

## **Appendix B**

**(Approach and Methodology)**



# North Somerset Council

## Council Values



## Open, fairer, greener North Somerset

### Open

Provide strong community leadership and work transparently with residents, business and partners to deliver their ambition for NS

### Fair

Aim to reduce inequalities and promote fairness and opportunity for everyone

### Green

Lead their communities to protect and enhance the environment, tackle the climate emergency and drive sustainable development.

## Priorities

### A Thriving and Sustainable Place

- A great place for people to live, work and visit
- To be a carbon neutral council and area by 2030

### A council which empowers and cares about people

- Partnerships which enhance skills, learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential

### An open and enabling organisation

- Empower our staff and encourage continuous improvement and innovation
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcomes

## Political affiliation

### Members of council

There are 50 seats in total.

- 16 - Independent
- 13 - Conservative
- 11 - Liberal Democrat
- 6 - Labour
- 3 - Green
- 1 - vacancy

Party	2007	2011	2015	2019	Seat change
Conservative	43	42	36	13	↓23
Labour	3	5	3	6	↑3
Liberal Democrat	5	6	4	11	↑7
Independent	6	7	6	13	↑7
Green	1	1	1	3	↑2
Portishead Independents	0	0	0	4	↑4

• A Flourish data visualization

### Group leaders

- Independent – Cllr Don Davies, leader of the council
- Conservative – Cllr Nigel Ashton
- Liberal Democrat – Cllr Mike Bell
- Labour – Cllr Catherine Gibbons
- Green – Cllr Bridget Petty

## North Somerset Social Values

Rating		High	Medium	Low	Negligible
1	Growing a higher value economy and creating good jobs	Premises and tenants who can significantly enhance the economy of in terms of job numbers, GDV and sector	Premises and locations which offer a medium to long term strategic opportunity to grow a higher value economy and create jobs	Premises and locations which have limited potential to add value to the wider economy or create and preserve employment	Premises and occupiers which offer no potential or prevent long term economic growth
2	Reducing inequalities, growing skill levels, enabling a good quality of life and supporting families	Projects with excellent job creation and retention within the Local Economy	Premises or tenants with the potential for excellent job creation and retention within the Economy	Tenants with the excellent job creation and retention outside of North Somerset	Premises or tenants with no potential or detract from job creation in North Somerset (bad neighbour uses)
3	Celebrating a unique cultural offer and creating vibrant communities that are better connected.	Premises and tenants that support and enhance the cultural offer of North Somerset and contribute to community values	Premises and tenants that have the potential to support and enhance the cultural offer and contribute to community values	Tenants with a supply chain that promotes culture and vibrant communities outside of North Somerset	Bad neighbour uses that negatively affect communities and adjoining land or premises
4	Ambitious, enterprising, dedicated and efficiency in delivering excellent services	Premises and Tenants that enable delivery of the Council's service agenda	Premises or tenants that have the potential to contribute to the Council service delivery	Premises or tenants that are part of Council service delivery outside of North Somerset	Premises or tenants that are not connected and have no potential to contribute to service delivery

## Appendix C

(Situational Analysis - *The As-Is*  
*Position*)





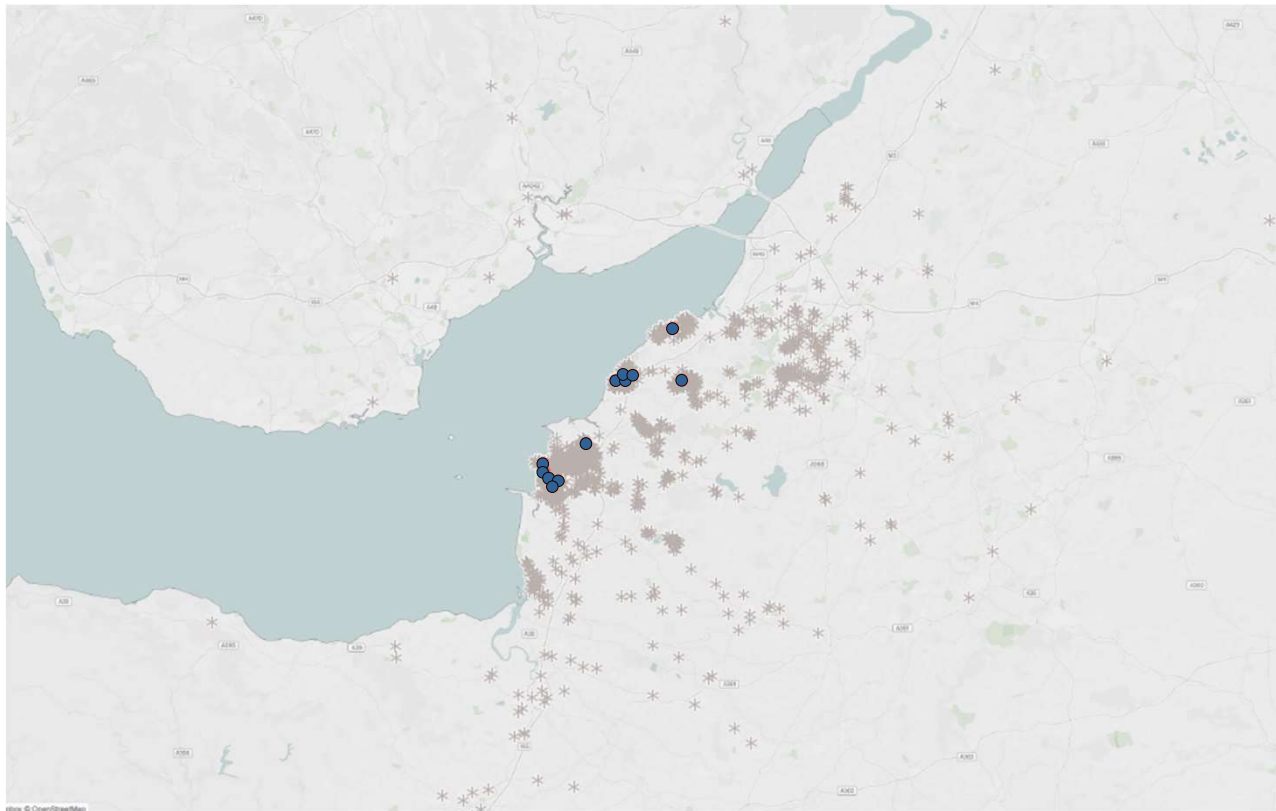
## Current Main Offices and Admin Hubs

Office	Type	Post Town	Land Area (sqm)	Available Desks
Town Hall	Main Office	Weston-Super-Mare	4893.19	
Castlewood	Main Office	Clevedon	42443.3	
Community Involvement Office (currently closed)	Admin Hub	Nailsea	83.75	
Grove House	Admin Hub	Weston-Super-Mare	303.4	
Grove Park Lodge	Admin Hub	Weston-Super-Mare	134.98	
The Motex Centre (GF Office)	Admin Hub	Weston-Super-Mare	49.22	
The Barn	Admin Hub	Clevedon	244.74	
Central Chambers	Admin Hub	Weston-Super-Mare	500.68	
Salthouse Fields	Admin Hub	Clevedon	22.9	
The Motex Centre (GF Floor, Boardroom/Training Room)	Admin Hub	Weston-Super-Mare	216.88	
Bournville Locality Centre	Admin Hub	Weston-Super-Mare	225.73	
St Barnabas Centre	Admin Hub	Portishead		

## Postcode Data



# Postcode Data



Legend for plan – to update

- \* - Person
- - Office



## Current Layouts

### Town Hall – Ground Floor



### Town Hall – First Floor (New / Old)

WS – 224 / 40 – Total 264

SDWS – 64 (28.5%) / 21 (52.5%)  
Total – 85 (32.2%)

Police - 3



### Town Hall – Second Floor (New / Old)

WS – 132 / 12 – Total 144

SDWS – 36 (27.3%) / 6 (50%) –  
Total 42 (29.1%)

Agilisys – 24, Adoption West - 2



### Town Hall – Third Floor

WS – 77

SDWS – 16 (20.7%)

Liberata – 5, Agilisys – 25, Serona 2

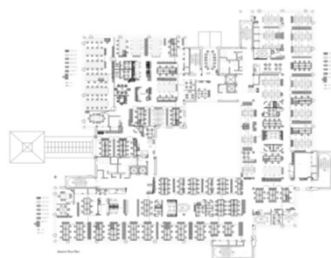


### Castlewood – Third Floor

WS – 121

SDWS – 37 (30.6%)

Serona – 43, BNSSG CCG – 3



### Castlewood – Ground Floor

WS – 139

SDWS – 40 (28.7%)

Agilisys – 24, Adoption West - 2

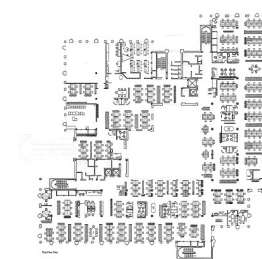


### Castlewood – Second Floor

WS – 126

SDWS – 34 (27.0%)

Agilisys – 19, Bath & NES Council – 2,  
Liberata - 31



**Totals: NSC – 254, Agilisys – 68, Serona – 45, Liberata – 36, Police, 3, BNSSG CCG – 3, Adoption West – 2, Bath and NEC Council – 2**

# North Somerset Location Map



## North Somerset Location Map

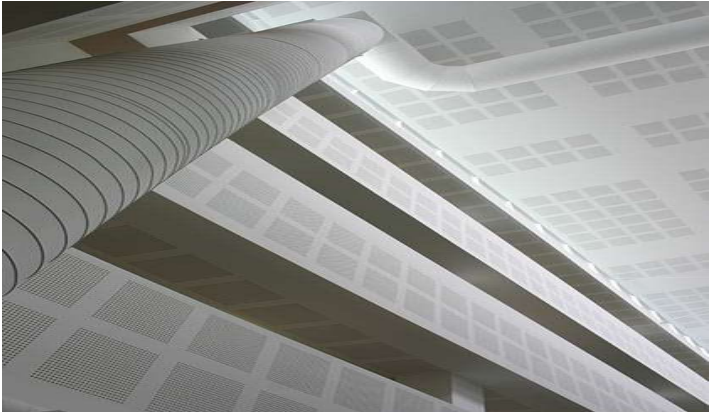
- ✓ Weston Super-mare/Town Hall and Clevedon/Castlewood
- ✓ Admin Hubs
- ✓ Public Realm (with drop-in potential)
  
- ✓ Office-based colleagues (home offices)

