

Accommodation Strategy



A strategy for making the best use of our corporate estate.

Plymouth City Council

June 2009 (draft)



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1. Introduction

The Plymouth 2020 local strategic partnership has a shared vision of making Plymouth “One of Europe’s finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone” by 2020.

To achieve this shared vision the partners have agreed to focus their priorities around four themed areas aimed at making the city healthy, wealthy, safe and wise. The diagram below shows how the vision for the city is being delivered through these groups and supported by the partnership.



Partners have their own visions and strategies that ultimately aim to deliver that shared vision for the city. Plymouth City Council’s vision is to deliver excellent local services to Plymouth residents and has set itself the goal of becoming an “excellent” authority by 2012.

Priorities for achieving excellence

The Council has identified 14 key priorities to help achieve excellence and the shared vision for the city. These are organised under the three themes of improving our customers’ experience, improving our city and improving our council. The priorities are:

Improving our customers' experience

- Improving customer service
- Involving and informing customers

Improving our city

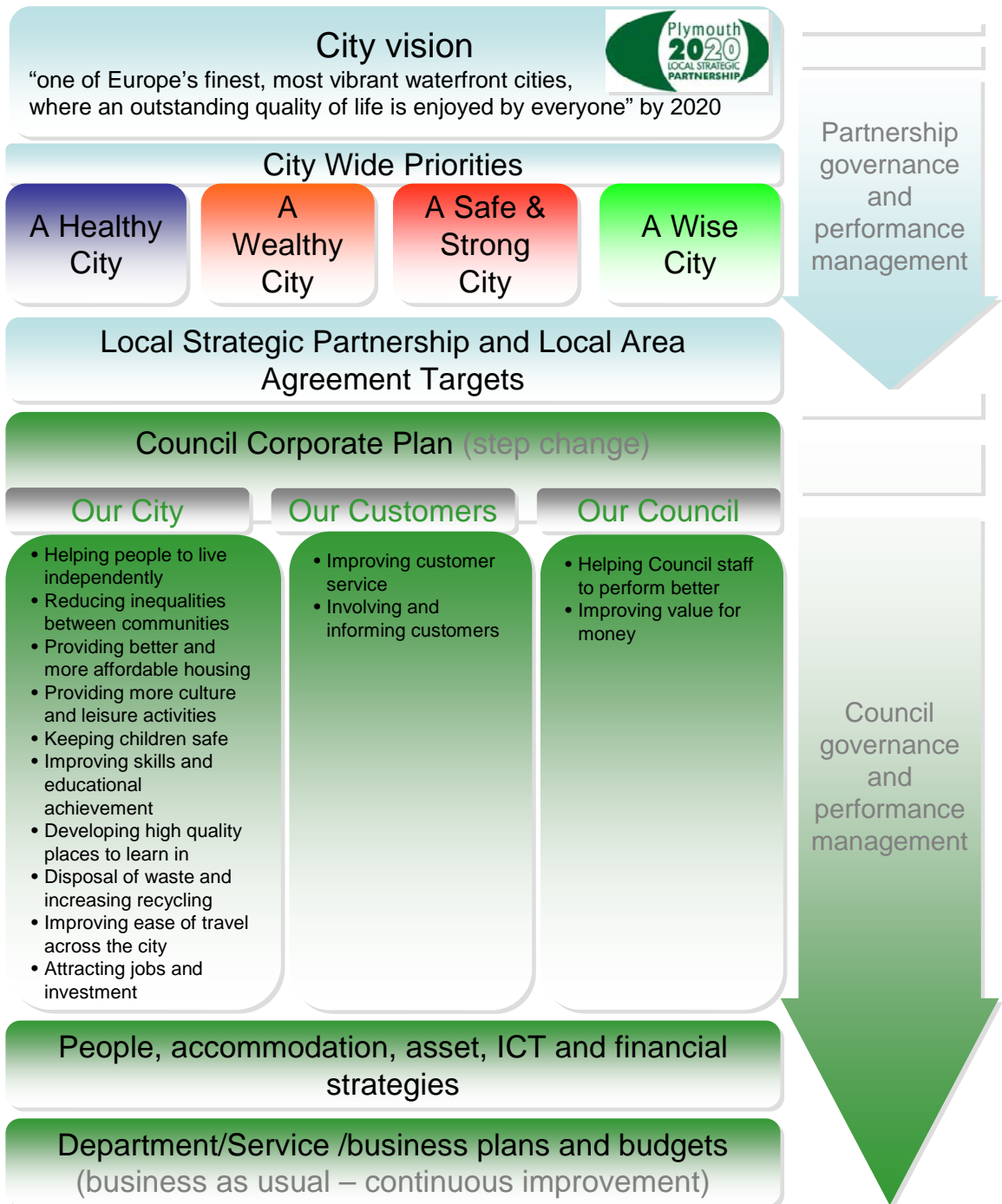
- Helping people to live independently
- Reducing inequalities between communities
- Providing better and more affordable housing
- Providing more culture and leisure activities
- Keeping children safe
- Improving skills and educational achievement
- Developing high quality places to learn in
- Disposing of waste and increasing recycling
- Improving ease of travel across the city
- Attracting jobs and investment

