0**
Second Floor: **126**
Third Floor: **121**

COMBINED WORKSPACES						
Departments	**Town Hall**		**Castlewood**		**Totals**	
	Pre	**Post**	**Pre**	**Post**	**Pre**	**Post**
North Somerset Council	475	143	386	111	861	254
Agilisys		49		19		68
Police	12	3				3
Sirona Health	6	2	147	43		45
Liberata		5		31		36
Bath and NES Council			6	2		2
BNSSG CCG			37	3		3
Adoption West		2				2
Totals	475	204	386	209	861	413

Town Hall | Overview

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The building is split in two sections; the Old Town Hall and the New Town Hall. The New Town Hall undertook a significant refurbishment in 2012 and had a floor area of approx. 9114m2, the Old Town Hall is a partly listed building.
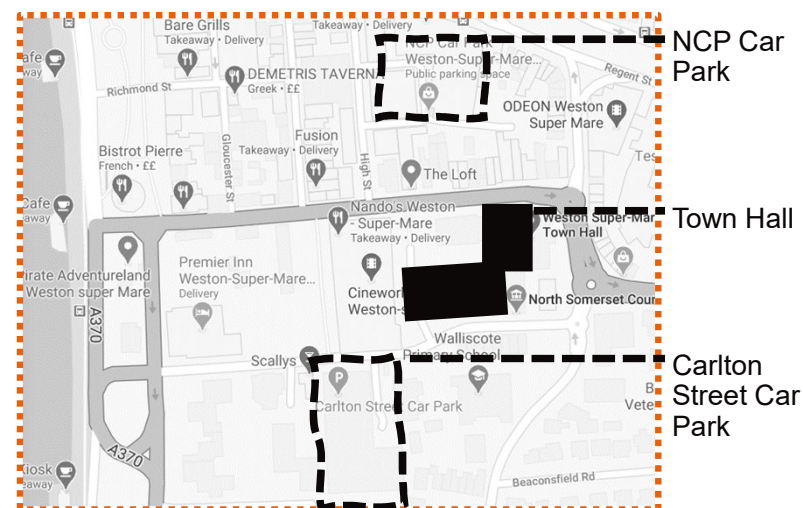

Old Town Hall

New Town Hall

The offices are open plan with breakout areas including small kitchen facilities, project tables, study booths and bookable and on-bookable meeting rooms.

Town Hall has a Gross Internal Area (GIA) of 1715 sq. m for the Old Town Hall and 6840 sq. m in the newer section of the town hall. It is occupied by NSC teams, Agilisys, Liberata, Sirona Heath and Care, Unison and the Police. 67% of the current office space is occupied by NSC staff and 33% by partners.

There is currently no dedicated staff car parking on site but there is a small basement car park which has 2 fast charging electric charge points. Further car parking is available in Carlton Street car park and time-limited disabled parking available in small car park next to the main entrance. Cycle racks are also available.

NCP Car Park

Town Hall

Carlton Street Car Park

Town Hall | Overview

The Town Hall houses the main customer gateway for the Council.

Services which operate out of the gateway include:

- Housing
- Revenues and Benefits,
- Licensing
- Children's Case Conferences
- The Register Service
- Health Trainers

The council generates income from letting space to the Probation Service and operating a police enquiry service.

The Town Hall gateway also houses the central library.

Old Town Hall

New Town Hall

Ground Floor Plan
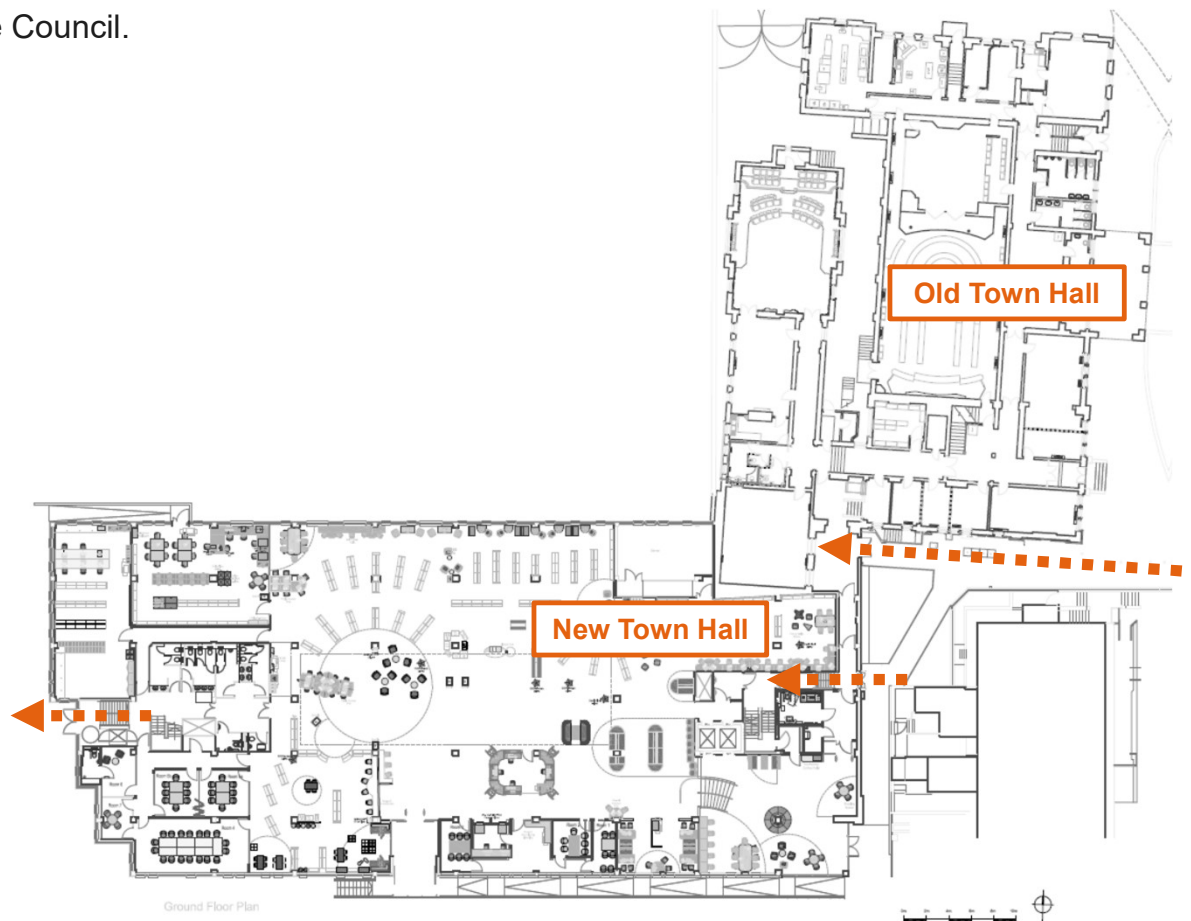
Town Hall | Current Plan Analysis

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It is crucial that we understand the current offering that the main Office Hubs are delivering to the staff so we can analyse the use of space and how this needs to be improved in the Asset Strategy. We have taken the first floor of the New Town Hall as an average floor to review.

The below percentages show how much space is currently allocated to different uses:

Desk Space:		35%
Storage:		10%
Collaboration (Open Plan):		22%
Resource:		2%
Enclosed Meeting / Office:		9%
Kitchen:		1%
Circulation:		21%
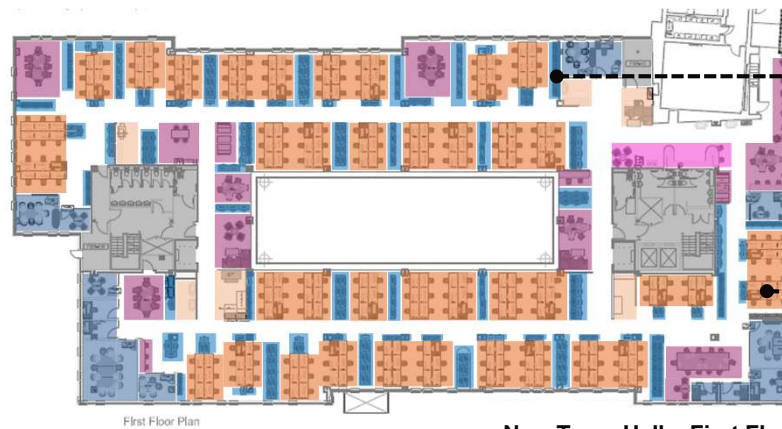
First Floor Plan

New Town Hall – First Floor

After desking, the highest percentage of space use is allocated to **storage**. This definitely highlights an opportunity to improve the space allocation and give back space to areas that will be more greatly needed in the future such at team collaboration, touch down, open plan meeting areas and a robust refreshment area.

A reduction of desks would also allow space for more flexible working and collaboration settings
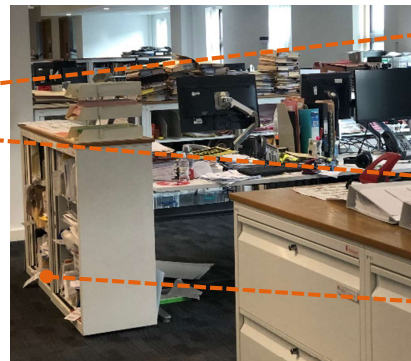
Paper storage and office supplier cluttering the tops of cupboards – making cleaning routines difficult

Personal items (mugs and tea bags) showing a need for a better tea point offering

Storage overflowing and untidy - highlights the potential for an improved storage offering such as archiving and digitalising systems where possible.
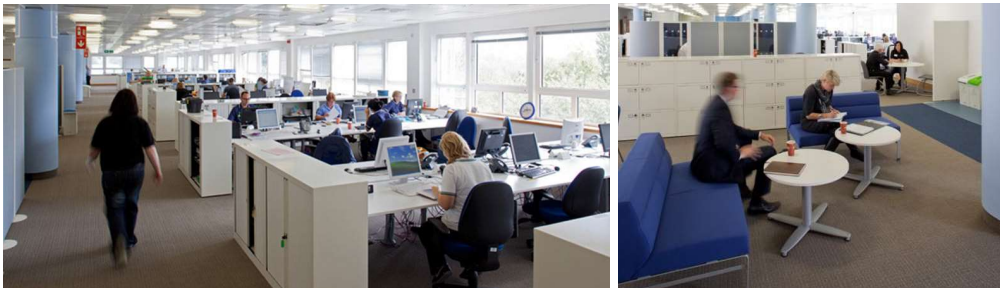
Castlewood | Overview

Purpose built 1980s offices and a call centre for Medical General. Currently held by the Council on a freehold title (with mortgage) and used as offices for staff and partners. Accommodation arranged over 3 levels and includes a fully fitted canteen.

Castlewood has a Gross Internal Area (GIA) of 8547sq. m and is occupied by Council teams, Sirona Health and Care, CCG, Police, Ambulance, Agilisys, Liberata, Somerset County Council and BANES. 47% of the office space is occupied by NSC teams and 53% by partners.
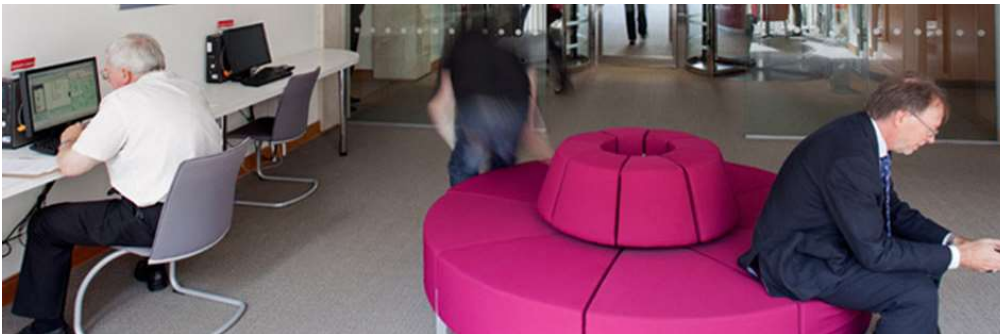
The site contains; a staff car park (486 spaces), a visitor car park (34 spaces), a service yard (29 spaces) with 1 rapid electric charge point and 15 fast chargers, 3 floors of office space, 3 passenger and 1 goods lift, service building, generator and fuel storage tank.