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

Town Hall / Castlewood office split  
485 / 386



# Town Hall Overview

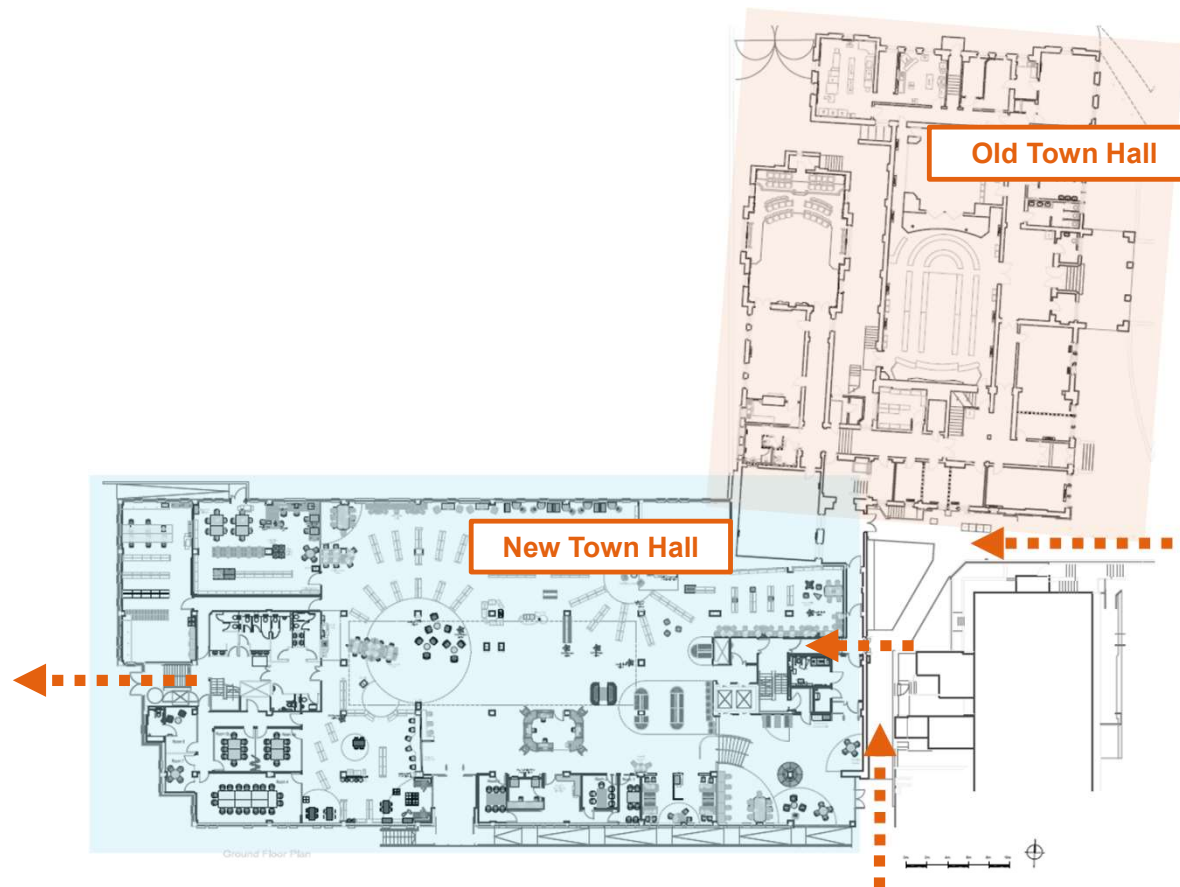


## Weston Super-Mare/Town Hall

Internal shots	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. 9114m <sup>2</sup> , the Old Town Hall is a partly listed building.
External Shots	
Info about when the fit-out was done	The offices are open plan with breakout areas including small kitchen facilities, project tables, study booths and bookable and on-bookable meeting rooms
Info about value of asset/lease	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.
Capacity (work-stations & people)	
People/FTE to work-station ratio	
Space Utilisation Information	Usual desks / Social Distance Desks NT 1F – 224 / 64 (28.5%) NT 2F – 132 / 36 (27.3%) (2 Adoption West, 24 Agilisys) NT 3F – 77 / 16 (20.7%) (5 Liberata, 25 Agilisys, 2 Serona) OT 1F – 40 / 21 OT 2F – 12 / 6 485 total
Service User Interface (community interface)	
Space Plans	
SQMs	
Covid-19 Secure Social Distance Capacity	
Typical attendance	Carparking spaces - no staff 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.



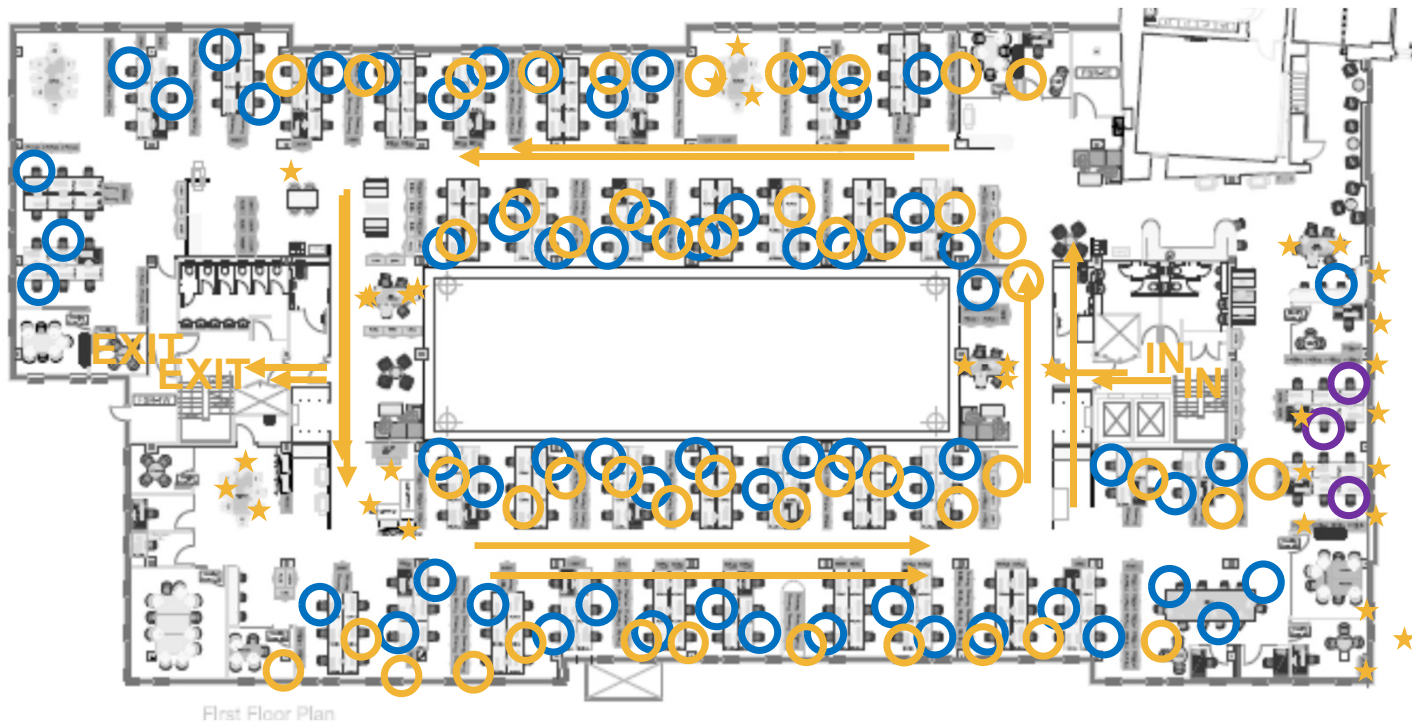
## Plan Analysis – Current State Example



# Orientation / Adjacency Layouts 1

## New Town Hall – First Floor

Number of Desks	Social Distancing Desks	Others
224	64 (28.5%)	Police - 3





## Orientation / Adjacency Layouts 2

### New Town Hall – Second Floor

Number of Desks	Social Distancing Desks	Others
132	36 (27.3%)	Agilisys – 24 Adoption West – 2

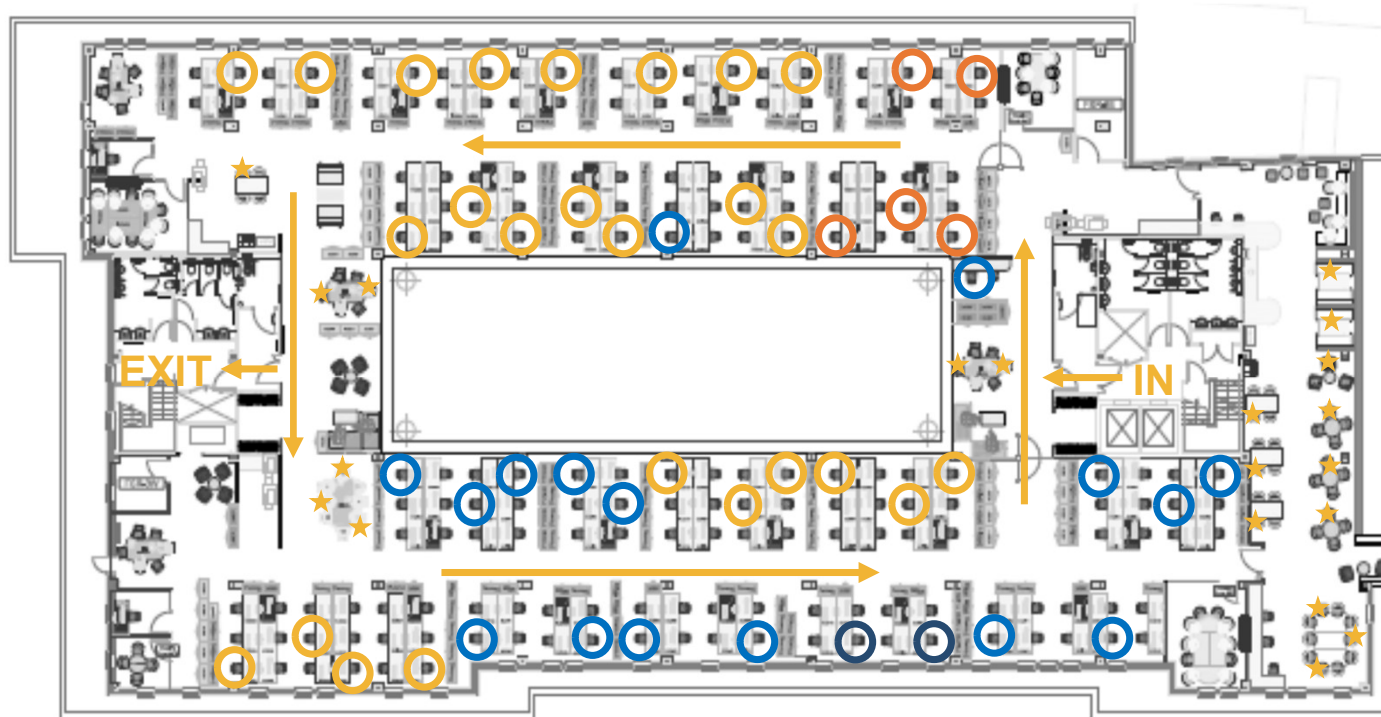




## Orientation / Adjacency Layouts 3

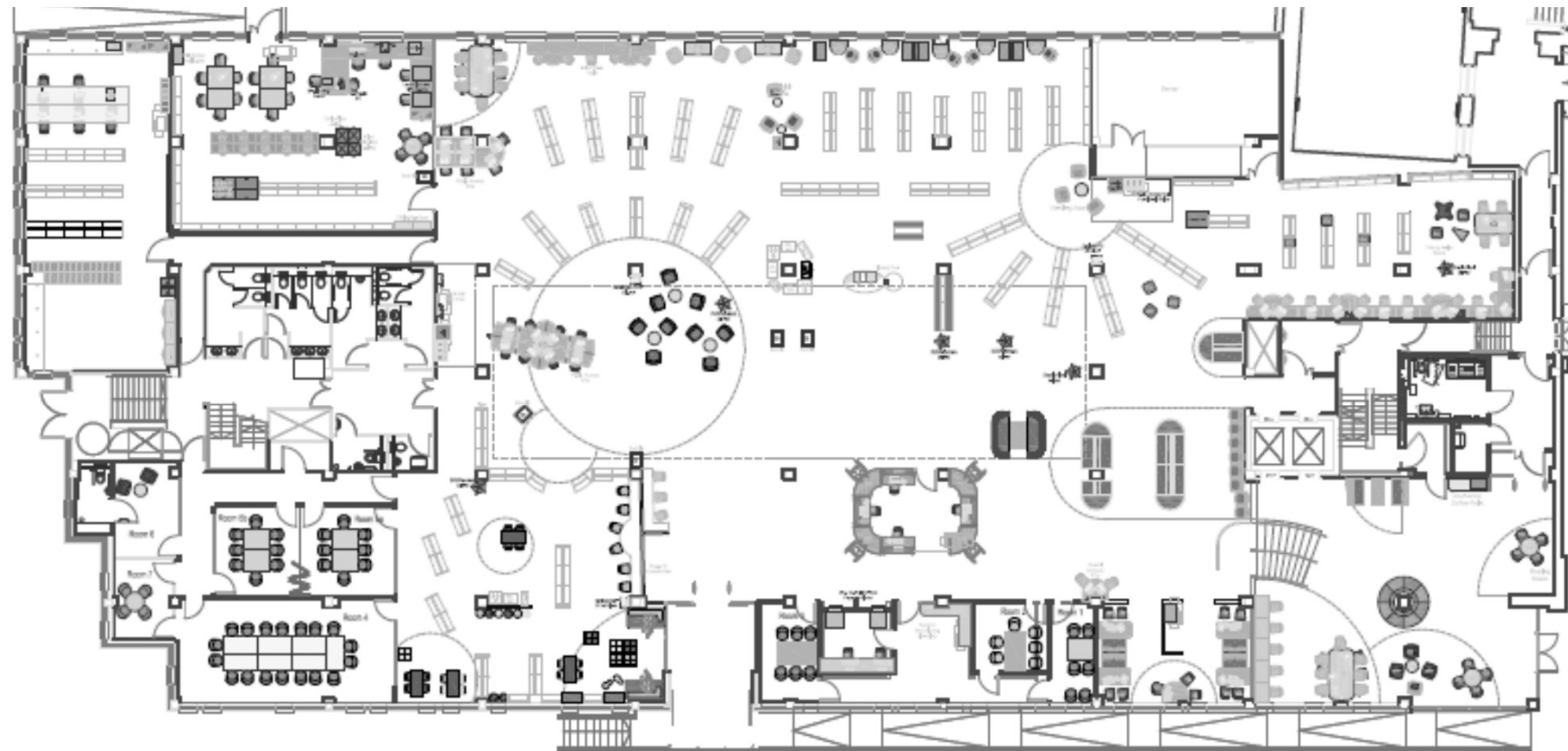
### New Town Hall – Third Floor

Number of Desks	Social Distancing Desks	Others
77	16 (20.5%)	Liberata – 5 Agilisys – 25 Serona - 2