Improving our council

- Helping Council staff to perform better
- Providing better value for money.

Focusing on achieving these priorities will enable the Council to achieve high levels of customer satisfaction and reach – and retain – a Comprehensive Area Assessment rating of “excellent”. The Council’s planning and budget setting for FY 09/10 and beyond has been developed on the basis of focusing on these priorities.

This document sets out how the [insert relevant strategy name here] supports the delivery of the Corporate Priorities to help the Council transform itself by 2012 in order to realise this vision. This strategy has been developed in alignment with [insert the other 2 strategy names here] to provide integrated support to the corporate goals. The diagram below illustrates the relationship between the city goals, the Council’s Corporate Improvement Priorities and the support required from the [insert relevant strategy name here]:

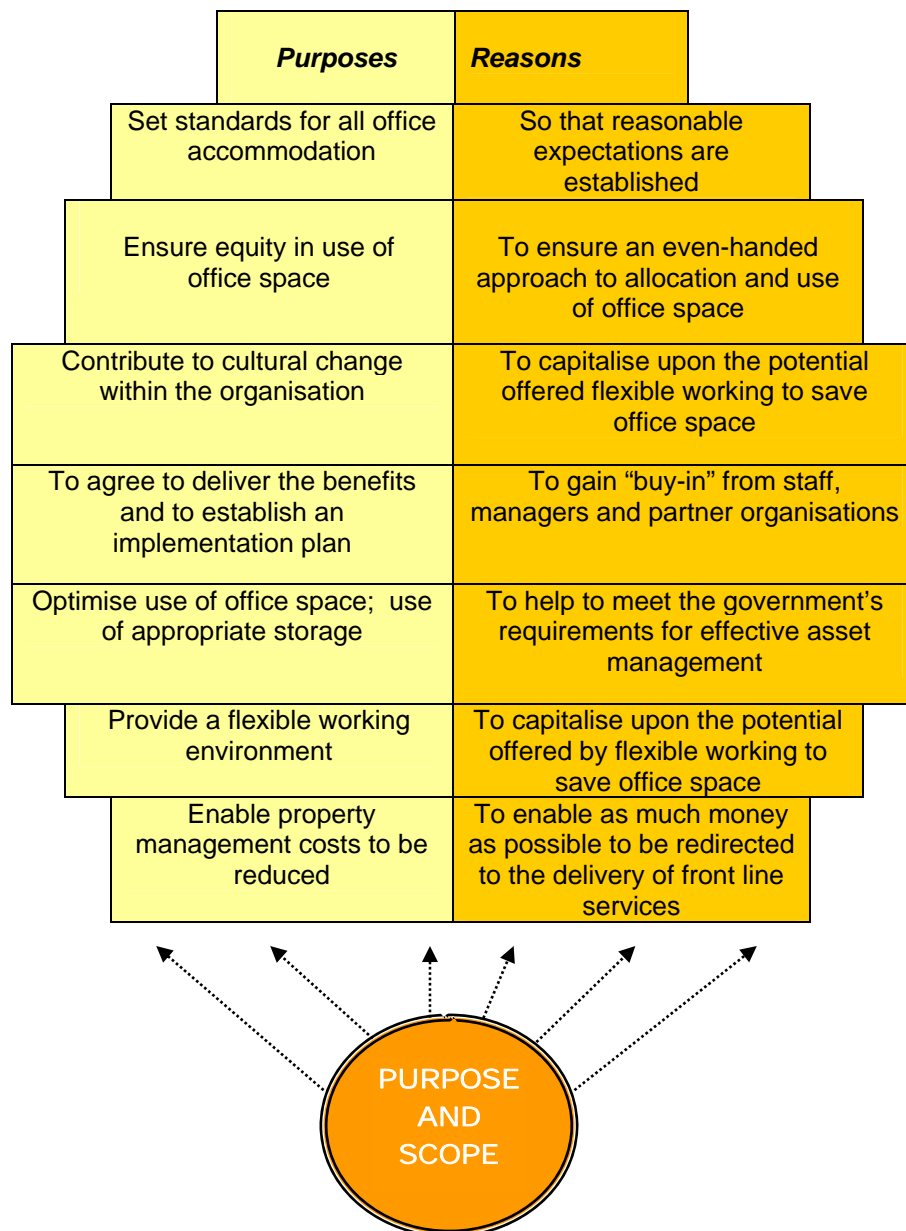


2. SCOPE OF THE DOCUMENT

The scope of this document covers all corporate office accommodation and sets out high level principles for managing this in the future. The document will outline the current position within the corporate office estate and the drivers for change. The document aims to set out those areas of change which will be applied across the estate in the future.

This strategy forms part of the wider Asset Management Plan and Capital Strategy document and should be read in conjunction with this and also the Council's ICT and Workforce development strategies.

2.1. The purpose of the office accommodation strategy is to effectively meet the needs of an increasingly dynamic organisation.