Castlewood

Castlewood Car Park
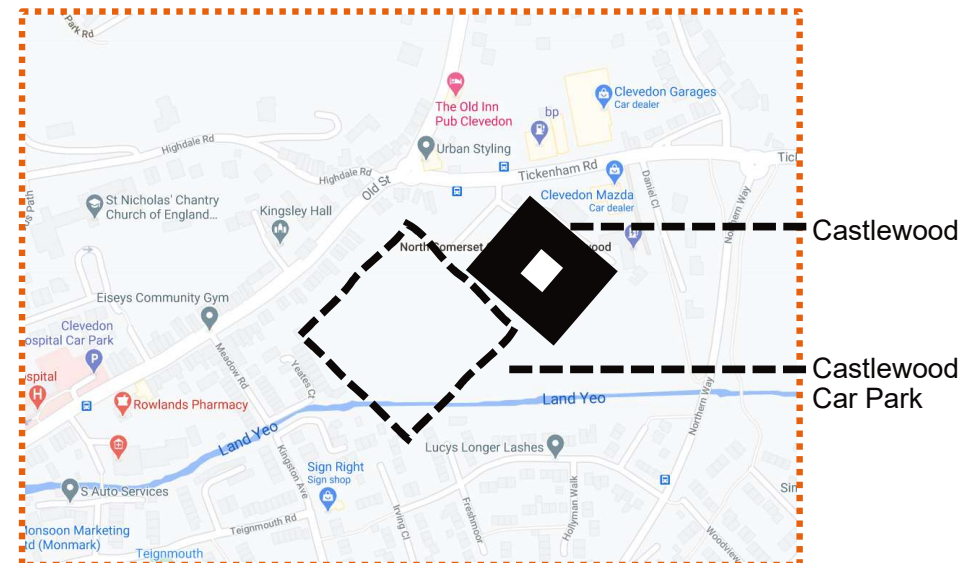
Guiding Principles

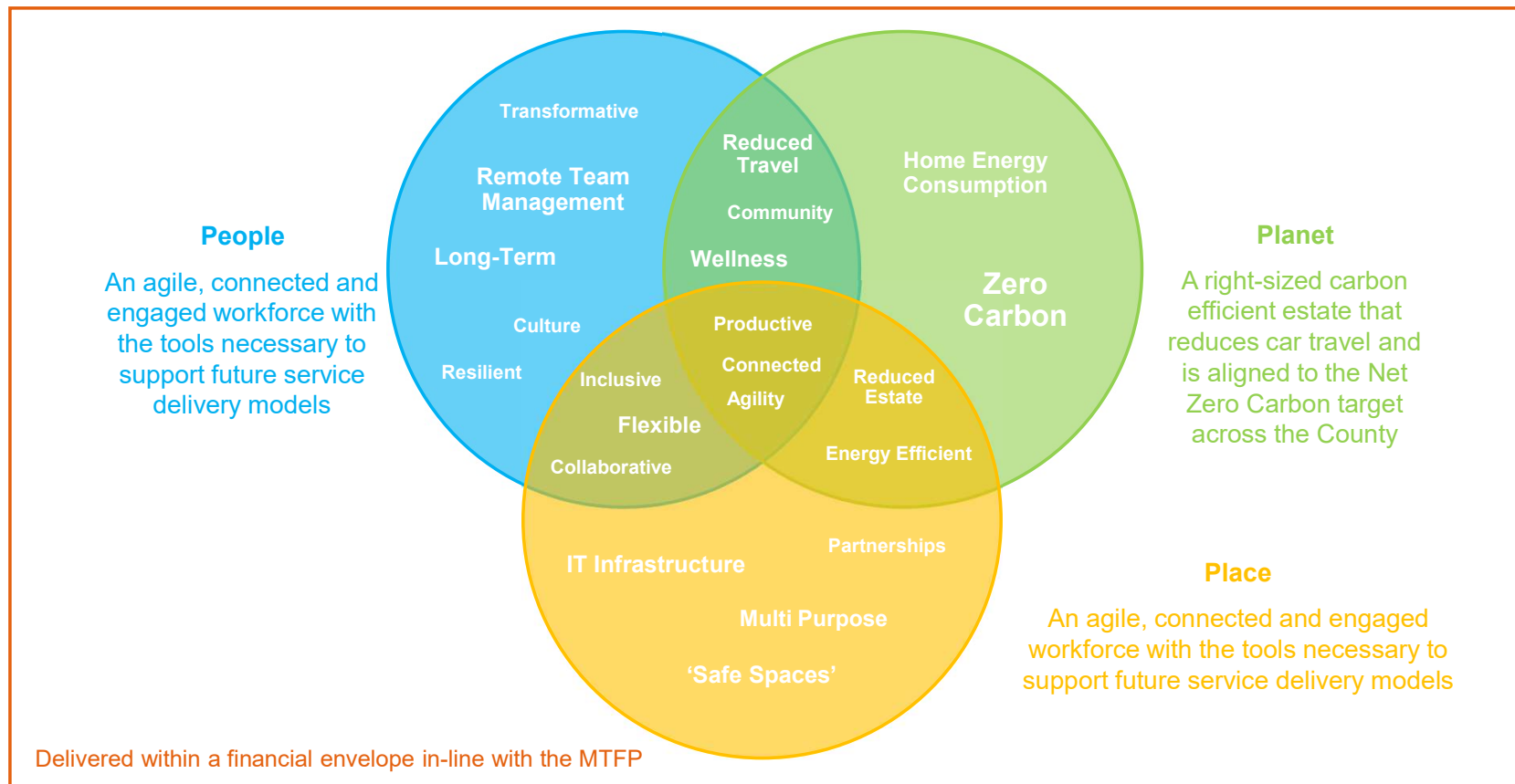Several workshops and meetings have been held with staff to find out thoughts and feelings around the current state of the Workscape and the potential future of how this could change. Shown here are the major recurring points recorded.

People

An agile, connected and engaged workforce with the tools necessary to support future service delivery models

Planet

A right-sized carbon efficient estate that reduces car travel and is aligned to the Net Zero Carbon target across the County

Place

An agile, connected and engaged workforce with the tools necessary to support future service delivery models

Transformative

Remote Team Management

Long-Term

Culture

Resilient

Reduced Travel

Community

Wellness

Home Energy Consumption

Zero Carbon

Productive

Connected

Agility

Inclusive

Flexible

Collaborative

Reduced Estate

Energy Efficient

IT Infrastructure

Partnerships

Multi Purpose

'Safe Spaces'

Delivered within a financial envelope in-line with the MTFP

Overall, the ICT landscape is in a reasonably good place. The rapid transition to remote working has meant the current IT strategy has largely been fulfilled.

Current Process Overview

| Overcluttered with Cups	No clear desk policy	Clutter left in empty spaces and on top of lockers	Move home will have shown colleagues they can do their jobs with less access to items
Showing an "ownership" of areas – makes it harder to share a space between all teams	Hinders cleaning routines and makes hot desking difficult	Shows limited use of these items	A paperless office needs to be promoted along with safe storage of items

Typical Office Environments
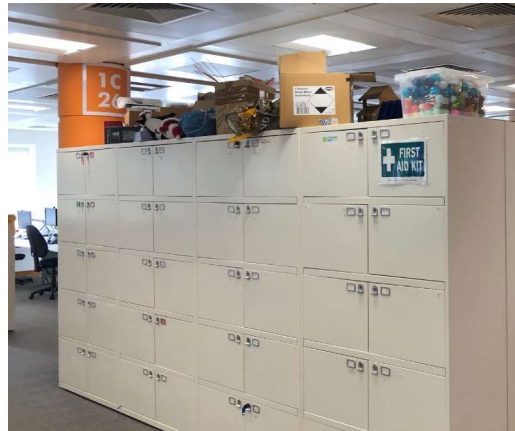
Key Insights

Property Design
• The **design** of the retained assets must **support the roles** of the colleagues working there
• **Innovative work settings, flexible** layouts and the right equipment to enable good working practice

Cultural
• The culture of the Council must support a **shared workscape** to ensure the success of a reduced Asset offering
• Colleagues must feel able to share the space and must buy into the cultural shift

Technology
• The technology of the workscape must support the **flexibility and agility** of the workforce

Existing Setup and Pulse Survey Insights

Overall, the ICT landscape is in a reasonably good place. The rapid transition to remote working has meant the current IT strategy has largely been fulfilled.

Systems Overview

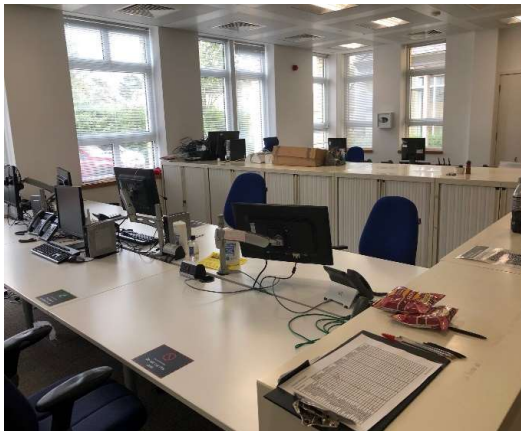| IT Services outsourced to Agilisys	Desk based telephony system (CISCO)	Cloud based (MS Azure) 'virtual desktop' computers	MS Office 365
Shortfall of circa 100 laptops (September 2020)	No BYOD policy	8x8 unified comms infrastructure	Wireless infrastructure in offices

Typical workstation setups

Castlewood
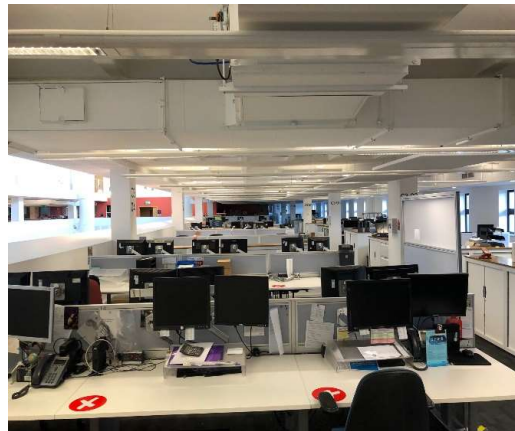
Town Hall

Key Insights from Staff Pulse Survey (Sept 2020)

- Almost a third of respondents reported internet connection issues resulting in challenges when working away from the office
- Almost a quarter of respondents reported challenges with IT equipment
- ICT related comments were the highest of any category. This indicates there are a broad range of ICT related issues affecting people in different ways – no silver bullet
- Mobile phone coverage also reported as an issue
- Almost 80% of respondents reported a neutral or satisfied IT experience
- 21% of respondents would want to come into the office environment to have a better IT experience

Known Challenges and Potential Opportunities

Technology

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Whilst existing technology was able to support a rapid transition to remote ways of working, several parts of the system have been less resilient than required. These will need to be addressed to support future ways of working and ensure the Council is able to maximise the benefits of its future strategy.

IT experience COMMENTS (number against all responses)

Cyber Security Threat is High

Category	Value
Connection	79
Teams/zoom	59
Other	28
Speed	27
Slow ICT response	26
Post 5pm connection	20
Azure	16
Equipment	16
Loss of programmes/files/folders	15
Outlook	11
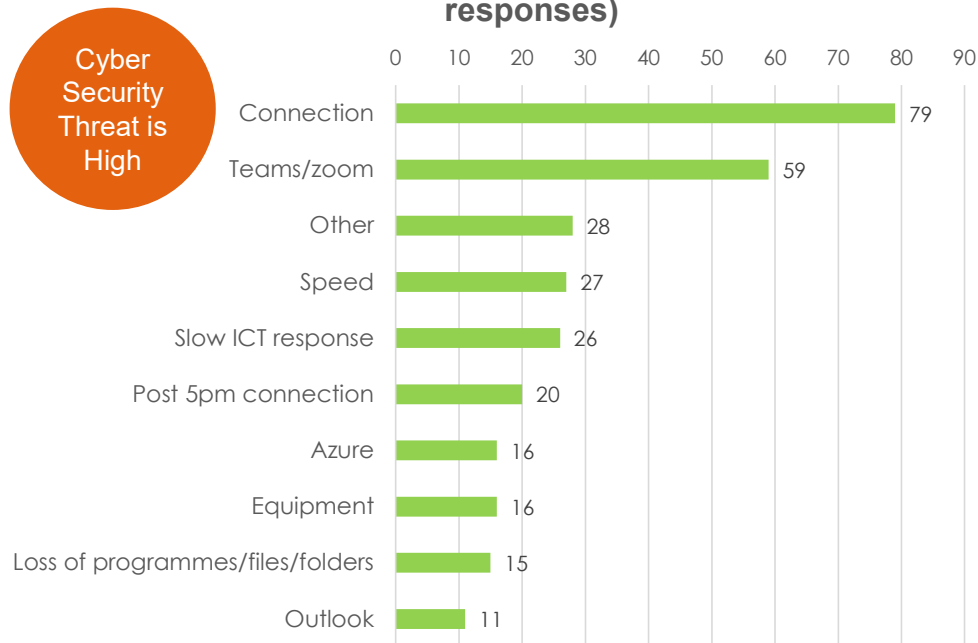
Extract from staff webinar presentation 19.10.20

Opportunities for consideration

- How can performance issues with 'virtual desktops' be improved and where should the Council deploy 'thick' client laptops with native software?