## Orientation / Adjacency Layouts

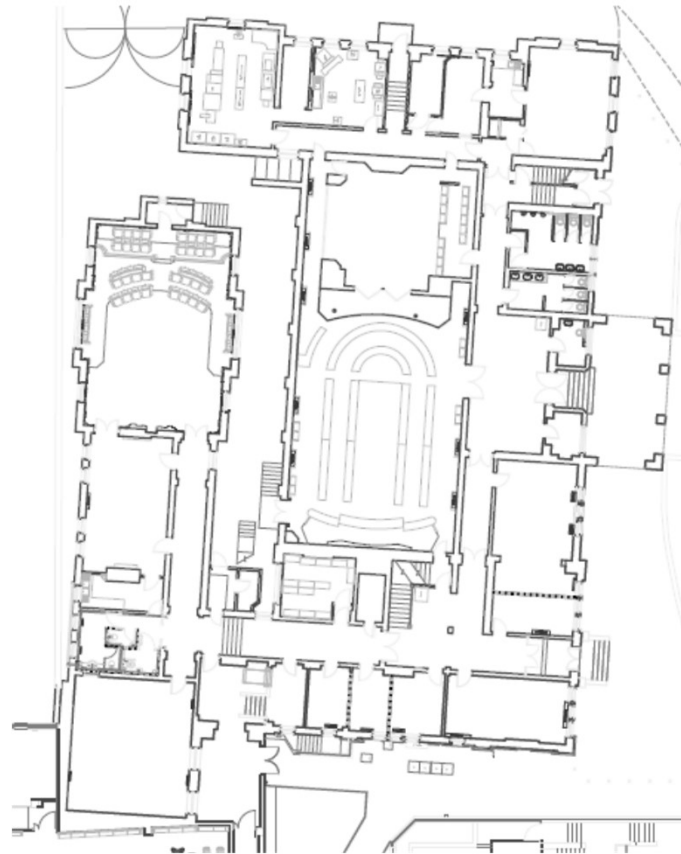
### New Town Hall – Ground Floor



Ground Floor Plan

## Orientation / Adjacency Layouts **G**

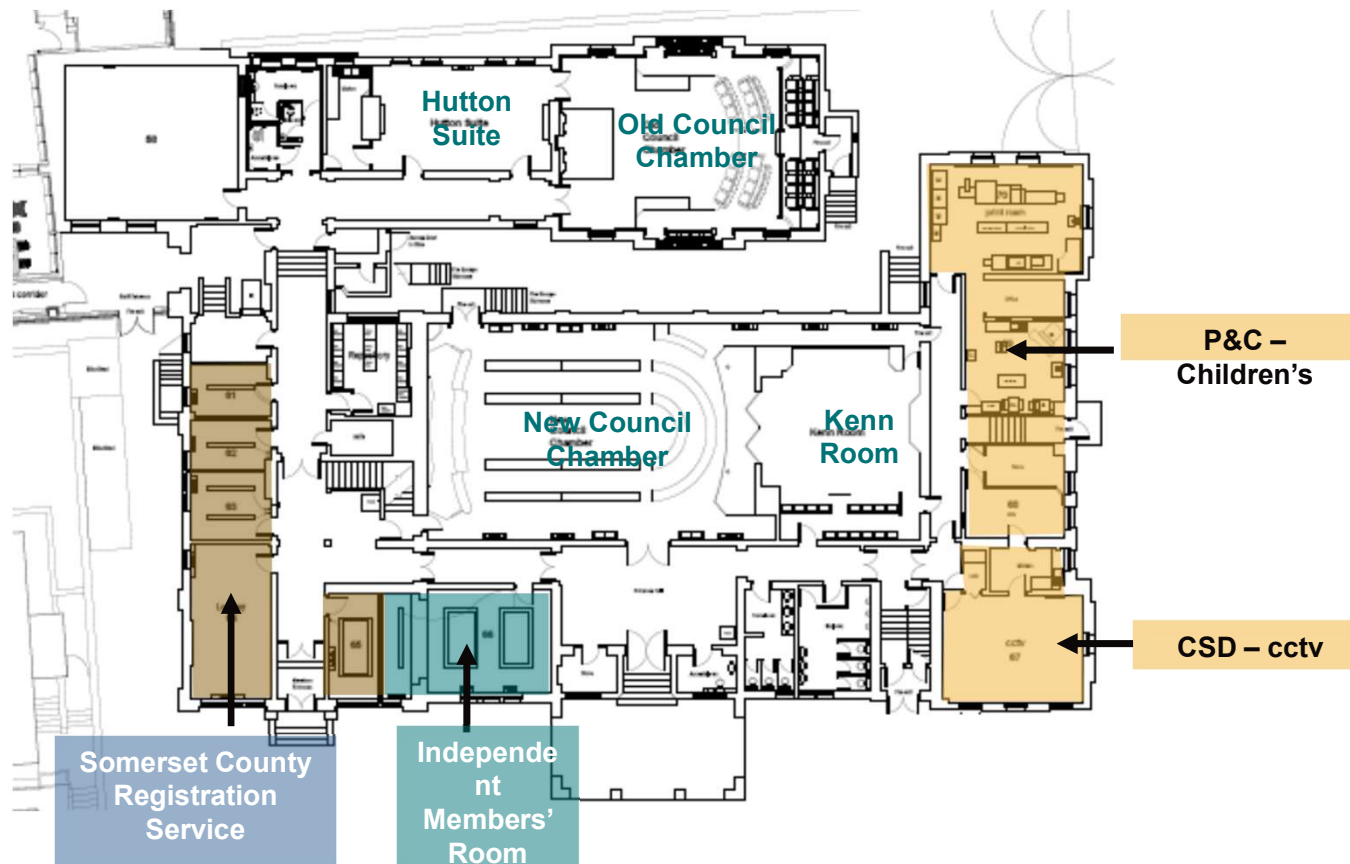
Old Town Hall – Ground Floor



Net GIA of OTH - 1715 sqm

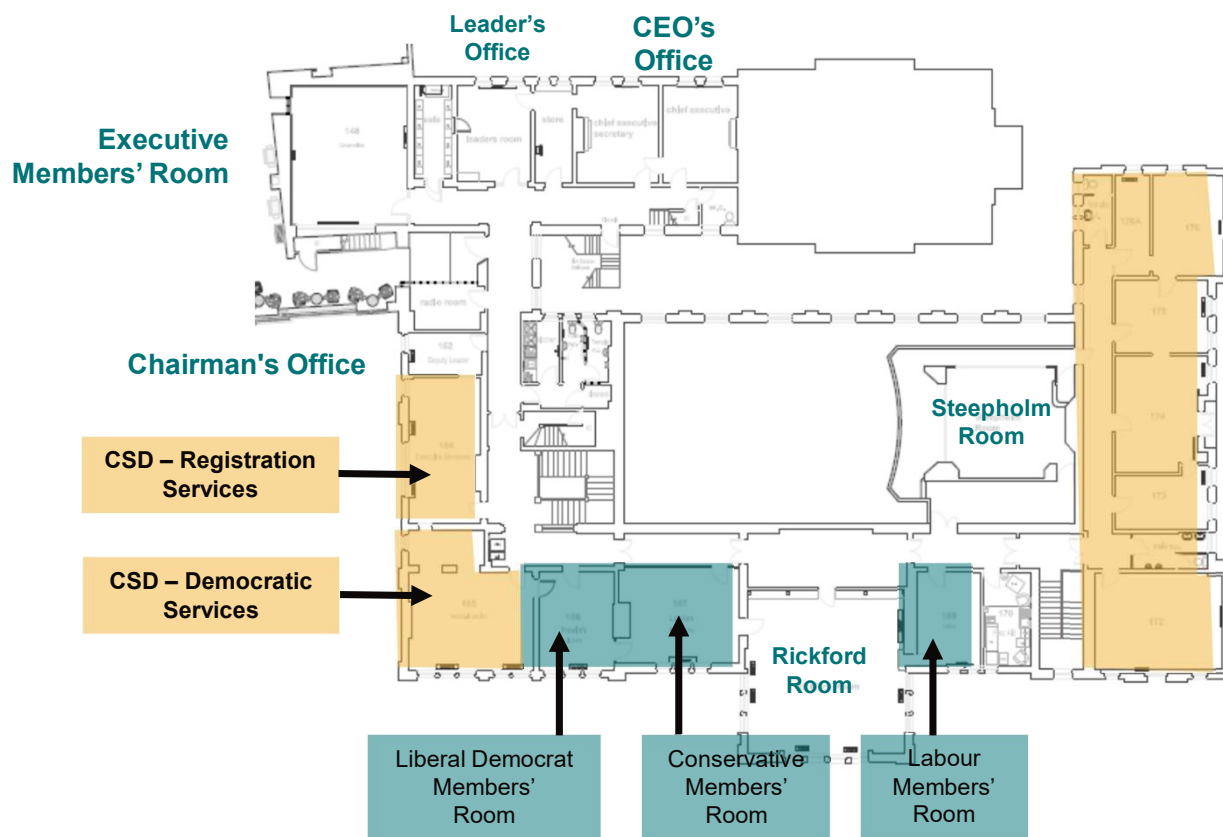
## Orientation / Adjacency Layouts G

Old Town Hall – Ground Floor



# Orientation / Adjacency Layouts G

## Old Town Hall – First Floor



**P&C – Children's**

### Social distancing

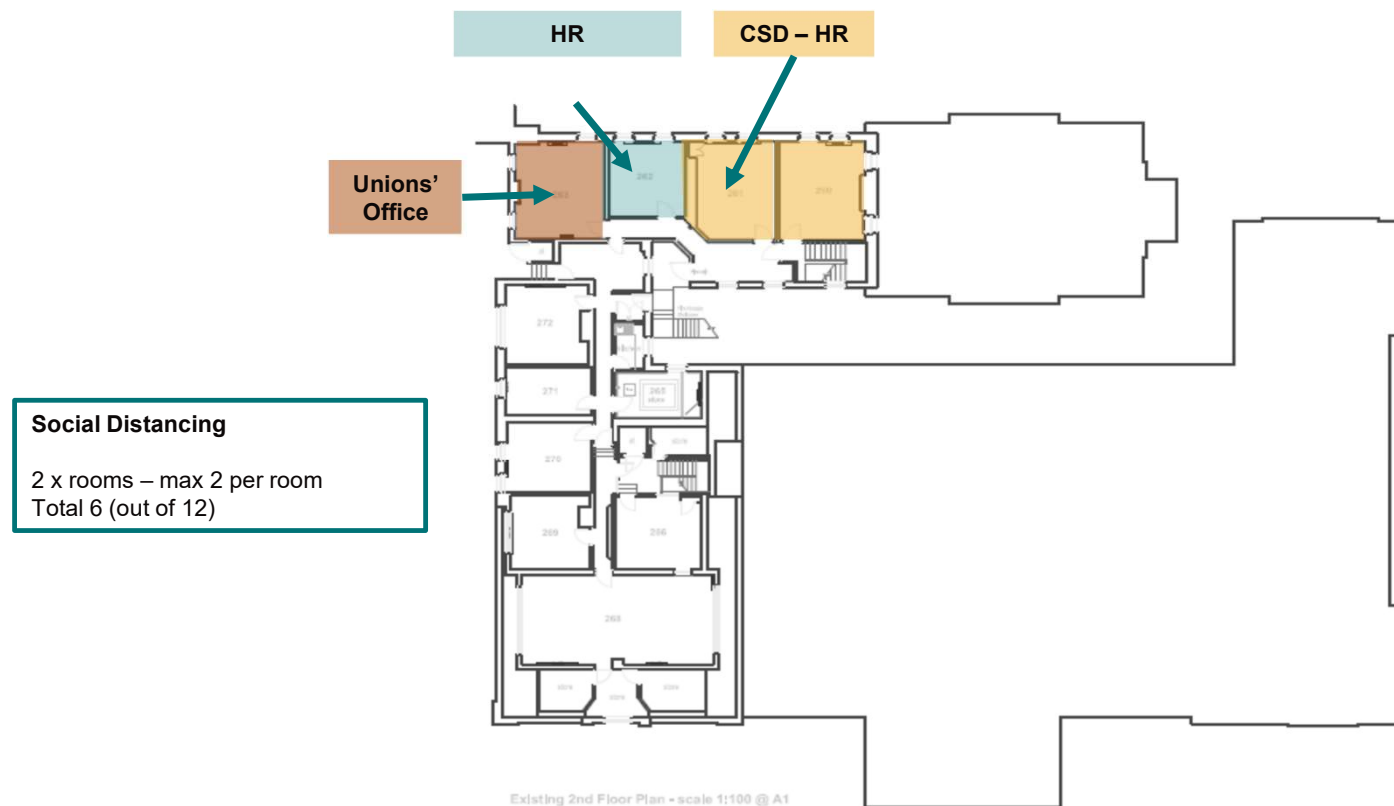
Registration – 2 (out of 6)  
Democratic – 4 (out of 8)  
P&C Children's -15 (out of 26)

