ACCOMMODATION FRAMEWORK 2020 - 2023

The Way We Work Programme

PLYMOUTH CITY COUNCIL

CONTEXT

The Council has wide base of infrastructure and accommodation assets representing an important class within our capital programme. The different uses and pressures on the different types of building in our estate have meant that a one size fits all approach is inappropriate and that continues to be the case today. This document outlines the framework for our corporate office estate and should be seen as distinct from how we manage other buildings and infrastructure. However, there are some principles that connect the management of all our assets. This framework sits in the context of both the Corporate Plan and the Local Strategic Plan, complying with the values, objectives and policies contained in both.

In addition this framework builds on the principles and outcomes contained in the previous versions of our Accommodation Strategy, with the main changes summarised as follows:

- The framework responds to the 2030 net zero carbon target

- Building on the significant increase in digital update during the lockdown, the framework supports new ways of working including flexible working arrangements and increased use of digital technology

- Ballard House is now part of the corporate estate

- Rather than retain and refurbish Windsor House, it is now proposed that the building should be considered for release from the corporate estate

For completeness the following areas of the wider corporate estate are listed below and are guided by the same framework as the corporate office accommodation framework but out of scope of the rest of this document:

- Commercial estate

- Depots (operational buildings)

- Libraries

- Schools

- Civic buildings (Council House, Guildhall)

- Ancillary buildings e.g. WCs and changing rooms

Management of the operational estate is co-ordinated through asset management plans, which cover the running, maintenance and repair of the Council's buildings.

OUR VISION

To **rationalise** our need for accommodation, **modernise** our estate and **grow** our shared and income generating assets.

KEY DRIVERS

- Continue to work flexibly, where the staff involved and the requirements of their role can be safely and productively performed

- Ensure ease of access to the Council's services by the public
- Reduce accommodation costs in order to support the balancing of our budget
- Achieve carbon neutrality by 2030 in order to support the Climate Action Plan

OUR PRINCIPLES

- Individual staff needs and the requirements of each role will be used to define worker types so that we know how many desks are required in our reduced accommodation estate.
- Create clusters, grouping staff with functional and directorate linkages, whilst enabling new ways of working to suit service and customer needs.
- Use location to make services efficient and convenient for customers, clients and partners.
- Creating modern customer and working environments to facilitate high productivity and wellbeing.
- Retain and develop carbon efficient office locations; exit and redevelop those buildings that cannot cost effectively achieve carbon neutrality.
- Use buildings as efficiently as possible whilst reducing square metres used, to underpin new flexible working arrangements. Working environments should include flexible and collaborative space.
- Creating flexibility in our accommodation to support culture change, partnership working and commercial income generation.
- To realise and maximise revenue benefits through releasing at least one corporate building from PCC staff use.

OUR PRIORITIES

Agree corporate standards for service delivery in a flexible working and digital environment

All staff and roles to be categorised into worker types i.e. home, office, flexible and front line worker

Ballard House	Windsor House	Midland House	Wider corporate estate
- Use asset more efficiently - Future occupant mix of PCC and partner organisations - Income generation exploited with partner and commercial tenants	- Develop business case to release asset from PCC occupation - Identify most appropriate method of disposing of asset, either through re-use, re-purposing or as a cleared redevelopment site	- Undertake options appraisal to identify whether building is best released from PCC occupation or retained for further consolidation of services - Refurbish and re-purpose asset if retained - If building is to be released from the corporate estate, identify most	- Identify and progress further opportunities for rationalising the wider corporate estate, to include disposal or income generation through leasing out properties - Relocate corporate records to single purpose-designed site

		appropriate method of disposing of asset	

OUR OUTCOMES	
▪ Creating sustainable income streams	▪ Enriching the customer experience
▪ Reducing our cost base	▪ Improving environmental sustainability
▪ Delivering multi-agency co-operation	▪ Enhancing staff health and wellbeing