- Unified comms infrastructure be deployed and delivered in line with a change programme with staff specifically in the area of home working, remote call centre provision, etc...

- Providing technology tailored to meet the needs of and support services / teams in new ways of working

- Cross-building and in-building stress testing and a review of the WAN/MPLS may be need to future proof connectivity and performance

- Consider a BYOD policy

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Current Processes

Process

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Home Worker
- Current process is all staff to work from home due to COVID-19 Government advice.
- Virtual Meetings are the go-to now.
- How does a new starter or junior staff member get trained?

Management
- Senior Leadership need to continue to set best practice examples and lead by example
- Do mangers feel like they have been given the tools to continue to manage teams virtually if required?

Virtual Office
- Too many meetings have caused some to feel meeting fatigue
- It can be difficult to maintain connections
- Important that staff can still balance their diaries and their days.

Office Hygiene
- Nervousness around returning to the office
- Current office set up may make it difficult to advocate high standards of office cleanliness, Clean desk policies will need to be introduced to allow cleaners to wipe down surfaces effectively.

LEADERSHIP
- Senior Leadership have led by example during COVID-19 for process changes such as working from home
- This needs to be continued and extended to the other process updates

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Benchmarking

| 5 | Benchmarking | Summary of how we are seeing other public sector bodies adapt their corporate estate in response to new ways of working post COVID 19. Overlay with Arcadis Workscape insights |

Other Corporate Estate Strategies

Below is a snapshot of examples of the Strategies being adopted by other Councils:

Dudley Council

- ❖ To retain less accommodation costing less to run and maintain but which enables staff to work in an environment **fit for purpose**
- ❖ To enable the colocation of 'back office' services working in an **agile manner** and in **collaboration with partners**
- ❖ To have fewer but more strategically sited front line operational assets that engage with communities and complement greater use of **digital technology**
- ❖ To **proactively dispose of surplus assets** that do not support service delivery or cannot facilitate alternative uses

Nottinghamshire Council

"Our vision is to create an efficient, safe and sustainable land and property portfolio that supports delivery of more integrated customer focused services, delivers value for money and supports regeneration and economic growth:

- ❖ Priority 1 – Property being **managed corporately** to support the Council's Corporate Objectives and Priorities
- ❖ Priority 2 – **Supporting** and empowering people
- ❖ Priority 3 – Providing **Value for Money**
- ❖ Priority 4 – Supporting **regeneration** and economic growth
- ❖ Priority 5 - Working **effectively with partners** to maximise shared opportunities

Bristol City Council

- ❖ Provide the right property, in the right place, that is **fit for purpose** and economic to occupy.
- ❖ Deliver **value for money** property services to support service needs whilst meeting the council's corporate objectives.
- ❖ Fully implement a Corporate Landlord model.
- ❖ Ensure that in developing new properties and maintaining or improving our existing estate that we have regard to their **environmental** impact.
- ❖ To take advantage wherever possible of the opportunities offered by initiatives such as City Leap to support our proposals to be a **Carbon Neutral** City by 2030.
- ❖ Ensure that development or restructuring within our estate is fully compliant with the objectives and requirements of the Local Plan and thereby meets the council's growth agenda.
- ❖ Optimise the value of our investment portfolio.
- ❖ Use our assets to **support regeneration**, to deliver our housing objectives and deliver vibrant and sustainable communities through the opportunities outlined in our Community Asset transfer policy detailed later in this report.
- ❖ **Work with Public and Third Sector partners** to achieve opportunities to deliver "joined up" services from shared buildings.
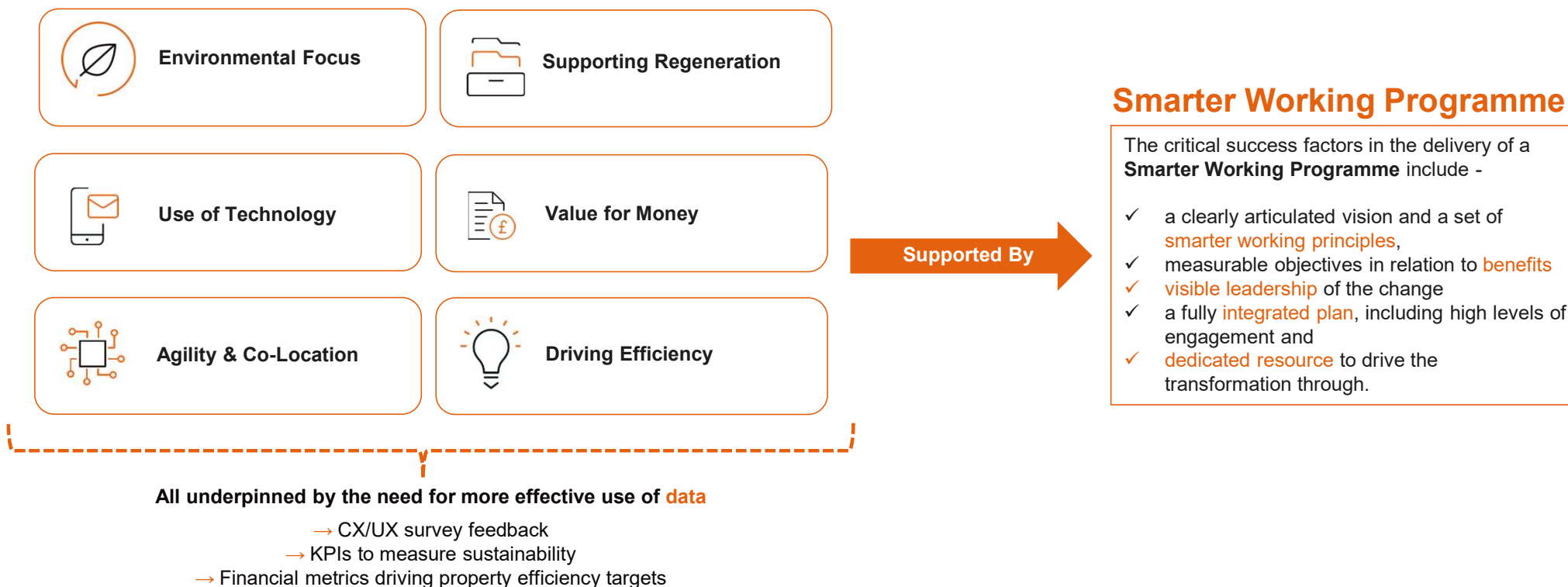
Solihull Council

- ❖ Achieve a % reduction in property asset revenue costs.
- ❖ Increase the utilisation and improve the condition of the estate to ensure that accommodation is **fit for purpose** and meets the needs of our services
- ❖ Support the delivery of the Governments Clean Growth Strategy and Voluntary Emissions Reduction Pledge 2020 by **reducing carbon emissions** by 50% by 2024/25.
- ❖ **Engage with partners** to support the One Public Estate Vision and **Co-location Strategy**

Kent Council

- ❖ Embed a **culture of innovation** that maximises the **use of technology** that supports **new ways of working** and business case across the council.
- ❖ Deliver our services in a **customer focused** way which is consistent with KCC's values and behaviours.
- ❖ Drive **efficiency** through the management of the estate to drive transformation to meet the evolving and **changing requirements** of the organisation, ensuring the estate **provides the right space**, in the right place and on the best terms. This also includes maximising income and overall value from the estate through proactive portfolio management.
- ❖ Maximise **regeneration** and growth through effective procurement and linking public sector requirements with regeneration opportunities.
- ❖ **Protect the environment** through best use of appropriate technologies, utilising available financing to support implementation and meet the objectives of the Kent Environment Strategy and the **Carbon Reduction** Action Plan

Other Corporate Estate Strategies

The main themes being seen in other Corporate Estate Strategies:

Environmental Focus	**Supporting Regeneration**
Use of Technology	**Value for Money**
Agility & Co-Location	**Driving Efficiency**

Supported By →

All underpinned by the need for more effective use of data
→ CX/UX survey feedback
→ KPIs to measure sustainability
→ Financial metrics driving property efficiency targets

Smarter Working Programme

The critical success factors in the delivery of a **Smarter Working Programme** include -

✓ a clearly articulated vision and a set of smarter working principles,
✓ measurable objectives in relation to benefits
✓ visible leadership of the change
✓ a fully integrated plan, including high levels of engagement and
✓ dedicated resource to drive the transformation through.

Other Corporate Estate Strategies

Insights that will inform your sustainable workplace travel plans:

Key Insights

BANES & WECA
Active Travel

Currently consulting on travel plans and the emphasis is very much on encouraging active travel rather than specifically capping or disincentivising car use.

Birmingham City Council
Parking Ratios

Publish parking ratios for new development. These vary depending on location, but as an example, City Centre location have higher ratios (6:1) compared to more suburban areas.

Water Company
Bookable Spaces

Current car parking is to be reduced to a ratio on 1:3 and the spaces will be numbered and bookable to ensure that colleagues travelling in have a space to use. The data will then be collected and analysed in the future to see if further reductions can be made,

Town Hall:
Sustainable Workplace Travel Plans

Key information to inform this strategy will be from the role mapping and persona development exercise – this will derive a clearer view of who (and when) people will face into the Town Hall.

Current Assumptions:
- The existing (pre-COVID) desk provision was circa 475. Applying an assumed agility ratio of 7:10 gives us an existing (pre-COVID) staff number of 680.
- This can be overlayed with expected post-COVID usage of the building (using the results of the October pulse survey) which gives a range of 102 – 340 staff in the Town Hall at any one time.
- Using 1:6 as a parking ratio would give minimum parking space requirements of 17 – 57. This doesn't consider staff who would face into the Town Hall following the exit of Castlewood.
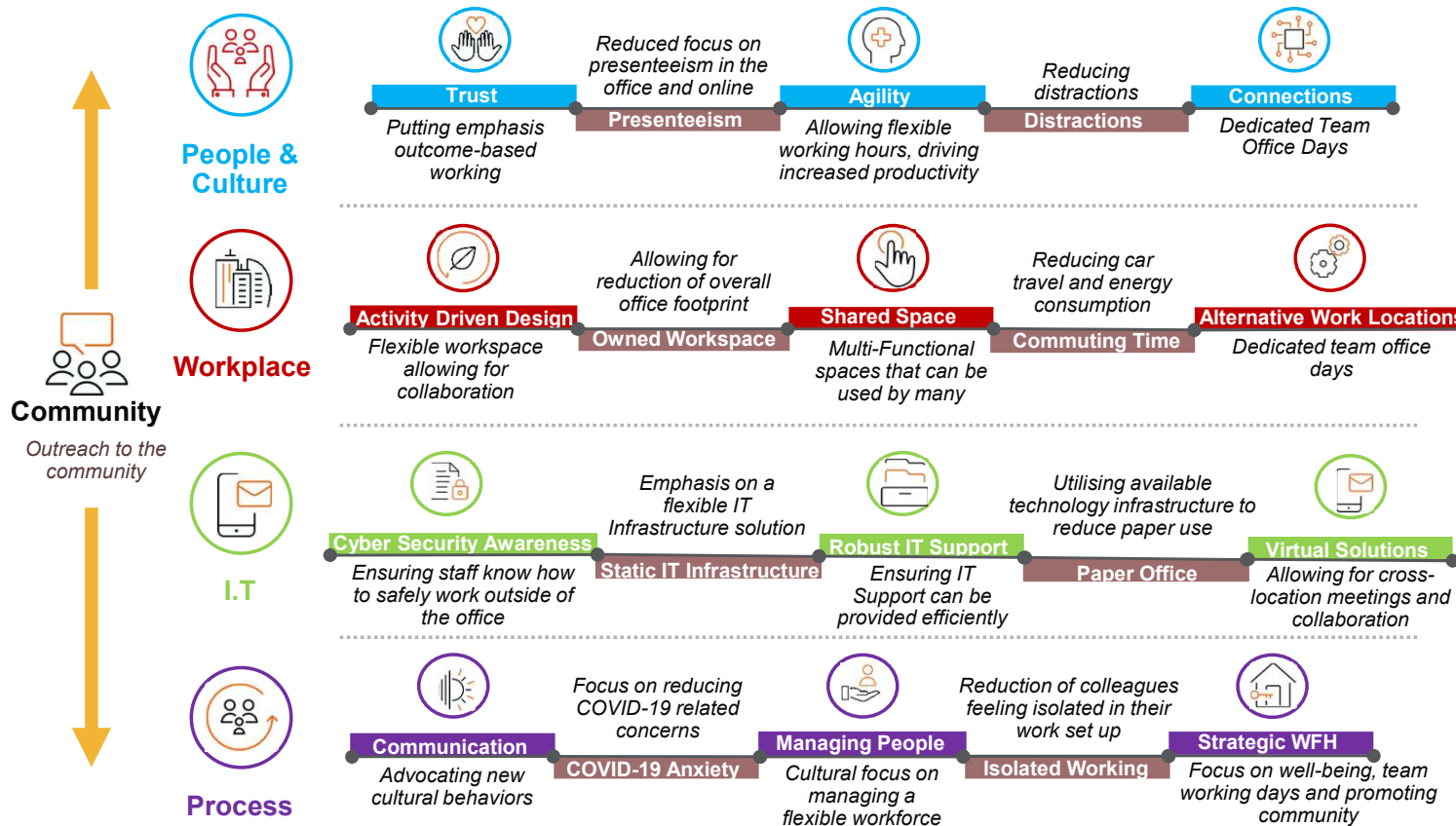
Determining Future Needs
The To-Be Position

Determining Future Needs
(The To-Be Position)

Interrogation of results from pulse surveys, explaining their impact on the future strategy, and overlaid with Arcadis benchmarks from surveys undertaken in other public and private sector organisations. Reflection of stakeholder feedback against the four pillars of: Workplace, Technology, People & Culture and Process.