Total = 21 (out of 40)



## Orientation / Adjacency Layouts 2

### Old Town Hall – Second Floor



## Clevedon

Internal shots

External Shots

Info about when the fit-out was done

Info about value of asset/lease

Capacity (work-stations & people)

People/FTE to work-station ratio

Space Utilisation Information

Service User Interface (community interface)

Space Plans

SQMs

Covid-19 Secure Social Distance Capacity

Typical attendance

The Council purchased Castlewood on 29th March 2010 as part of an Office Amalgamation Programme to enable it to reduce its building estate from 18 to 2 office buildings.

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.

Estimated value of £8 - £12m. This assumes planning permission will be granted for residential development and that the costs to demolish the existing office/buildings (including remediation) are not unreasonable. This also ignores the possible need to incorporate any non-residential use within a development

Usual desks / Social Distance Desks	2F Zone A – 69 / 23 (33.3%)
GF Zone C – 124 / 33 (26.6%)	2F Zone B – 0 (32 Serona)
GF Business Lounge – 15 / 7 (46.7%)	2F Zone C – 52 / 14 (26.9%) (3 BNSSG CCG, 11
1F Zone A – 11 / 2 (18.2%) (2 Bath & NES Council, Serona)	386 total
16 Agilisys)	
1F Zone B – 0 (31 Liberata)	
1F Zone C – 115 / 32 (27.8%) (3 Agilisys)	

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.

## Combined Workspaces

	Town Hall		Castlewood		Totals	
	Pre	Post	Pre	Post	Pre	Post
North Somerset Council	475	143	386	111	861	254
Agilisys		49		19		68
Police		3				3
Serona		2		43		45
Liberata		5		31		36
Bath and NES Council				2		2
BNSSG CCG				3		3
Adoption West		2				2
Totals	475	204	386	209	861	413

# Castlewood





# Castlewood

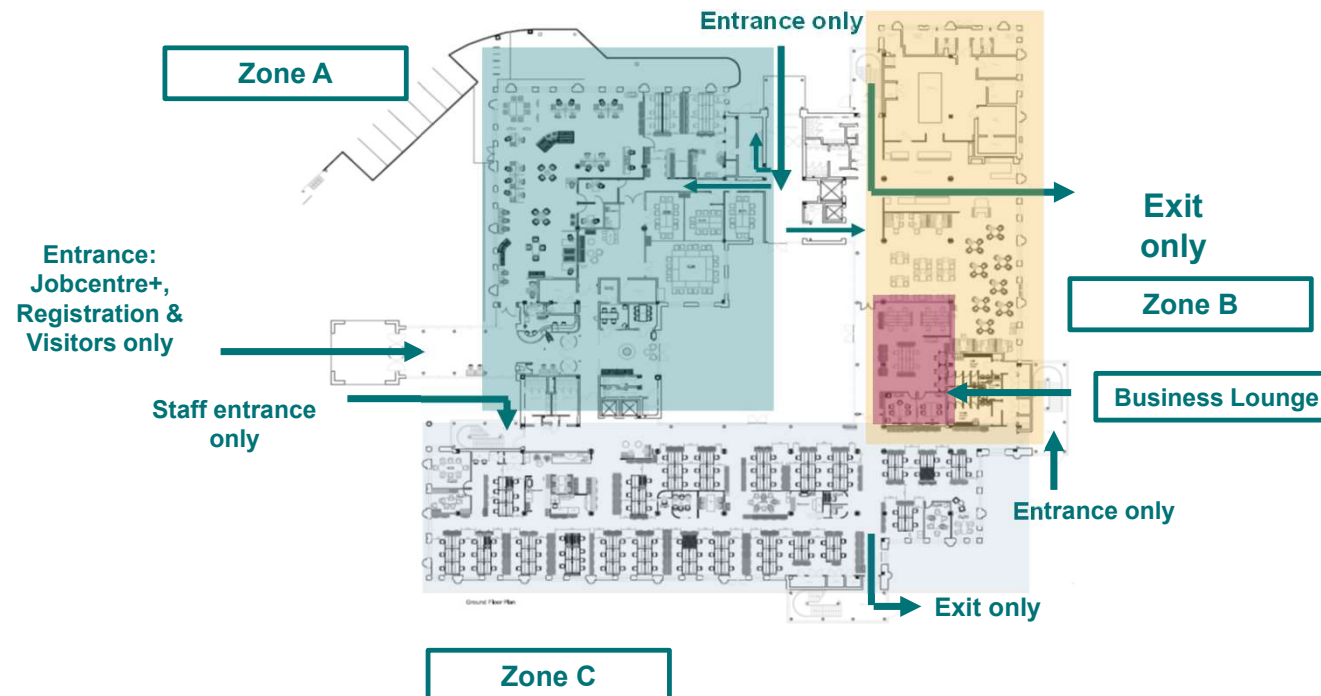




# Castlewood G

## Castlewood – Ground Floor

Zone	Number of Desks	Social Distancing Desks	Others
C	124	33 (26.6%)	
Business Lounge	15	7 (46.7%)	

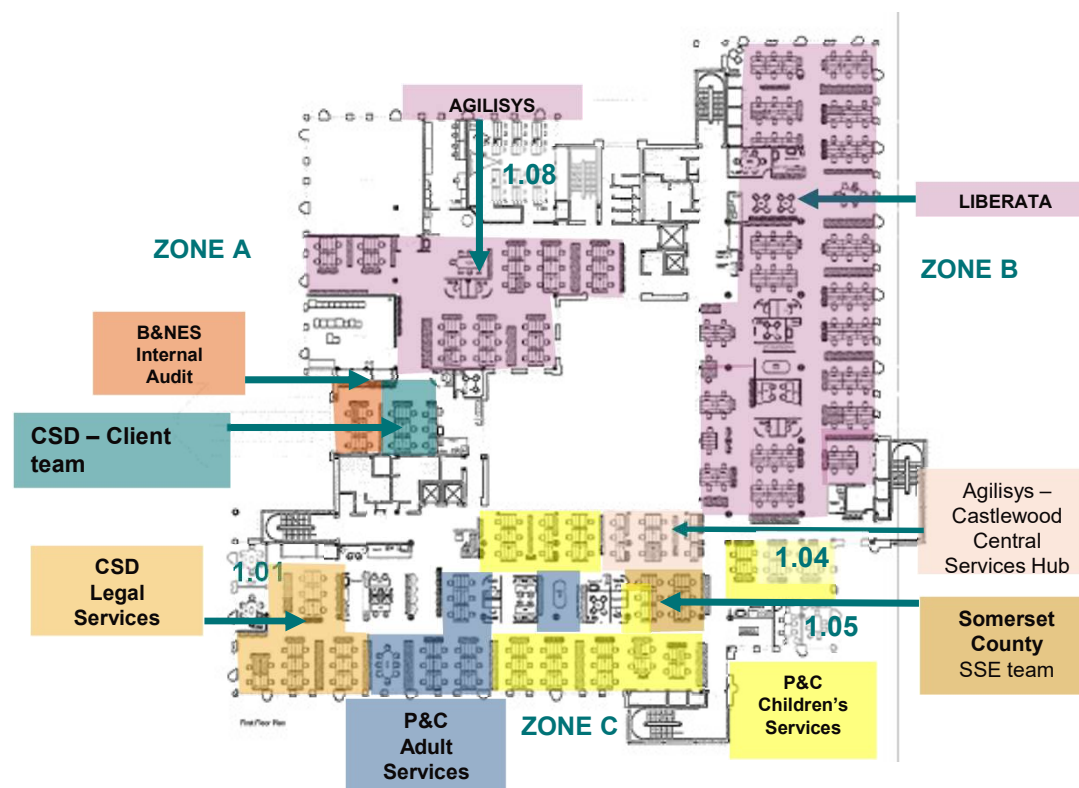


# Castlewood

## 1

### Castlewood – First Floor

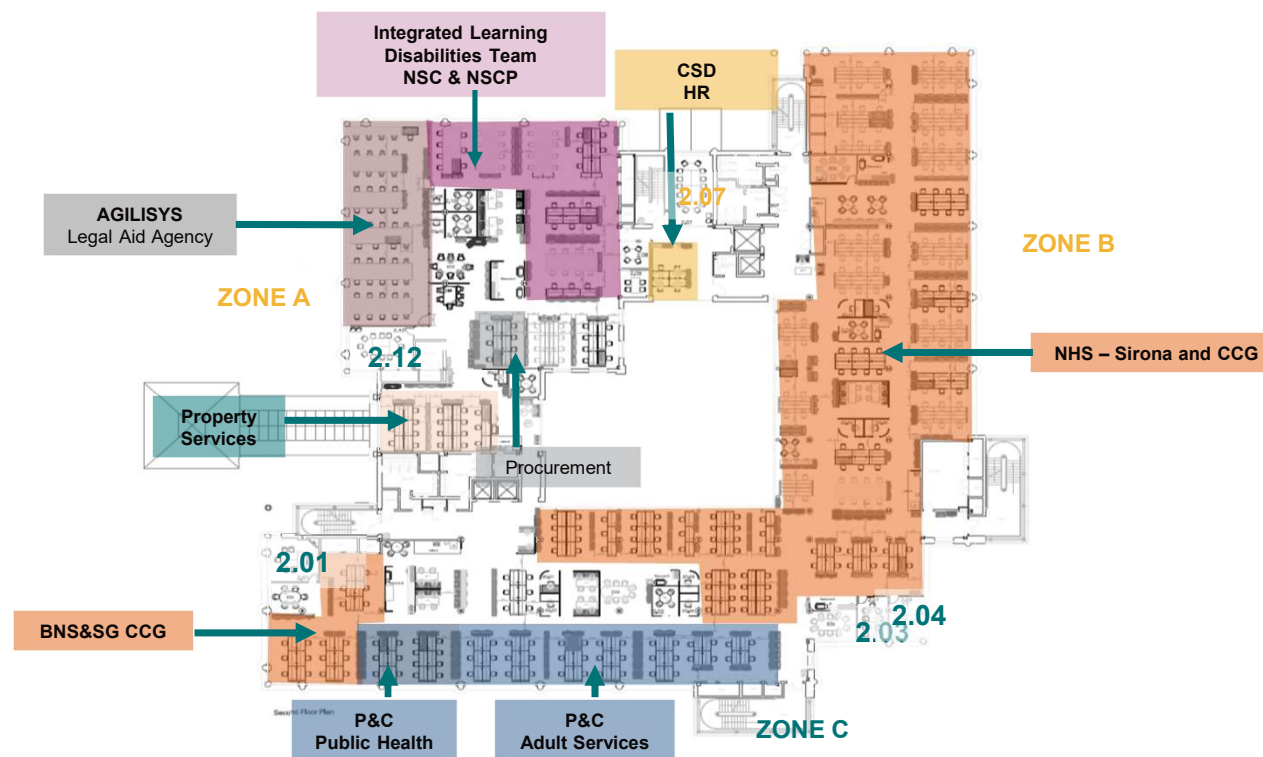
Zone	Number of Desks	Social Distancing Desks	Others
A	11	2 (18.2%)	Agilisys – 16 Bath & NES Council – 2
B	0	0	Liberata – 31
C	115	32 (27.8%)	Agilisys - 3