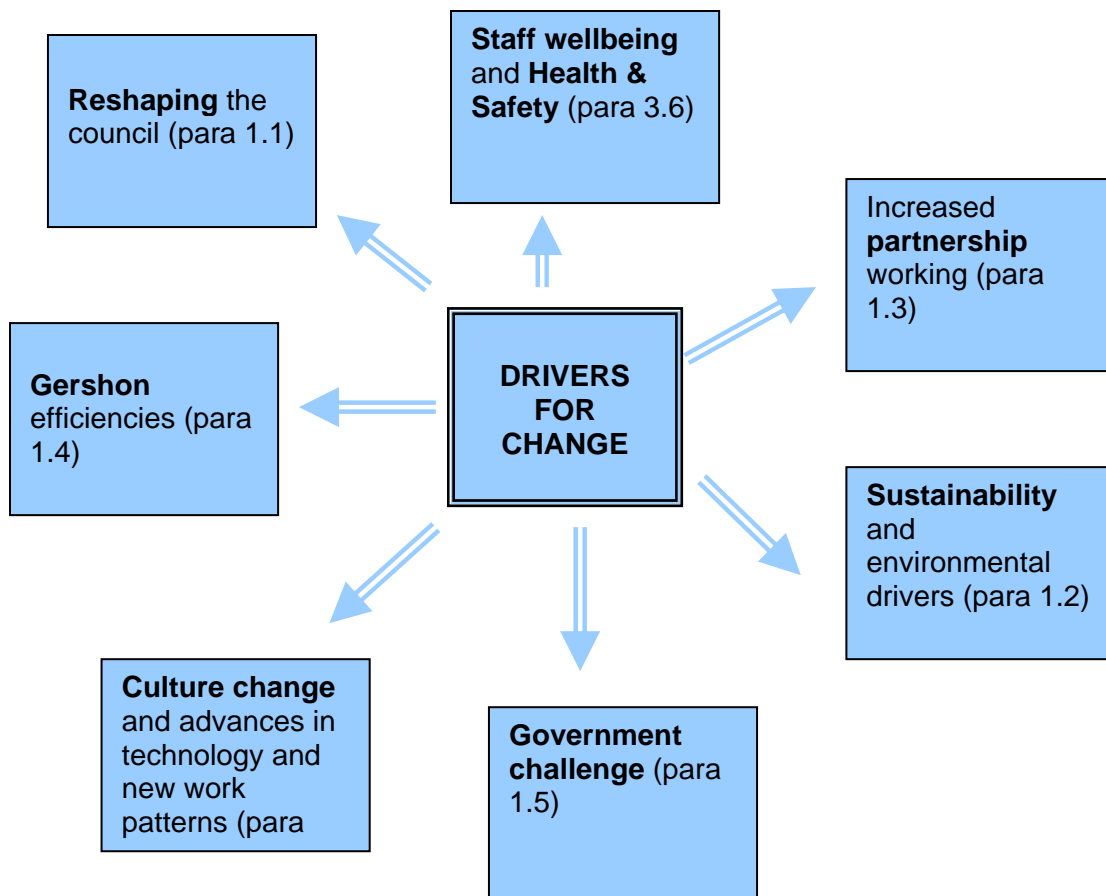


- 2.2 The Strategy applies to all office accommodation other than that within schools.
- 2.3 The strategy does not apply to the following (unless otherwise determined on an individual basis).
- office accommodation within schools
 - storage buildings
 - operational facilities such as libraries, day care centres etc
 - schools
 - conference facilities
- 2.4 Historically some offices were procured directly by service departments. All operational accommodation is now and will continue to be procured by the Corporate Property section of Property & Economic Development. The Accommodation Strategy will apply to all offices throughout the City Council's portfolio. This means that the strategy will apply to all non-school accommodation where work places for staff are provided to perform office-based tasks.

3. CONTEXT AND DRIVERS FOR CHANGE

This accommodation strategy draws together policy and strategy relating to City Council property into the one document for ease of reference and to ensure that the various strands of policy are joined up and integrated.

A number of important emerging issues have given rise to the need for a step change in the quality, management and delivery of accommodation for the City Council. The principal drivers for change are outlined in Fig 1.



Reshaping the Council

3.1 Potential changes in the Council exist through the following:

- Housing Stock Transfer
- Co-locations with other public sector partners

3.1.1 Housing Stock Transfer

The transfer of 16,000 houses to a new landlord, comprised from within the existing housing services, goes to a tenants ballot in the Autumn of 2008. If successful, the transfer will take effect from Autumn 2009 and the new landlord will seek to move to new accommodation separate from current Plymouth City Council accommodation.

3.1.2 Co-locations with other public sector partners

There is potential for further integrated service delivery with other public sector partners. There are aspirations that staff working in partnership will be co-located with partners and locality teams to enable more meaningful co-location.