Overview

Within this section we have used the findings reviewed in the previous section to devise a roadmap that will guide us to the strategy.

Community

Outreach to the community

People & Culture

Trust — Putting emphasis outcome-based working

Presenteeism — Reduced focus on presenteeism in the office and online

Agility — Allowing flexible working hours, driving increased productivity

Distractions — Reducing distractions

Connections — Dedicated Team Office Days

> A move to a more flexible, agile strategy that allows individuals to access the spaces they need to do their jobs.

Workplace

Activity Driven Design — Flexible workspace allowing for collaboration

Owned Workspace — Allowing for reduction of overall office footprint

Shared Space — Multi-Functional spaces that can be used by many

Commuting Time — Reducing car travel and energy consumption

Alternative Work Locations — Dedicated team office days

> Retaining a Central Hub in the most populated place, supported by a Northern Hub where it is required the most. These are further supported by satellite locations which should consider the outreach to the community.

I.T

Cyber Security Awareness — Ensuring staff know how to safely work outside of the office

Static IT Infrastructure — Emphasis on a flexible IT Infrastructure solution

Robust IT Support — Ensuring IT Support can be provided efficiently

Paper Office — Utilising available technology infrastructure to reduce paper use

Virtual Solutions — Allowing for cross-location meetings and collaboration

> Robust, flexible solution. Add in telephony

Process

Communication — Advocating new cultural behaviors

COVID-19 Anxiety — Focus on reducing COVID-19 related concerns

Managing People — Cultural focus on managing a flexible workforce

Isolated Working — Reduction of colleagues feeling isolated in their work set up

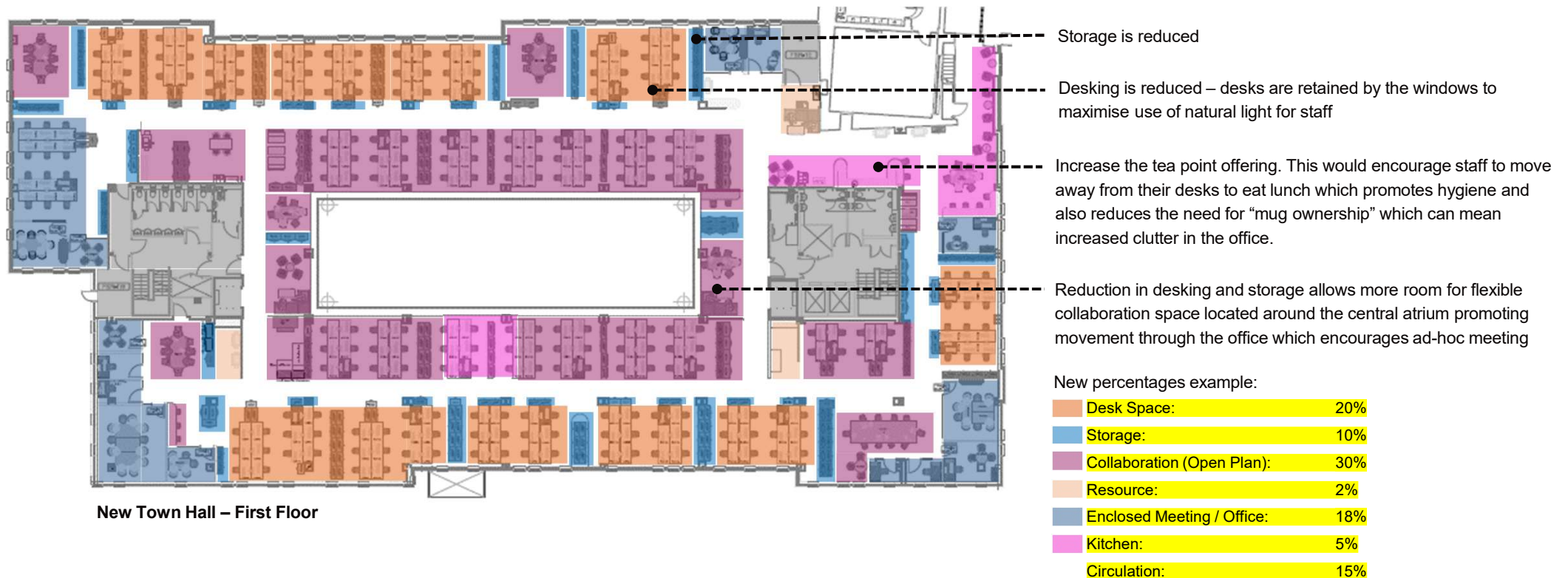**Strategic WFH** — Focus on well-being, team working days and promoting community

> The processes, championed by leadership, need to promote the new ways of working and aid staff in the transition.

Town Hall | Example Future Zoning

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A review of the space allocation analysed in the "as-is" section of this document shows how small changes could make a big difference to how staff interact with the space. It is essential that flexibility is promoted in the offices that are retained, allowing more teams to utilise the same space for different uses.

Storage is reduced

Desking is reduced – desks are retained by the windows to maximise use of natural light for staff

Increase the tea point offering. This would encourage staff to move away from their desks to eat lunch which promotes hygiene and also reduces the need for "mug ownership" which can mean increased clutter in the office.

Reduction in desking and storage allows more room for flexible collaboration space located around the central atrium promoting movement through the office which encourages ad-hoc meeting

New Town Hall – First Floor

New percentages example:

Desk Space:		20%
Storage:		10%
Collaboration (Open Plan):		30%
Resource:		2%
Enclosed Meeting / Office:		18%
Kitchen:		5%
Circulation:		15%

Flexible Space Examples

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Activity Driven Design

Flexible workspace allowing for collaboration

The same space provides for several different settings, promoting the best use of space and providing the right functionality for teams

Agility

Allowing flexible working hours, driving increased productivity

Shared Space

Multi-Functional spaces that can be used by many

Work Setting Example: Brainstorm

Work Setting Example: Focus Working

Work Setting Example: Stand Up Meeting

Work Setting Example: Workshop

Flexible Space Examples

Virtual Solutions

Allowing for cross-location meetings and collaboration

Connecting team members

Connections

Avoiding isolated working

Avoiding presenteeism and promoting agility

Alternative Work Locations

Allowing flexibility with work patterns

Example: At home dial in

Example: Acoustics in the office

Example: Training in the safe us of public space working
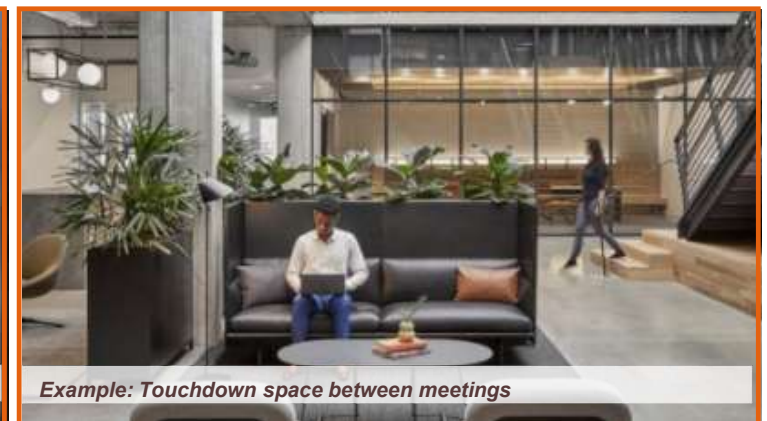
Example: Touchdown space between meetings

Workforce Persona Roles (Next Steps)

Producing personas for each role type is an essential next step to ensure the retained assets are able to provide the right work settings to employees. Further information can be found in the section 10: Immediate Next Steps.

Employee interviews inform the personas…

Ratio allocation for each asset per persona is calculated
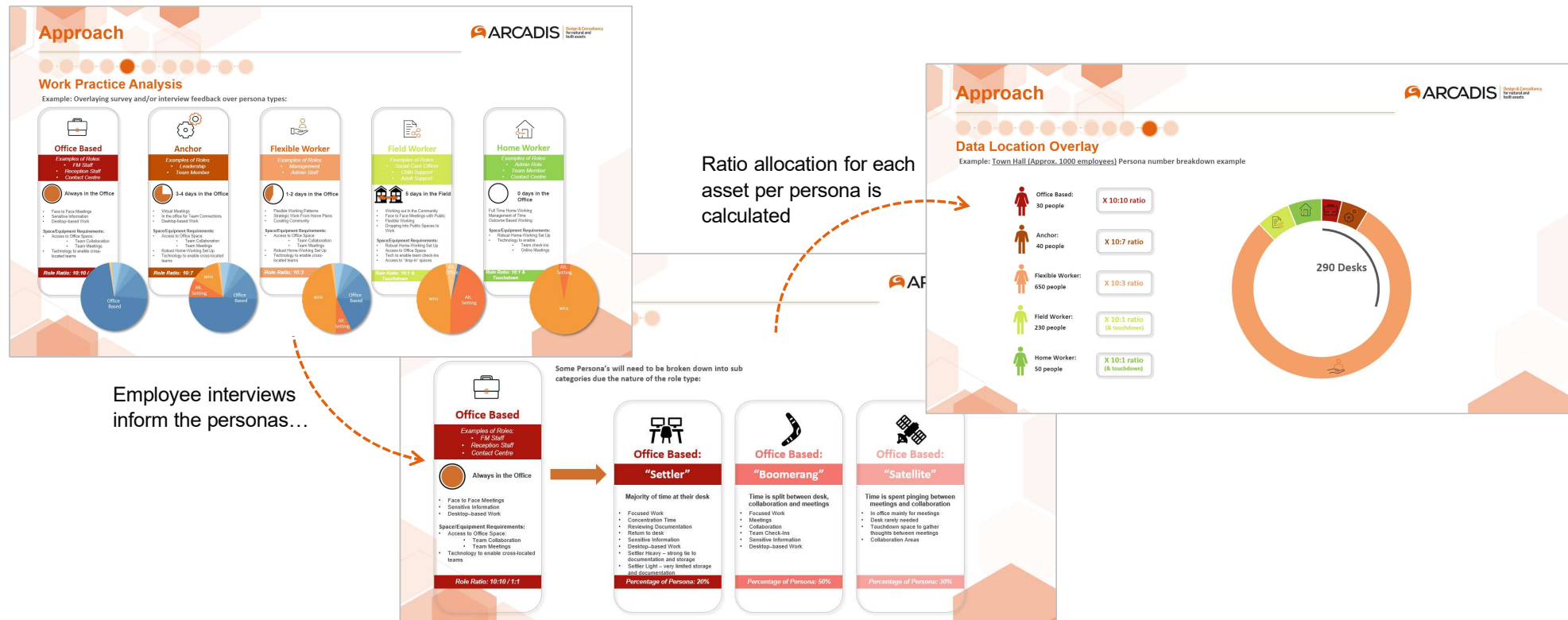
Further breakdown of personas is agreed

Workforce Persona Roles (Next Steps)

Example: Applying role persona percentages to teams:

Team Example: Legal Team

Flexible Worker — 15%
Office Based — (red)
Home Worker — 15%
Anchor — 30%
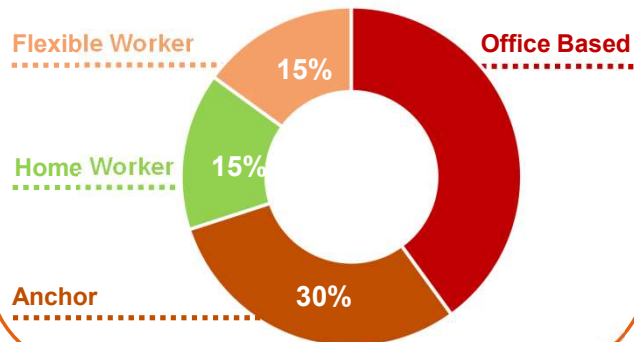
Team Example: Administration Team

Home Worker — 10%
Office Based — 60%
Anchor — 20%
Flexible Worker — 20%
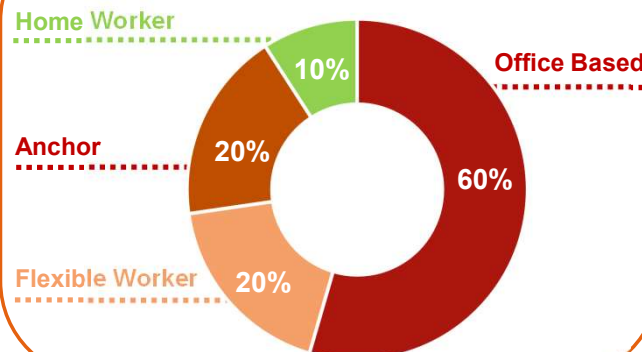
Team Example: Adult Social Care Team

Flexible Worker — 20%
Field Worker — 80%
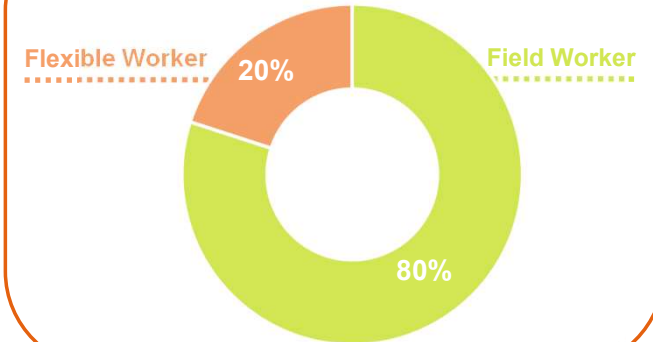
Homeworking Process Considerations

Considerations for providing homeworker work settings:

Home Worker

Componentry Ordering

- ❖ Choosing safe componentry
- ❖ Easy home use
- ❖ Easy to replace / pick up

Delivery & Installation

- ❖ Quick delivery times
- ❖ Easy to install
- ❖ Option to have an installer if required
- ❖ Troubleshooting helpline
- ❖ Easy to maintain

Risk Assessments

- ❖ Robust Risk Assessment
- ❖ Considerations of home life
- ❖ Esurance that efficient set up and upkeep will result in safe products
- ❖ How is the installation signed off – colleague buy-in of safety

DSE Assessments

- ❖ Robust training on DSE set up
- ❖ Regular self-checks to ensure good habits
- ❖ Further DSE help available if required

Expense Contributions

- ❖ Internal agreement on any contributions to be given to Colleagues such as bills or Internet Costs

People and Culture

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'To Be' Considerations and Actions

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Office Layouts

The office layouts should be reconfigured to promote flexibility, allowing more teams to utilize the same space for different uses. This includes reducing the space allocated to storage and improving refreshment and informal social spaces.

Curating a Community

Curating a community whereby staff and members are able to come together. The outreach of the council, presence within the community and activities such as council meetings are a focus. Consideration to be given as to office visits are entirely fluid or in some way curated.

Policy Updates

The Flexible Working and Homeworking policy should be updated to reflect the new ways of working. To support homeworking, a BYOD policy could be considered. Enhanced ergonomic homeworking setups and appropriate technology to be deployed.

Communication of Changes

The leadership team to advocate cultural new behaviours where homeworking is encouraged – Lead by example. Such changes have been implemented such as working from home during COVID-19 but this needs to be continued and extended to the other process updates.

Managing People

Cultural focus on managing a flexible workforce. Ensure that staff are able to define boundaries between work and home. Ensure that all staff have been given the correct tools to continue working effectively. Support to be given to managers in leading distributed teams and frameworks for communications between teams to be established.
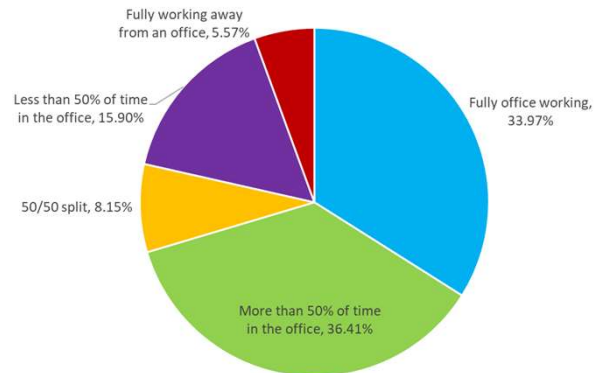
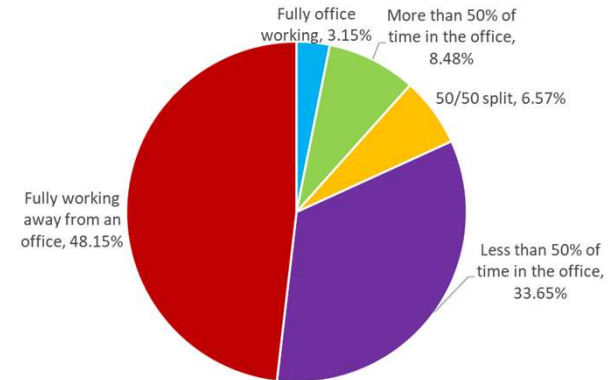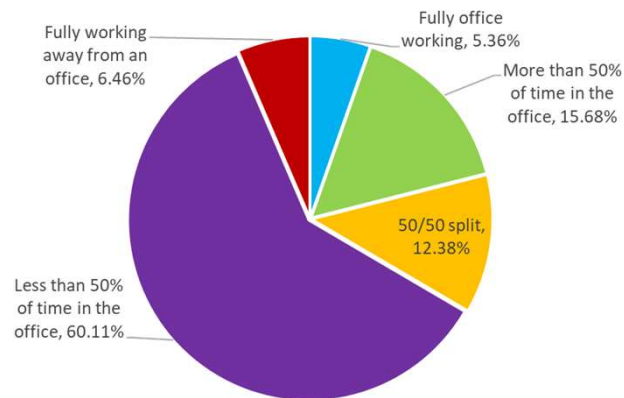Average number of staff in offices since Lockdown
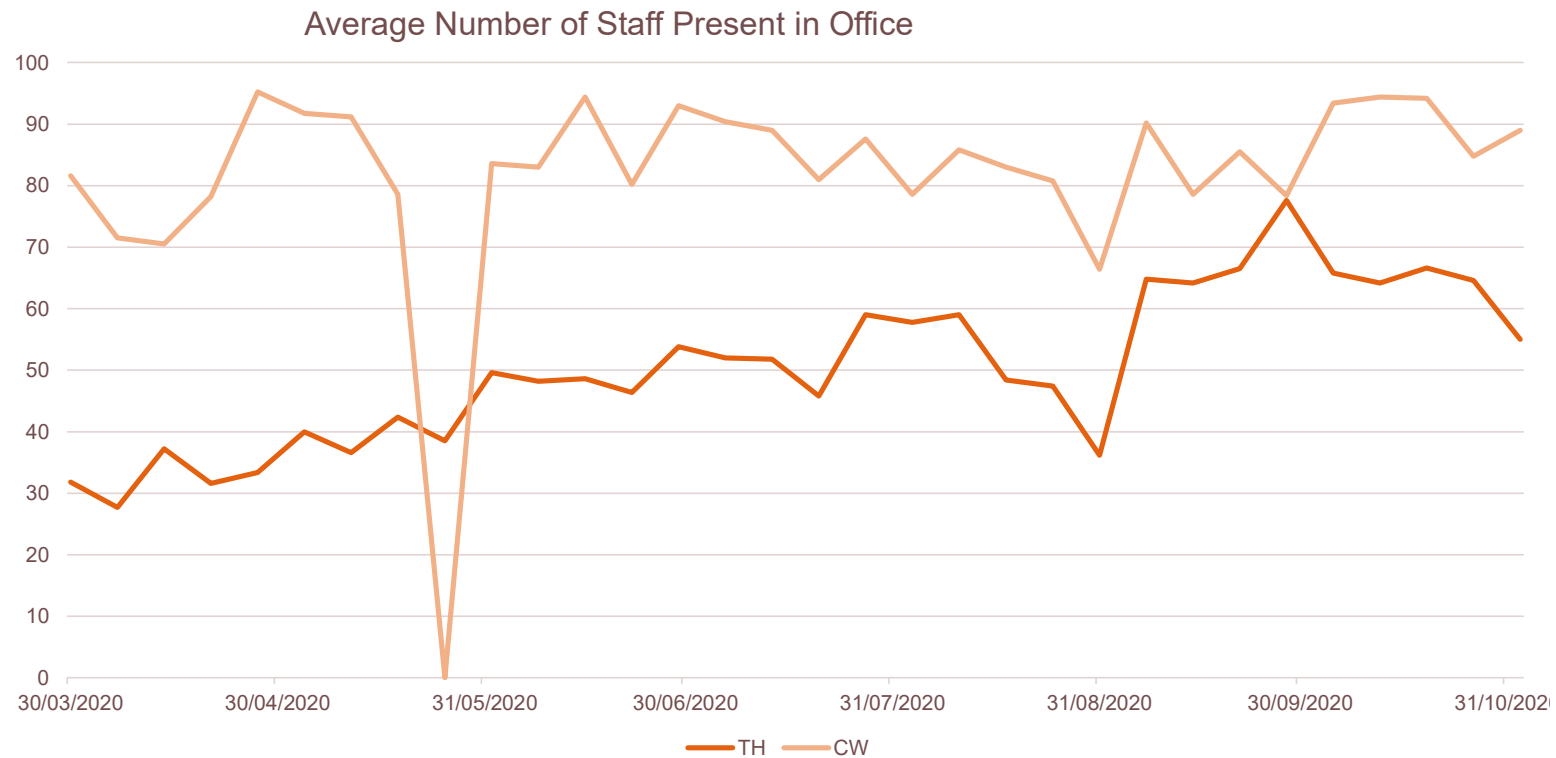
Average Number of Staff Present in Office

© Arcadis 2020
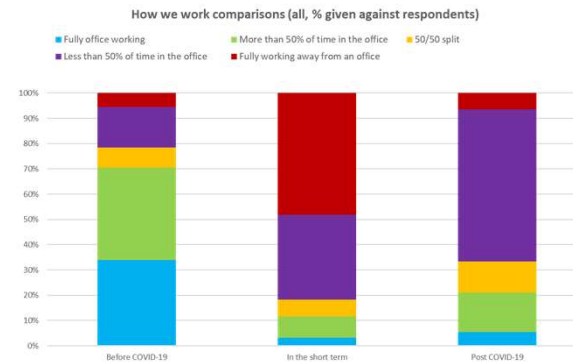
How we work comparisons (all, % given against respondents)