# Castlewood 2

## Castlewood – Second Floor

Zone	Number of Desks	Social Distancing Desks	Others
A	69	22 (33.3%)	
B	0	0	Serona – 32
C	52	14 (26.9%)	BNSSG CCG – 3 Serona - 11



# Castlewood

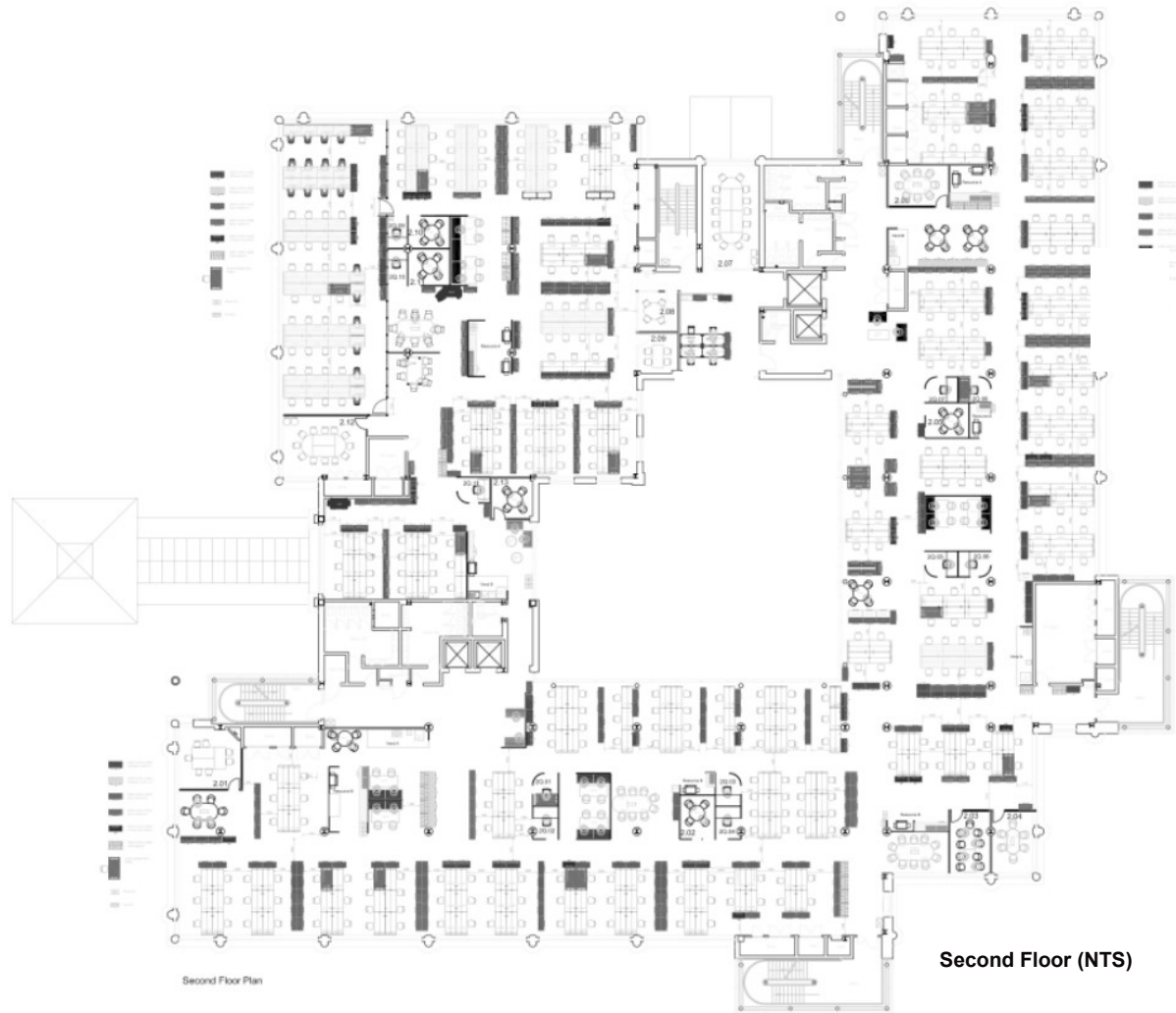
## Plan Review

- Public facing environment – best use of space?



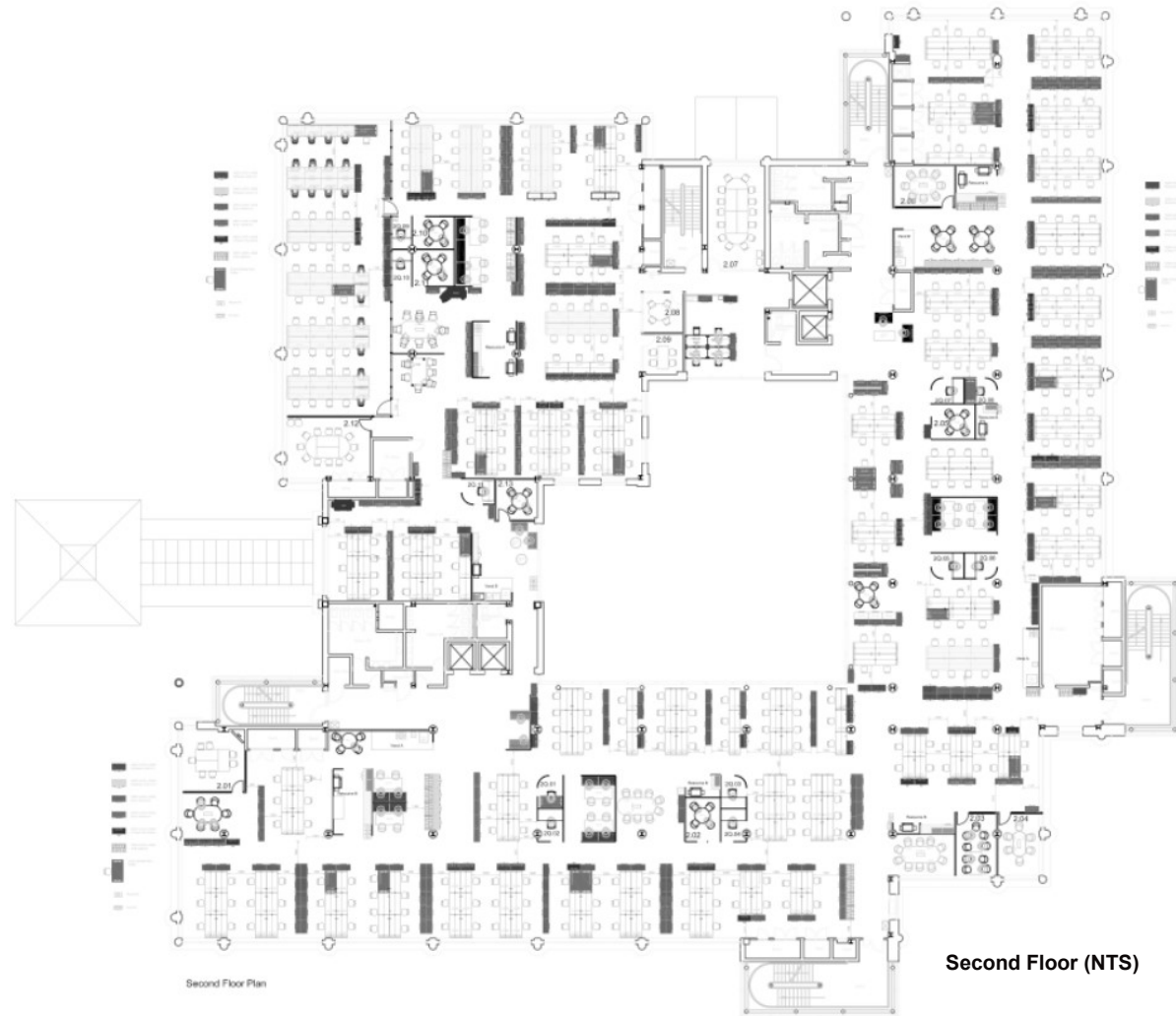
# Castlewood

## Plan Review



# TOWN HALL

## Plan Review







# Role by Location



## Community Worker

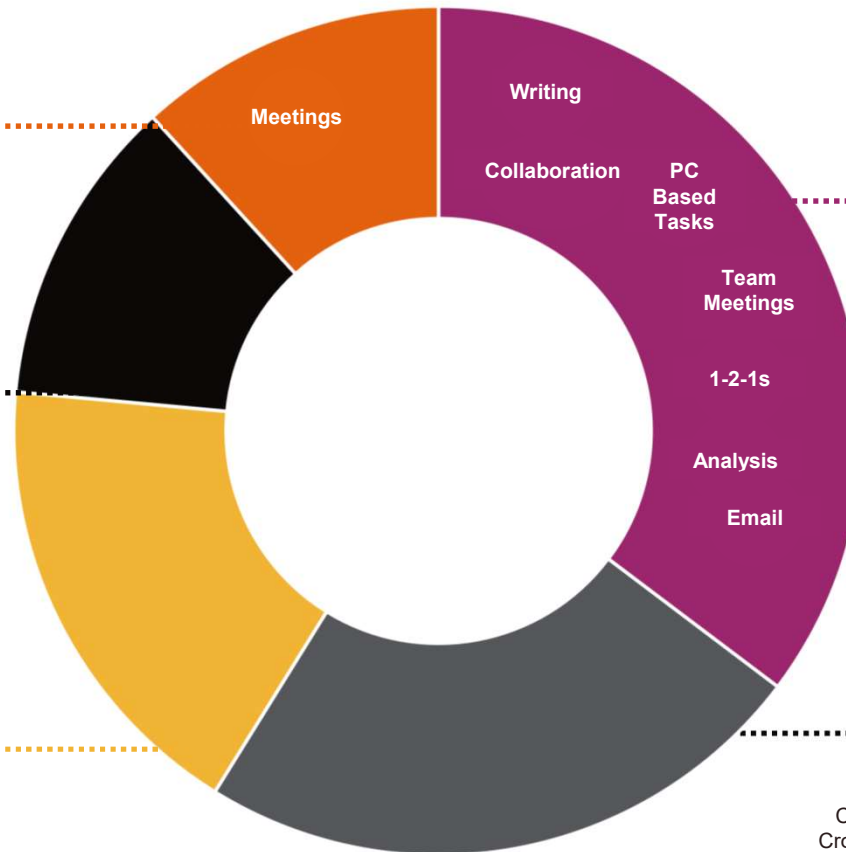
Need for:  
Check in points with Team  
Technology

## Field Worker

Need for:  
Check in points with Team  
Technology

## Drop-Down Local Office Hub

Need for:  
Drop-Down areas in Local Hubs  
Technology to allow a booking of rooms



## Office Based

Need for:  
COVID-Secure Environment  
Collaboration  
Meeting  
Cross-Location meetings

## Home Worker

Need for:  
Team Collab areas  
COVID-Safe environment  
Cross-Location Technology