■ Fully office working   ■ More than 50% of time in the office   ■ 50/50 split
■ Less than 50% of time in the office   ■ Fully working away from an office
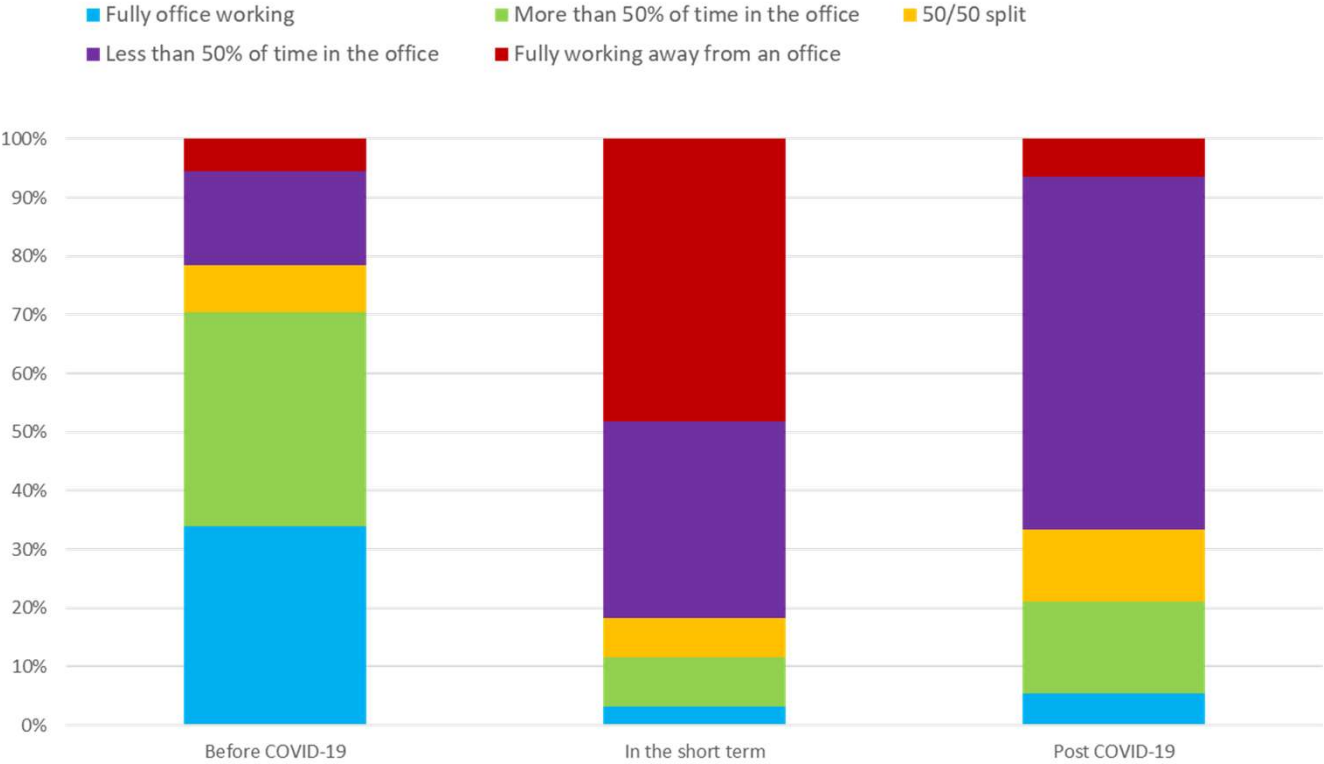
Summary of Future Needs

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People and Culture

- ✓ Provide local points of touch down for teams serving local communities
- ✓ A place where teams can easily get together to collaborate
- ✓ A common culture with a clear vision for ways of working
- ✓ Uphold Council values and priorities
- ✓ A shift from 'mine to own' to 'ours to share'
- ✓ A shift to work as an activity not a place
- ✓ Embedding agile principles

Workplace

- ✓ A visible presence within local communities
- ✓ Located where it can best support those in need of Council services
- ✓ Space to support partners and other public sector bodies
- ✓ Offer a great, attractive, and efficient place to work and access Council services
- ✓ Support new ways of working and modern workspace design
- ✓ Supports corporate landlord model and community placemaking

Planet

- ✓ Right sizing real estate to balance supply and demand
- ✓ Support a net zero Council
- ✓ Support a net zero carbon county
- ✓ Support active modes of travel
- ✓ Be well served by public transport
- ✓ Fewer and shorter journeys made by car
- ✓ Education and support for home working
- ✓ Corporate responsibility around asset disposal strategy

The Vision

The Vision

The derived vision and principles for a flexible workforce operating model together with a position statement in context to the Council's readiness to realise the agreed vision

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Setting your vision and principles

✓ Creating a narrative around why you are doing this, your drivers for change and the expected benefits is a pre-requisite to a successful programme implementation.

✓ This should include statements around the 4 components of smarter working: Workspace, Technology, People/Culture and Leadership

✓ You also need to consider setting out how you plan to introduce this - timing and sequencing, who's involved/leading the work, alignment with other change programmes etc.

Example Visions

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"Hybrid working will help us to become a more open, dynamic and modern organisation that fosters creativity, efficiency and collaboration. With our shared and agreed approach to Smarter Working, we will balance the freedom to choose where we work with the responsibility to meet business needs"

"Smarter Working will transform the way we work, through technology, workspace, and culture, enabling our people to deliver a better service to our customers. Smarter working must support the Service, our people and our customers"

"We will transform our business into a great place to work and an employer of choice through; an agile working environment that empowers staff to make the right decision about where and when to work; optimising the use of the workplace and technology and realising savings for the taxpayer. This will improve productivity with a focus on outputs and enable a better work life balance for all"

Example Visions

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People and Leadership

our people have a choice* and added flexibility about where they work
*in agreement with the manager

our people, where possible, can work from home up to 2 days per week, with agreement from their manager

we performance manage by outcomes over presenteeism

we will equip leaders/managers to ensure they can support virtual teams

leaders/managers will role model smarter working principles enabling their people to work more flexibly

leaders/managers will trust their team to work in a smarter way

workspace adjustments will be respected considering the wellbeing and comfort of our people

Workspace

our space is designed based on activity, not individuals

leaders/managers manage their allocated zone and when their people will be in the office – smoothing the week (e.g. – not Monday and Friday's)

desks will be allocated on a 6:10 desk ratio, with business areas split into zones (7:10 casework 8:10 academy)

desks that are scheduled to be left unused for more than three hours, our clear desk policy should be followed, with all personal belongings cleared away

our people are responsible for choosing the most appropriate place to work - making the most of the different areas; quiet zones, touchdown spaces and collaboration areas

we will be considerate booking and releasing meeting rooms when not being used

our people will use the most appropriate workspace for the activity they are carrying out (e.g. not using a 10 person room for a virtual 1-2-1)

Technology

our people will be equipped with laptops and headsets to enable them to work more in a more flexible way

single monitors with in-built display and charger ports will be provided at each desk (giving dual screen functionality)

our people will have access to work collaboratively using the new tools available – windows 10, office 365, instant messaging and video conferencing

our people will openly share calendars, so people know where they are working
(confidential meetings should be marked as private)

larger meeting rooms will be equipped with relevant technology to support collaboration with colleagues in dispersed locations

our people will follow the Service's security policy to protect customer and personal confidentiality regardless of location.

Considerations for a Vision Statement for NSC

Our vision is to improve the working lives of our colleagues by delivering an effective hybrid workscape which supports flexibility and choice in how and where our work is done

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Our vision is to provide flexibility fully enabled by technology, access to information, permissions and protocols for work to be able to be delivered effectively anywhere that suits our employees and our service users' needs. This is our 'work from anywhere' (WFA) vision.

We also propose to ensure that we provide quality, professional workplaces to support this hybrid model. We plan to support those needing or preferring workspace away from their home environment and service delivery locations to have access to uplifting shared spaces. Our surveys and conversations with you all have shaped this strategy.

We believe that flexibility in how we deliver our work can create improved work life balance and reinvigorated workplaces while supporting our need to make the best use of our resources. Your feedback has also highlighted the need to ensure that we retain great workplaces that will continue to support us in being together, collaborating, learning from one another and provide an alternative to working from home.

We will invest in Weston-Super-Mare town hall to deliver a more contemporary agile workplace more aligned to our future hybrid work practice. Our focus will be to balance a reduced desk provision aligned to agile work – moving from 'mine to own' to 'ours to share' with re-energised collaborative, social and well-being facilities. We plan to digitise more of our paperwork to support WFA information access and to ensure effective use of our office floorplate. We plan to improve our refreshment provision and informal meeting areas to create highly collaborative spaces that will enrich our workplace visits. Ensuring that we allocate the right space to all of these regenerated facilities will allow us to increase our corporate landlord activities too so that we can re-invest to support our employees and service users better. Ensuring that we are space efficient will also support our sustainability goals.

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Collaboration required to determine final statement.

We will also continue to provide a contemporary northern North Somerset workplace, in line with our WFA hybrid model and our 'ours to share' agile model this will also be reduced in size. In Clevedon we have the opportunity to repurpose much of our Castlewood site at significant benefit to the local community and to us as a council too. As a result we are currently evaluating whether we reutilise part of this estate for our smaller northern hub or if we elect an alternative location.

Our vision is for re-invigorated, contemporary, uplifting, right-sized agile workplaces supports our ambition for thriving and sustainable places. Combined with well supported strategic home working, the ability for occasional drop into other shared facilities and the encouragement to work in a pattern that suits us all including in our local communities where practical demonstrates our values of empowering and caring about our people.

Our culture, workplaces, policies, protocols and practices will all be aligned to support this vision. A better way of working, where we balance choice, individual and team needs and preferences and where a flexible approach to how we deliver our work benefits us, our service users, communities, and the wider world. It is fully aligned to our aspirations as an open and enabling organisation.

Future Operating Model

Future Operating Model   Defining the future operating model needed to arrive at the agreed vision

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The Strategic Asset Management Plan (SAMP) provides a framework for the future operating model

**Relevance to the Accommodation Strategy**

STRATEGIC

- Acquire sites that meet our needs, invest wisely in our towns and communities, help drive sustainable growth and attract wider private sector investment
- Ensure our assets are aligned to our council requirements and objectives, and invest to provide professional, efficient and effective services
- A focus on tackling inequalities, improving outcomes, maximising accessibility and encouraging healthier lifestyles, as well as supporting the vulnerable and building resilience to aid recovery following the pandemic
- Collaborate with partners to ensure best use of public assets and best possible outcomes

- Corporate estate model must be designed based on <u>need</u> to deliver professional, efficient and effective services
- The corporate estate should be located where it can best serve those communities in most need
- The corporate estate should be designed and located where it can encourage active travel
- The corporate estate model should facilitate shared space arrangements with other public sector bodies

OPERATIONAL

- Provide a framework for an accommodation strategy that achieves efficiency in space through remote working, empowers our staff and encourages continuous improvement and innovation
- Ensure our assets are appropriately located, provide flexible, multi-purpose accommodation that is fit for purpose, and promote co-working with our partners and communities
- Dispose of assets that do not align to our requirements / priorities, are a liability, or will not generate an income
- Our assets must have a net carbon zero footprint by 2030

- The corporate estate should be well utilised and policies should be set that strongly encourage (and where appropriate mandate) home working wherever possible
- The corporate environment must offer what working from home cannot, and should be an inspiring space that supports innovative thinking, collaboration and fosters a common culture
- Offices must be highly energy efficient

FINANCIAL

- Achieve financial savings from our assets through consolidation / rationalisation and invest in their adaptation to improve efficiency
- Use our assets to generate income to support our budget pressures and where necessary, this should be balanced against community benefit and social value
- Ensure that we have the adequate resources to manage our assets and embrace digital technology to support and maximise flexibility
- Re-invest in our core retained facilities to ensure that they are efficient and fit for purpose

- The new accommodation strategy should facilitate the realisation of financial savings both to fund investment in the short term in the retained estate, and provide long-term financial sustainability
- Explore opportunities to generate an income from the corporate estate where doing so does not detract from potential benefits to the local community

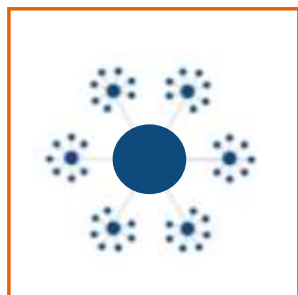# Various operating models were considered to meet future needs
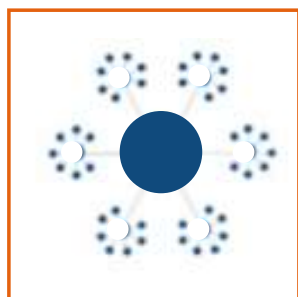
SINGLE CENTRE & WFH HYBRID
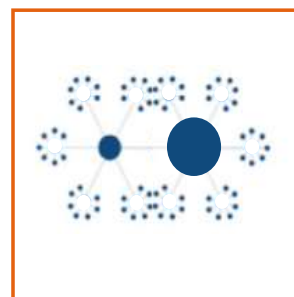
1 CENTRE STRATEGY, NO HUBS
Home offices
No local hub offices

DUAL CENTRE & WFH HYBRID

2 CENTRE STRATEGY, NO HUBS
Home offices
No local hub offices
Central amenity **rich 2 roof WP**
(possibly with reduced footprint)
Either assigned office
Or ability to work in either to suit task

FEATURE RICH CENTRAL OFFICE, HUB & SPOKE / WFA MODEL

1 CENTRE HUB & SPOKE
Multiple hubs & single spoke
Dandelion model
Home offices
Hub offices local to homes
Central **amenity rich 1 roof HQ**
Ability to work in different locations subject to need, but with default to central hub

DUAL CENTRE HUB & SPOKE / WFA MODEL

2 CENTRE STRATEGY + HUBS
Hub & spoke
Dandelion model
Home offices
Hub offices local to homes
Central amenity rich **2 roof WP**
(possibly with reduced footprint)
Ability to work in different locations subject to need

Option 1 – Single Centre & WFH Hybrid

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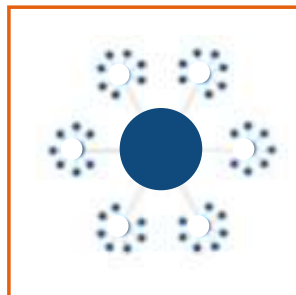
**SINGLE CENTRE
& WFH HYBRID**

1 CENTRE STRATEGY, NO HUBS
Home offices
No local hub offices

Key features of this model are:

1. Consolidation into the Town Hall
2. Divestment of Castlewood
3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. No touch down hubs or neutral venues for F2F meetings with the public

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Doesn't provide 'neutral' venues for F2F meetings with the public to support adult social care and families and children services etc.
Simpler to administer	Longer journeys for staff in the northern part of the county – which if made by car would result in higher carbon emissions
Cheaper to operate and maintain asset base	Reduces the Council's presence outside WSM, limiting the impact it can have on local regeneration
Potential to encourage greater use of public transport	Reduced resilience

![ARCADIS]

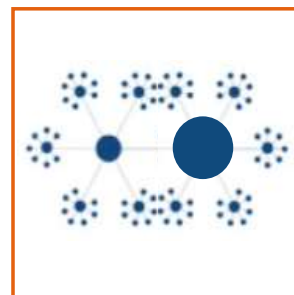# Option 2a – Dual Centre & WFH Hybrid – with single northern office

**DUAL CENTRE
& WFH HYBRID**

2 CENTRE STRATEGY, NO HUBS
Home offices
No local hub offices
Central amenity **rich 2 roof WP**
(possibly with reduced footprint)
Either assigned office
Or ability to work in either to suit task

Key features of this model are:

1. Retention of the Town Hall as the primary office

2. Exit from Castlewood and establish a new secondary office in the north of the County

3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)

4. No touch down hubs or neutral venues for F2F meetings with the public

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Doesn't provide 'neutral' venues for F2F meetings with the public to support adult social care and families and children services etc.
Potential to encourage greater use of public transport, subject to location of new office	The most complicated and expensive model to maintain and operate – like existing model
Greater potential to move to a corporate landlord model that could generate a recurring income for the Council	Critical to right size the northern office to avoid either underutilisation or reverting to pre-COVID ways of working

Option 2b – Dual Centre & WFH Hybrid – with multiple northern offices

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DUAL CENTRE & WFH HYBRID

2 CENTRE STRATEGY, NO HUBS
Home offices
No local hub offices
Central amenity **rich 2 roof WP**
(possibly with reduced footprint)
Either assigned office
Or ability to work in either to suit task

Key features of this model are:

1. Retention of the Town Hall as the primary office
2. Exit from Castlewood and establish a new secondary office in the north of the County
3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. No touch down hubs or neutral venues for F2F meetings with the public

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Doesn't provide 'neutral' venues for F2F meetings with the public to support adult social care and families and children services etc.
Potential to encourage greater use of public transport, subject to location of new office	The most complicated and expensive model to maintain and operate – potentially higher operating costs than the existing model
Greater potential to move to a corporate landlord model that could generate a recurring income for the Council	Critical to right size the northern office to avoid either underutilisation or reverting to pre-COVID ways of working
Increases the Council's presence in local communities, potentially supporting local regeneration	

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Option 3 – Feature Rich Central Office, Hub and Spoke / WFA Model
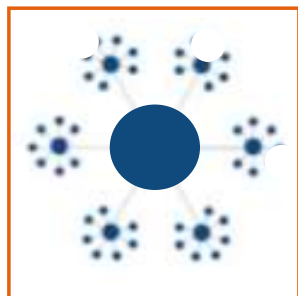
FEATURE RICH CENTRAL OFFICE,
HUB & SPOKE / WFA MODEL
1 CENTRE HUB & SPOKE
Multiple hubs & single spoke
Dandelion model
Home offices
Hub offices local to homes
Central **amenity rich 1 roof HQ**
Ability to work in different locations subject to need, but with default to central hub

Key features of this model are:

1. Consolidation into the Town Hall
2. Divestment of Castlewood
3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)
4. Touch down hubs located within surplus space within Council owned real estate (e.g. libraries / leisure centres etc.) or through co-working spaces with other public sector bodies

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	Longer journeys for staff in the northern part of the county (for team meetings etc.) – which if made by car would result in higher carbon emissions
Simpler to administer	Some reduction in the Council's presence outside WSM, limiting the impact it can have on local regeneration
Cheaper to operate and maintain asset base	Reduced resilience
Potential to encourage greater use of public transport	

Option 4a – Dual Centre Hub & Spoke / WFA Model
– with single northern office

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DUAL CENTRE HUB & SPOKE / WFA MODEL
2 CENTRE STRATEGY + HUBS
Hub & spoke
Dandelion model
Home offices
Hub offices local to homes
Central amenity rich **2 roof WP**
(possibly with reduced footprint)
Ability to work in different locations
subject to need

Key features of this model are:

1. Retention of the Town Hall as the primary office

2. Exit from Castlewood and establish a new secondary office in the north of the County

3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)

4. Touch down hubs located within surplus space within Council owned real estate (e.g. libraries / leisure centres etc.) or through co-working spaces with other public sector bodies

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	The most complicated and expensive model to maintain and operate – like existing model
Potential to encourage greater use of public transport, subject to location of new office	Critical to right size the northern office to avoid either underutilisation or reverting to pre-COVID ways of working
Greater potential to move to a corporate landlord model that could generate a recurring income for the Council	

Option 4b – Dual Centre Hub & Spoke / WFA Model
– with multiple northern offices

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DUAL CENTRE HUB & SPOKE / WFA MODEL
2 CENTRE STRATEGY + HUBS
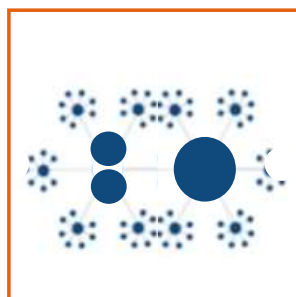Hub & spoke
Dandelion model
Home offices
Hub offices local to homes
Central amenity rich **2 roof WP**
(possibly with reduced footprint)
Ability to work in different locations
subject to need

Key features of this model are:

1. Retention of the Town Hall as the primary office

2. Exit from Castlewood and establish multiple (2-3) smaller secondary offices in the north of the County

3. Work from home the 'default', unless there is a need to be in the office (F2F meetings, collaboration or due to home setup etc.)

4. Touch down hubs located within surplus space within Council owned real estate (e.g. libraries / leisure centres etc.) or through co-working spaces with other public sector bodies

Advantages	Disadvantages
Divestment of Castlewood provides funding stream for transformation activities	The most complicated and expensive model to maintain and operate – potentially higher operating costs than the existing model
Potential to encourage greater use of public transport, subject to location of new offices	Critical to right size the northern offices to avoid either underutilisation or reverting to pre-COVID ways of working
Greatest potential to move to a corporate landlord model that could generate a recurring income for the Council	
Increases the Council's presence in local communities, potentially supporting local regeneration	

Discussions with the Council's Corporate Leadership Team and Asset Strategy Steering Group have identified the following features for a future operating model

✓ The Town Hall in Weston-super-Mare should be retained as the primary office and cultural heart of the Council - but there is a need to invest in the building to provide workspace that better supports new ways of working

✓ Continuation of home working, where this is possible considering the employee's role and home setup – people's homes will be an integral part of the operating model and Council policy needs to support this

✓ An on-going need for family and children centres etc. outside the core Council office environments to facilitate F2F meetings in 'neutral' locations. Where available, retained Council owned assets (e.g. libraries and leisure centres are to be leveraged across the Council. In addition, future partnering arrangements should be explored with other public sector bodies.

✓ A phased transition from Castlewood to release the site for re-development, starting with a consolidation of Council occupation and subsequent release of space to support local regeneration

✓ Touch-down locations beyond the Town Hall will be subject to further due diligence based on service provision needs

Evolution of the operating model

Pre-COVID 19

Surplus space / let

Castlewood

Restricted Access offices within other assets

Town Hall

Surplus space / let
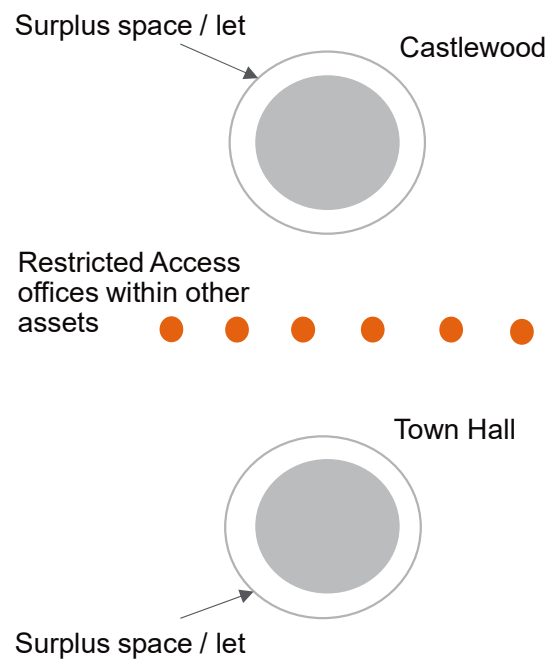
Mostly working from NSC offices, little remote working, approaching 1:1 desk ratios

Current – Short Term (until 2022)

Surplus space / let

Castlewood

Restricted Access offices within other assets

Town Hall

Surplus space / let
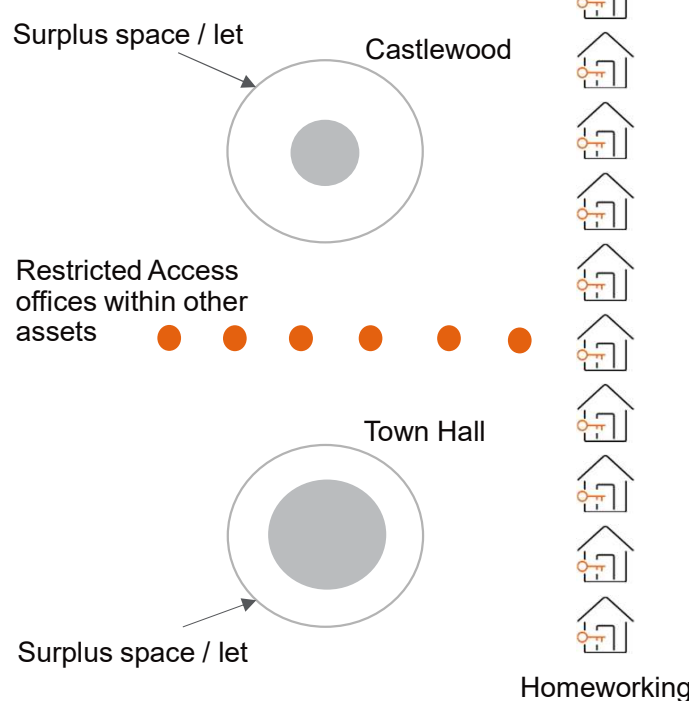
Homeworking

Massive expansion of home working, consolidation of Castlewood and investment in the Town Hall to support new ways of working

Long-Term (Post 2022)

Local touch down points within communities across the County (as needed), leveraging surplus space available in retained assets e.g. libraries and leisure centres + adopting co-working arrangements with other public sector bodies. Number and location subject to further due diligence.