Need for:  
Robust home worker plan  
Isolation prevention plans



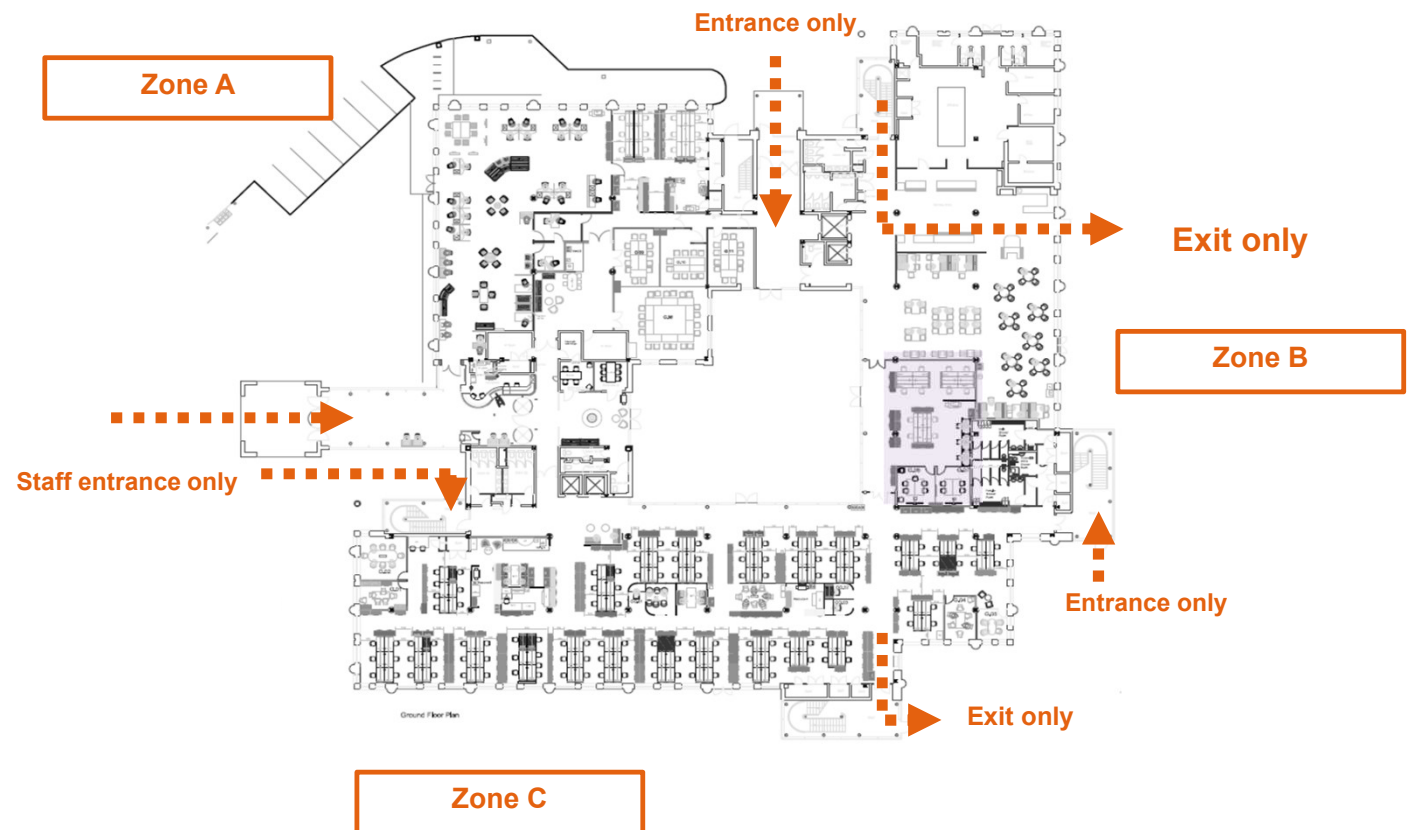
Workplace



## Castlewood | Overview

Services which operate out of Castlewood include:

- Job Centre +
- B&NES Internal Audit
- P&C Adult / Children's Services
- CSD Legal Services
- Agilisys
- Liberta



## Appendix C

(Transformation Map – *(How do we get there?)*)



# Comparison of what office fits outs can look like

## £40sqft

Subject £40 sq ft

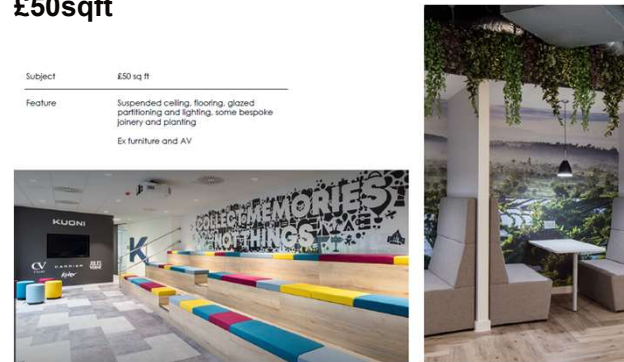
Features  
Suspended ceiling, flooring, glazed partitioning and lighting  
Ex furniture and AV



## £50sqft

Subject £50 sq ft

Feature  
Suspended ceiling, flooring, glazed partitioning and lighting, some bespoke joinery and planting  
Ex furniture and AV



## £60sqft

Subject £60 sq ft

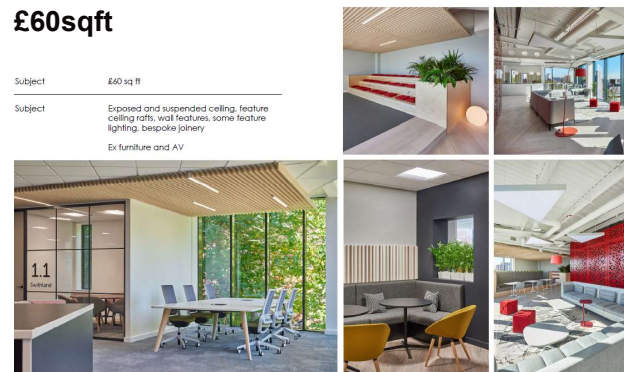
Features  
Exposed and suspended ceiling, feature ceiling rafts, wall features, some feature lighting, some bespoke joinery  
Ex furniture and AV



## £60sqft

Subject £60 sq ft

Subject  
Exposed and suspended ceiling, feature ceiling rafts, wall features, some feature lighting, bespoke joinery  
Ex furniture and AV





# Comparison of what office fits outs can look like

## £60-70sqft



## £70sqft

Subject £70

Feature Exposed services, acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, bespoke joinery

Ex furniture and AV



## £80sqft

Subject £80

Subject Exposed services, acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, cottle partitioning, expensive floor finishes. Includes living and moss walls, bespoke furniture. Excludes AV and furniture



## £90sqft



## Comparison of what a £40sqft CAT B office fit out looks like

Subject	£40 q ft
Features	Suspended ceiling, flooring, glazed partitioning and lighting  Ex furniture and AV





## Comparison of what a £50sqft CAT B office fit out looks like

Subject	£50 sq ft
Feature	Suspended ceiling, flooring, glazed partitioning and lighting, some bespoke joinery and planting
	Ex furniture and AV



## Comparison of what a £60sqft CAT B office fit out looks like

Subject	£60 sq ft
Features	Exposed and suspended ceiling, feature ceiling rafts, wall features, some feature lighting, some bespoke joinery  Ex furniture and AV



## Comparison of what a £60sqft CAT B office fit out looks like

Subject	£60 sq ft
Subject	Exposed and suspended ceiling, feature ceiling rafts, wall features, some feature lighting, bespoke joinery
	Ex furniture and AV



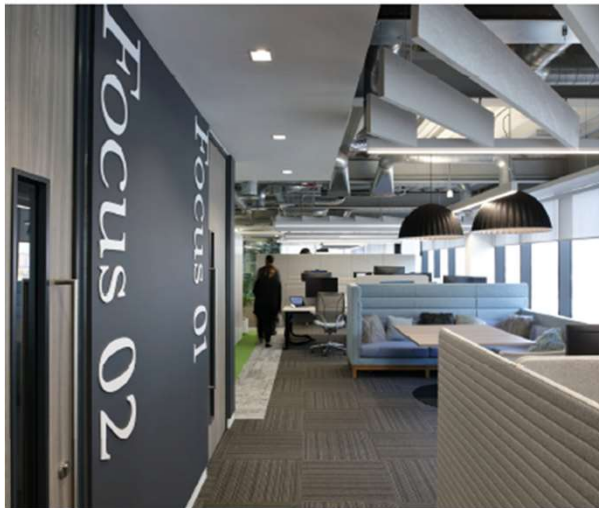


## Comparison of what a £60-70sqft CAT B office fit out looks like



## Comparison of what a £70sqft CAT B office fit out looks like

Subject	£70
Feature	Exposed services, , acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, bespoke joinery
	Ex furniture and AV





## Comparison of what a £80sqft CAT B office fit out looks like

Subject                      £80

Subject                      Exposed services, acoustic rafts, high spec partitioning, feature walls, upgraded floor finishes, feature ceiling rafts and feature acoustics, wall features, crittles partitioning, expensive floor finishes includes living and moss walls, bespoke furniture  
Excludes AV and furniture

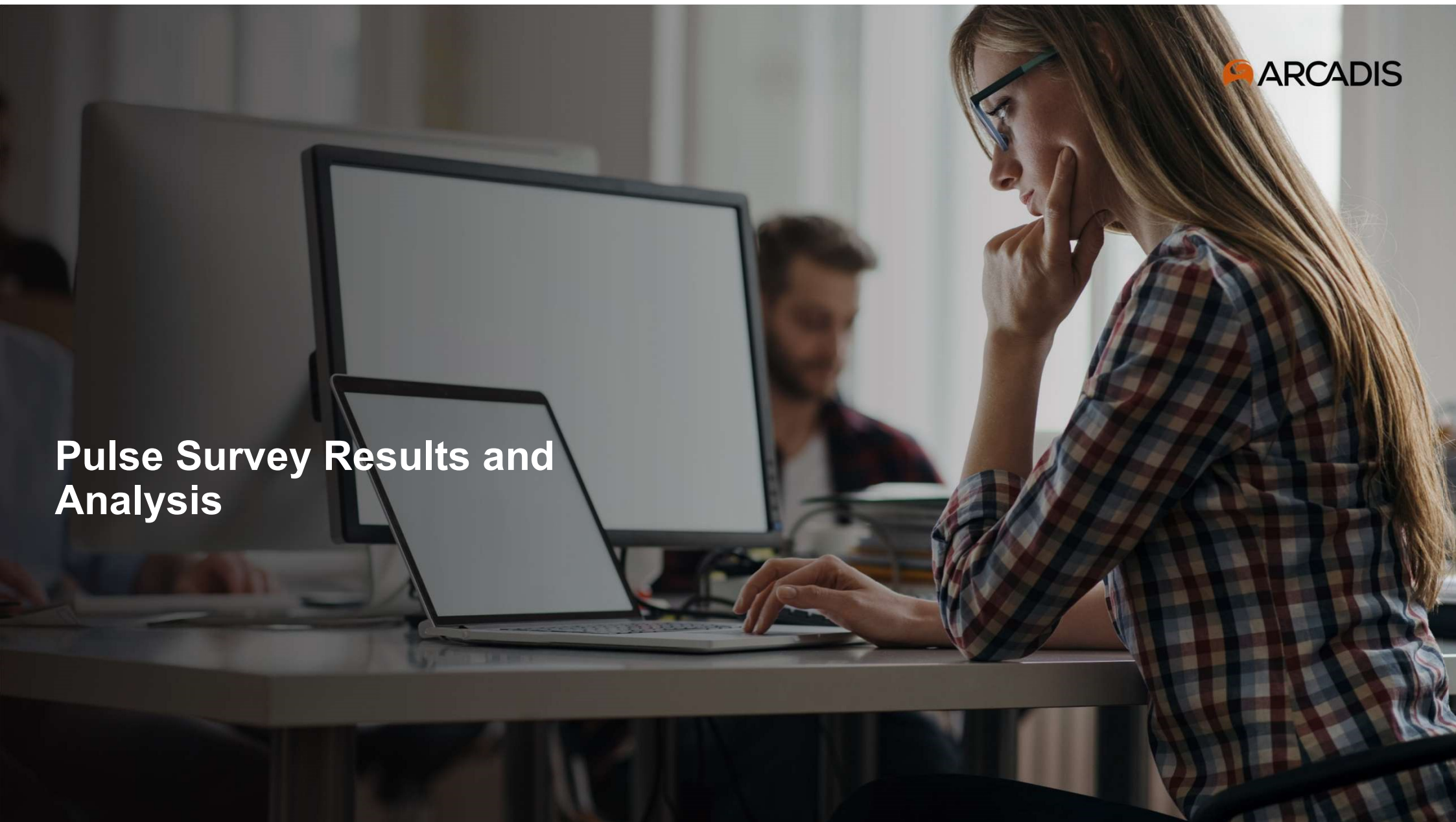


## Comparison of what a £90sqft CAT B office fit out looks like





# Pulse Survey Results and Analysis



# Pulse Survey 2 Results



## **Pulse 1**

**731 Responses (57% response rate)**

## **Pulse 2**

**735 Responses (57% response rate)**

228 responses – CSD (73%)

172 responses – D&E (55%)

335 responses – P&C (50%)

## Working Away from the Office

**During lockdown** - 373 people can do all their work away from office

Now – 382 people can do all their work away from office

More people feel that they can do all their work away from office

**During lockdown** – 270 people can do most of their work away from office

Now – 286 people can do most of their work away from office

More people feel that they can do most of their work away from an office.