Town Hall

Surplus space / let

Homeworking
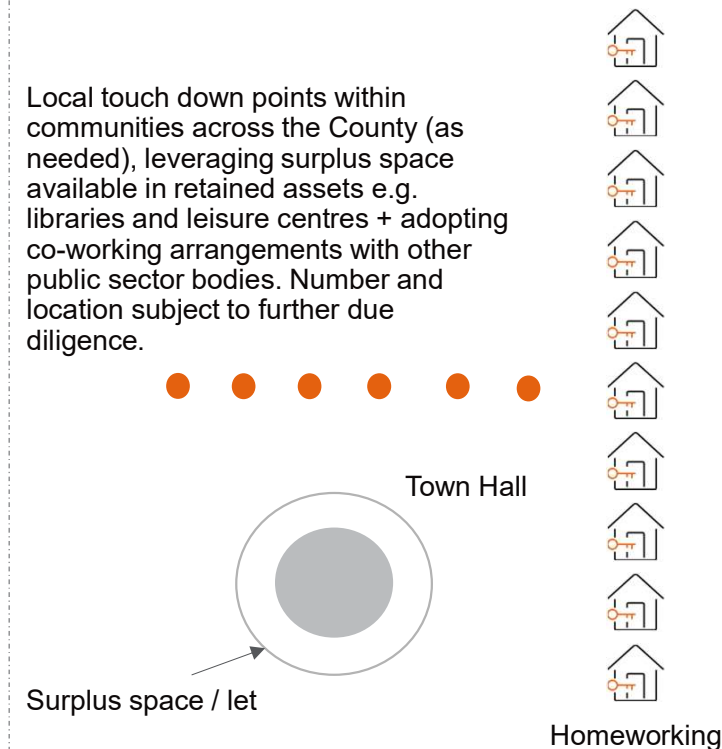
Exit from Castlewood and strategic investment in local touch down points

Transformation Map (How do we get there?)

9	**Transformation Map** *(How do we get there)*	A high level 'Transformation Map' (and notes) documenting key activities over a defined time period. Derived from engagement with senior leadership, feedback and Arcadis insight.

18 December 2020

Strategy Roadmap

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Workstreams

2021	2022	2023	2024	2025+

Workstream 1: Re-imagine ways of working and invest in the Town Hall

Workstream 2: Castlewood Transition

Contingency / Steady State Transition / Tenant

Workstream 3: Touch-down Locations – Project Phase

Contingency / Steady State Transition / Tenant

Contingency / Steady State Transition / Tenant

Fully adopted strategy

NSC led Workstream: Digital Strategy

NSC led Workstream : Parking

NSC led Workstream: Ways of Working

Feb 2021   2021 Q3   2022 Q3

Next 2-Year Milestones

Feb 2021 – Approval to proceed with Workstreams

2021 Q3 – Finalise Castlewood exit strategy and overlay with SAMP outputs

2022 Q3 – Formalise exit from Castlewood aligned with development appraisals

Overview of Workstreams

2021 2022

Workstream 1: Re-imagine ways of working and invest in the Town Hall

Reconfigured Town hall embracing new ways of working. TH embedded as cultural heart of the Council, Remote working practice fully embedded along with transformational working practice

Workstream 2: Castlewood Transition

NSC staff relocated to single area in CW and vacated space repurposed for alternate use

Workstream 3: Touch-down Locations – Project Phase

Transformation programmes completed informing usage and potential adaptation required of the to be retained assets in accordance with Assts Strategy. Informs Investment need and Asset Strategy investment Programme 2022 onwards.

Workstream 1

2021 → 2022

Workstream 1: Re-imagine ways of working and invest in the Town Hall

Outcomes:

- Reconfigured Town Hall embracing new ways of working
- Town Hall embedded as cultural heart of the Council.
- Remote working practice fully embedded along with transformational working practise

BCIS Existing Office Refurbishment Rates (£/m2 GIFA)		
Lower Quartile	Median	Upper Quartile
719	1,041	1,219

Arcadis benchmark for workplace fit out £400-900 per sqm (See Appendix for examples)

	Feb '21	2021 Q3	Oct '22
Milestone	Adoption of Accommodation strategy	Agreement on final plan	Full refurbishment completed
Key Activities	Capital budget set investment in reconfiguring Town Hall	Submission for Statutory approvals	Full staff adoption of new working practise
	Phase 3 Covid office plans - physical changes to office layout and depersonalisation of space in accordance with emerging floor plans Corporate messaging about office working within a Covid environment	Sign off for project budget and approval for procurement process	Benefits realisation as per Target Model
	Development of office plans, consultation starts	Contract awarded and Mobilisation for start on site	
	Future ways of working programme launched for consultation and engagement – e.g. Terms and Conditions, parking	Future ways of working consultative period ends and implementation	

Workstream 2

2021 2022

Workstream 2: Castlewood Transition

NSC staff relocated to single area in CW and vacated space repurposed for alternate use

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		Feb '21	2021 Q3	Oct '22 – '25
Milestone		Adoption of Accommodation strategy	Agreement and sign off of Strategic development proposals	Strategic Development option core activities
Key Activities		Capital budget set meanwhile investment in CW as part of NSC exit strategy	Approved strategic development option launched	Negotiations with tenants and alternative provision agreed
		Phase 3 Covid office plans - physical changes to office layout Corporate messaging about office working within a Covid environment	Staff relocated to single area in CW	Exit of building and redevelopment of site begins 2025
		Strategic Development Programme Review – Meanwhile usage up to 2025 Long term development 2025+	Meanwhile usages implemented or moth balling of vacated space	
		Future ways of working programme launched for consultation and engagement – e.g. Terms and Conditions, parking	Future ways of working consultative period ends and implementation	

Workstream 3

Workstream 3: Touch-down Locations	2021	2022	2023	2024

Key Activities

- Overlay asset strategy scoring from Lot 1 to understand potential to meet future requirements e.g., transition of certain gateway services from Castlewood to Clevedon Library

- Site options identification and financial appraisal (for both new acquisition or self-development of existing plots)

- On-going validation of future needs through pulse surveys, persona development, directorate and team leader discussions and discussion with partners / other public sector bodies

- Plan and implement technology transformation to support new ways of working

- Establish new working culture aligned to vision, provide training and support where necessary

- Review of HR policies to support new vision, including support to continue working from home

- Comms and change management to delivery and embed change

Suggested Activity to bring forwards

Persona Development and role mapping to validate future requirements based on need and service requirements

Smarter Working Transformation Map

ARCADIS

Communication & Engagement / Benefits Management

	Planning & Review	Review	Raising Awareness	Review	Implementation	Review	Embedding
	3-6 months		6-12 months		12-24 months		24+ months

PMO

- Business Case, Target & Benefits
- Horizon Programme Alignment
- Setup Integrated Governance Structure
- Status Check
- Maturity Assessment & Benchmarking
- Status Check
- Maturity Assessment & Benchmarking
- Maturity Assessment & Benchmarking
- Active helpdesk
- Training on new technology
- Review of new tech to raise issues
- Microsoft Teams Utilisation
- Software Upgrade Rollout
- Develop Digital Strategy
- Enterprise Architecture & Service Design Alignment
- Feedback Surveys
- Continuous endorsement of cultural shifts
- Feedback on space

Technology

- Enable Mobile Phone Shifts
- Develop IT Training Programme
- IT Programme Upgrades
- Review IT Policies
- IT Business Alignment
- Develop IT Strategy
- Desktop Upgrade Programme
- Flexible Working Solutions
- Develop Tech Roadmap
- Procurement & Rollout of Hardware
- Tech Investment Plan
- Review Infrastructure Equipment & Software
- Language use
- Line Manager 1:1s
- Line Manager Training
- New HR Policies
- Skills & Training Programme
- Training on use of new space
- Decision on Northern Hub
- Decision on Asset Strategy
- Decision on Central Hub
- Re-configuration of Retained Assets as required
- Review Intelligent Buildings Approach
- Ensure positive feedback on processes
- Implement Smarter Working Approach
- Implement Remote Working Patterns
- Implement "Curating Community" Approach to Team Management
- Gap Analysis – Skills, Capability & Tools
- Leadership Commitment & Role Modelling
- Role Profiling
- Support for Managers
- Review HR Strategy
- Champions Network
- Stakeholder Engagement
- Establish Objectives
- Workforce Planning
- Review HR Policies
- Clear Desk Policy
- Property Break Clause
- Northern Hub Review
- Staff to Desk Ratio
- Review Workplace Strategy
- Asset Utilisation Review
- Current Layout Analysis
- Review Flexible Working Process
- Review Process for Agile Working

People & Culture | **Workplace** | **Process**

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Transformation Guidance

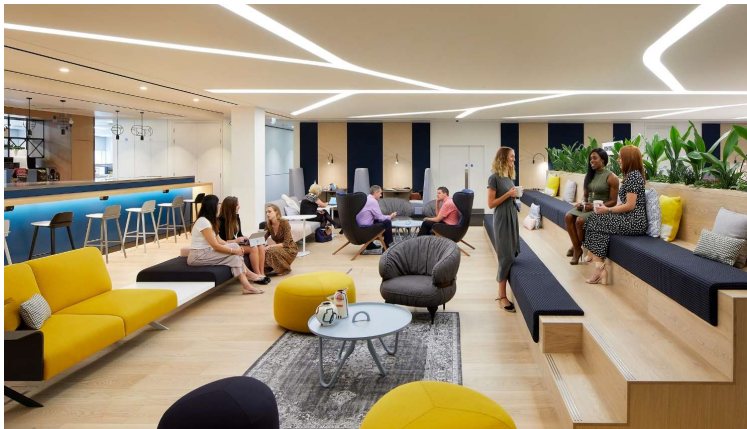The 4 C's that will underpin the success of the move to a more flexible, agile workscape:

Collaborate
The office becomes a place to come together and collaborate with colleagues

Connect
The office becomes a place to come together and collaborate with colleagues

Community
Curating a community centred around the office


Communication
Giving colleagues the space to communicate, especially when something isn't working for them or within the workspace

Immediate Next Steps

10   **Immediate Next Steps**   Arcadis advice on next steps to establish a programme of change.

18 December 2020

Immediate Next Steps

This understanding is extremely important in order to support the community of North Somerset Council service users and colleagues and ensure the new Accommodation Strategy is successful and works for the variety of roles within the business.
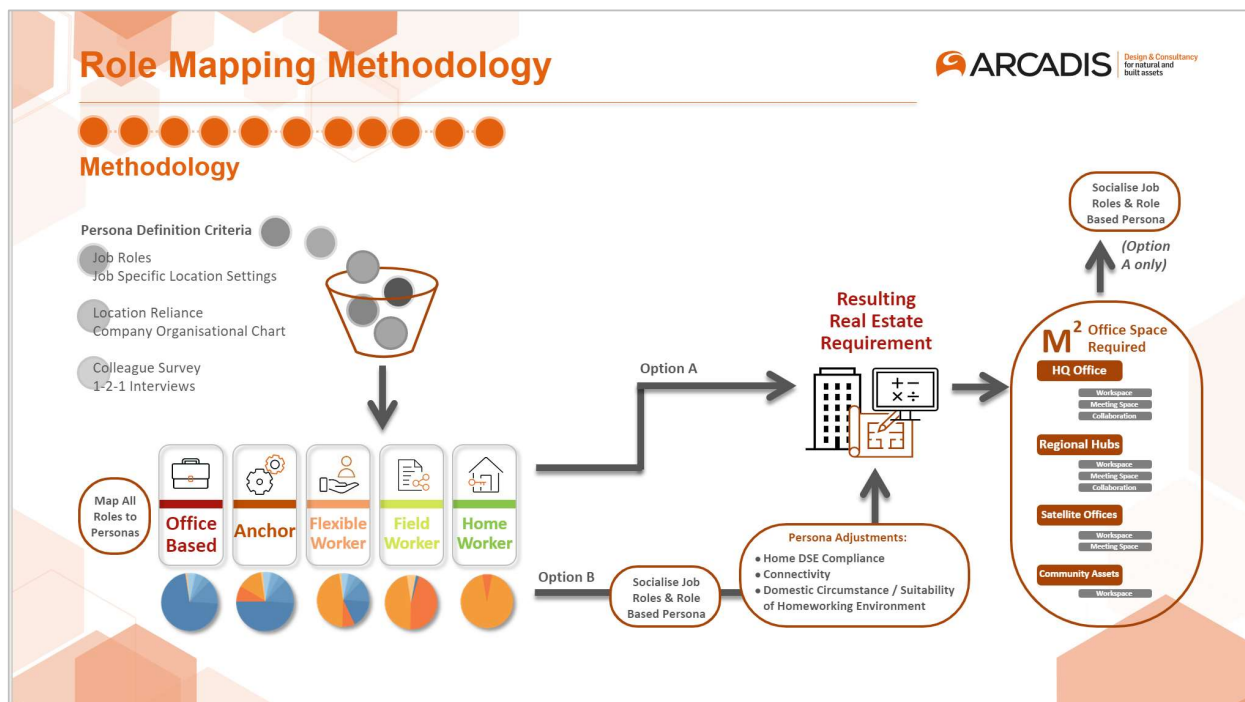
More details are available in the Role Mapping Methodology Pack