**During lockdown** – 58 people can do some of their work away from office

Now – 44 people can do some of their work away from office

Less people feel that they can do some of their work away from an office.

**During lockdown** – 22 people can't do most of their work away from office

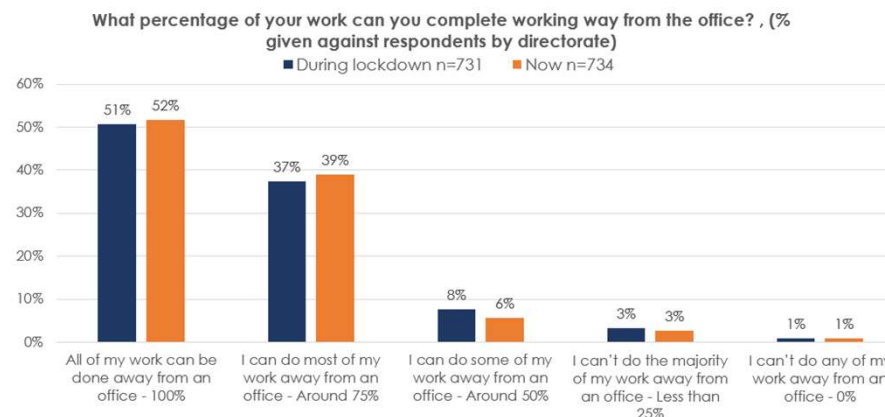
Now – 22 people can't do most of their work away from office

The same number of people feel that they can't do most of their work away from an office.

**During lockdown** – 7 people can't do any of their work away from office

Now – 7 people can't do any of their work away from office

The same number of people feel that they can't do most of their work away from an office.





## Working Away from the Office

### During Lockdown:

731 people completed the survey for "During Lockdown"

7 people in the office (5 days a week)	374 people at home (5 days a week)
270 people in the office (1 days a week)	270 people at home (4 days a week)
58 people in the office (2.5 days a week)	58 people at home (2.5 days a week)
22 people in the office (4 days a week)	22 people at home (1 days a week)

357 people in the office at any 1 time → **48.8%**

### Now:

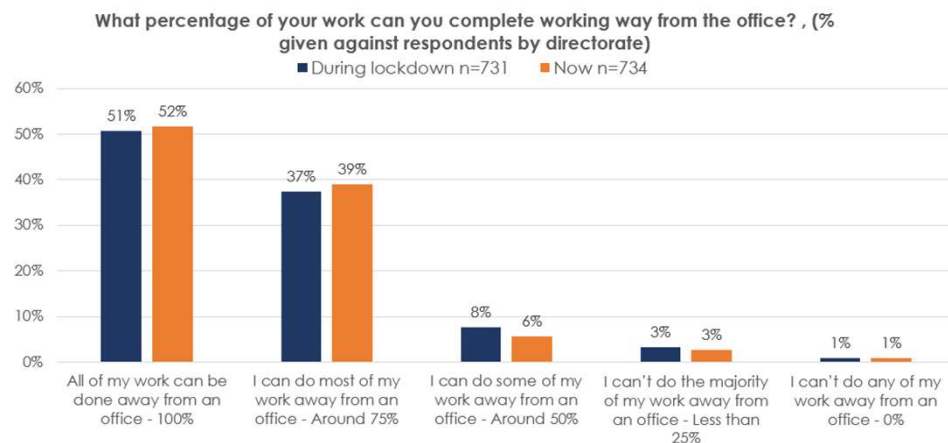
734 people completed the survey for "Now [Post Lockdown]"

7 people in the office (5 days a week)	381 people at home (5 days a week)
286 people in the office (1 days a week)	286 people at home (4 days a week)
44 people in the office (2.5 days a week)	44 people at home (2.5 days a week)
22 people in the office (4 days a week)	22 people at home (1 days a week)

359 people in the office at any 1 time → **49%**

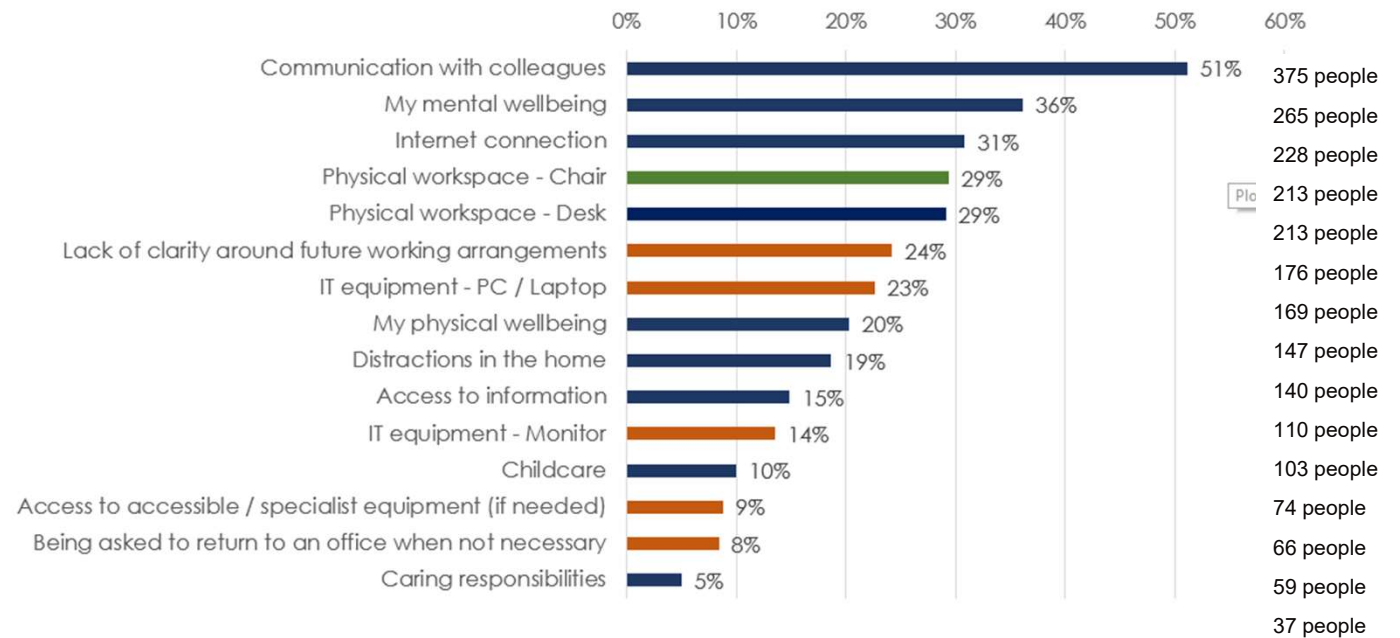
108 people → **15%**

Even out of the 4 days and 1 days

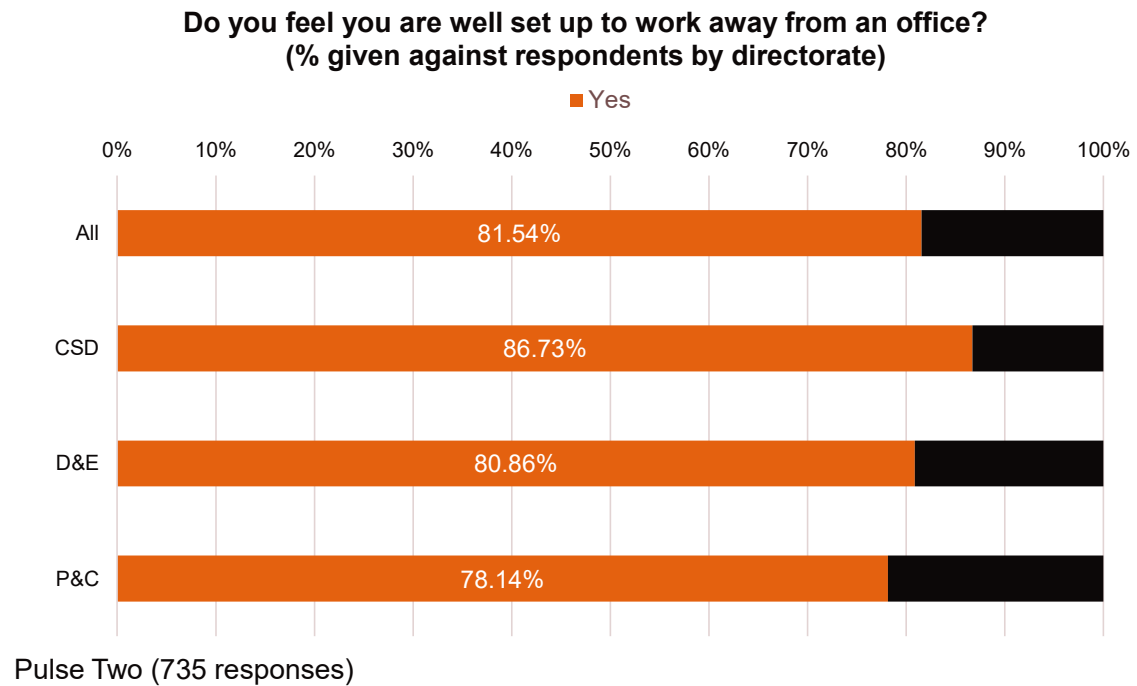


# Current Challenges

What are the current challenges you are finding when working away from an office? (all, % against all respondents)



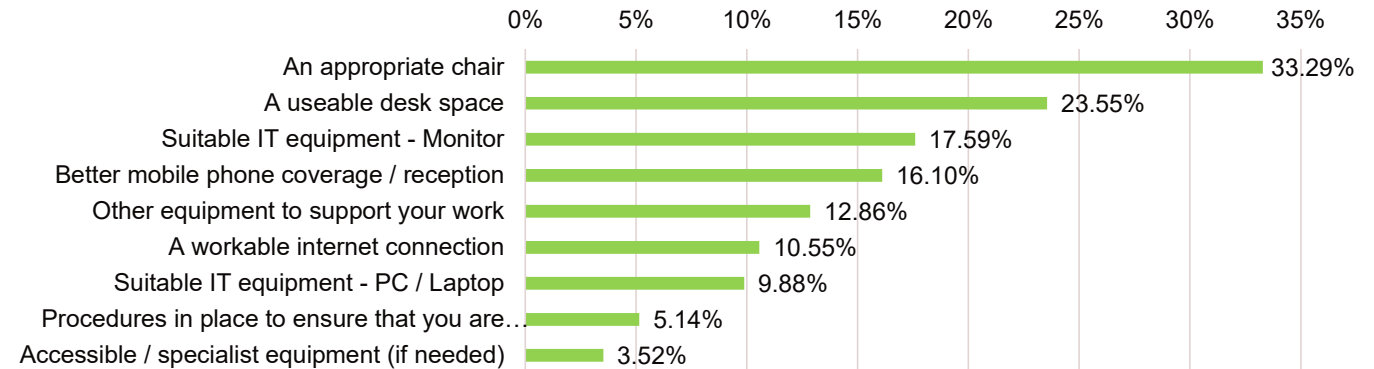
Do you feel set up to work away from the office?



600 people feel set up to work away from the office, therefore 135 people feel they are not

What do  
you need  
that you  
currently  
don't have?

What is needed (all, n=733)

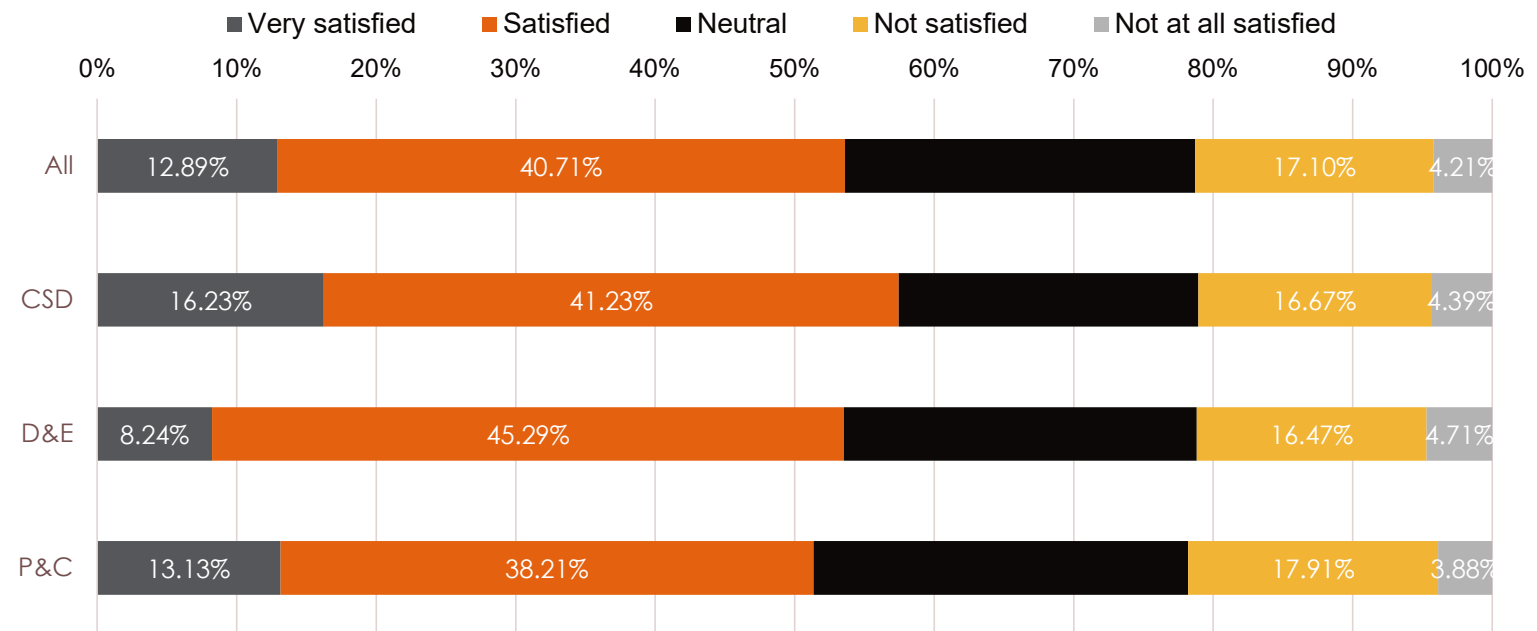


	Responses	Whole staff base <i>how many we might need?</i>
An appropriate chair	246	352
A useable desk space	174	249
Suitable IT equipment - Monitor	130	186
Better mobile phone coverage / reception	119	170
Other equipment to support your work	95	136
A workable internet connection	78	112
Suitable IT equipment - PC / Laptop	72	103
Procedures in place to ensure that you are complying with information security	38	54
Accessible / specialist equipment (if needed)	26	37

How have  
you found  
your recent  
IT  
experience?

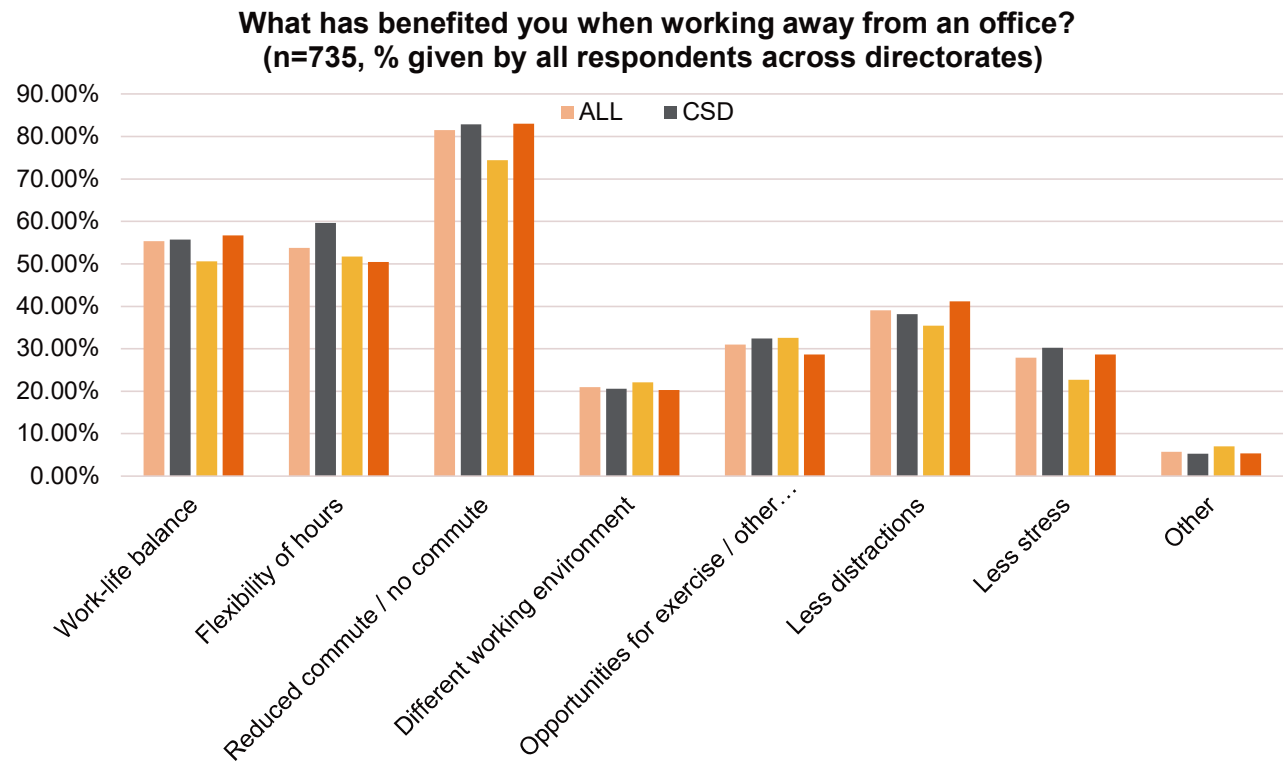


**Satisfaction with recent IT experience**  
(n= 737, % given against respondents by directorate)



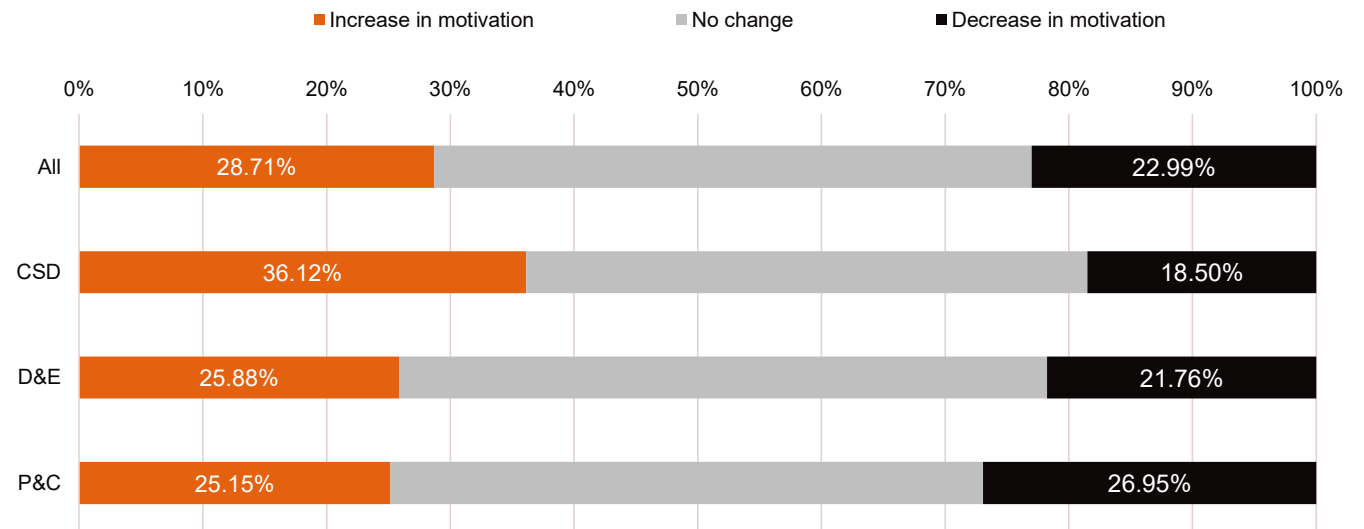


## Benefits of working away from the office



## Motivation for the role over the last 6 months

**Motivation for the role over the last 6 months**  
(n=735, % given against respondents by directorate)



## What are the current challenges – Pulse 1 v Pulse 2

What are the current challenges you are finding when working away from an office?  
(all, % against all respondents, n differs by survey)



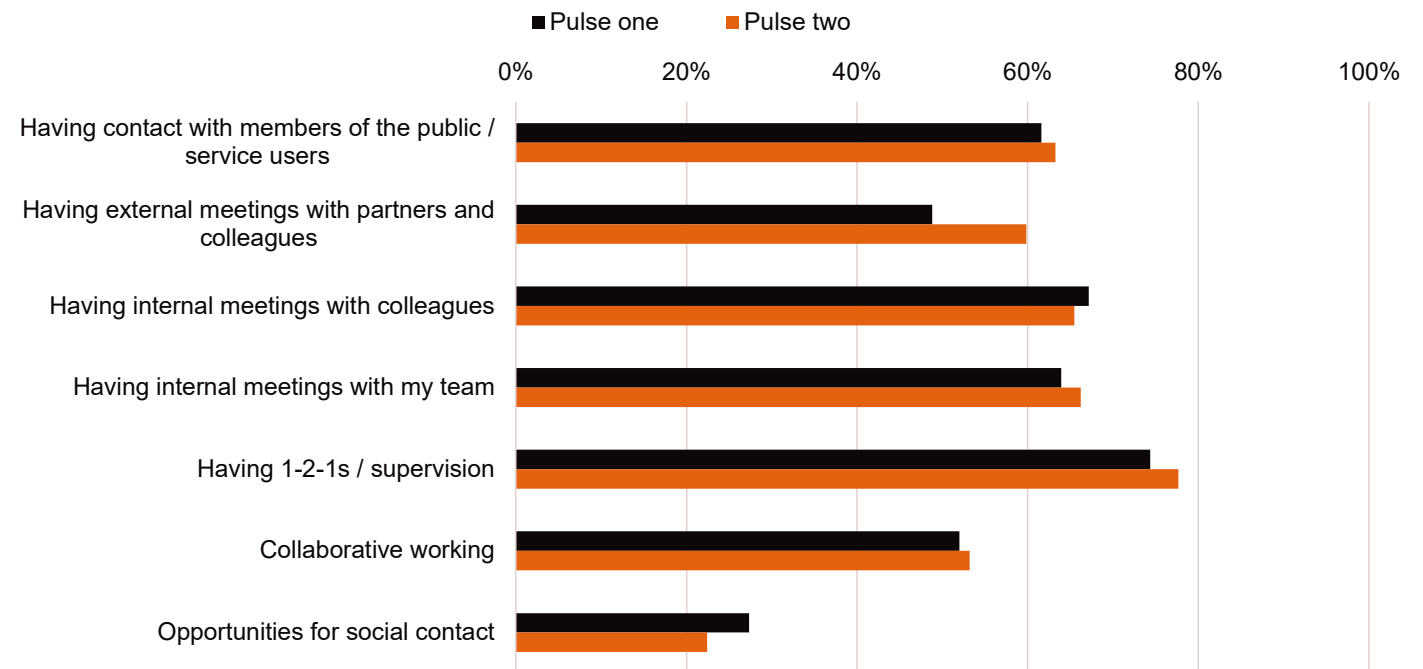
Pulse One (731 responses)

Pulse Two (735 responses)

Although Distractions at home, childcare and caring responsibilities have decreased as current challenges, mental wellbeing and communication with colleagues has increased in challenges.

# How easy have things been?

How easy have things been (all, % against all respondents, n differs by survey)



How good  
have things  
been?

How good have things been (all, % against all respondents, n differs by survey)