All of these changes may impact on the need for – and nature of – office accommodation that will be shaped by the strategy, although it is recognised that partner organisations may have their own work styles, cultures and statutory requirements. Flexible accommodation is needed to respond to the constantly changing nature of partnerships and to enable new forms of integrated working to be established.

Sustainability and Environmental Matters

3.2 The City Council's commitment to climate change will be demonstrated by the drive to reduce travel – both to and from work and for work purposes. Flexible working will be supported by the creation of new office environments and complementary facilities.

Further contributions towards reducing the environmental impact of the City Council's operations lie in consideration of whole life value of buildings – the total life costs and material requirements - rather than the initial build costs. The strategy will lead to a specification for office buildings using fewer raw materials and having lower energy costs, enabling the replacement of tired offices having high energy costs with new efficient premises. It will also support key outcomes of the Asset Management Plan to deliver joint service centres within localities which will move services closer to the customer, thus cutting travel.

Changing Work Patterns and Culture

- 3.3 Lifestyles have changed in the past decade: people are more mobile and work flexible hours, some occasionally work from home – or are completely mobile – yet our offices have remained substantially unchanged. There is now a range of office options, such as hot-desking, touchdown, open plan offices and the creation of flexible team – or group working places – that support and encourage such a flexible workforce but this can only be successful if accompanied by changes in the ways people are managed. The strategy explores the options and the management challenges posed by them. It is now recognised, moreover, that people who work in poor accommodation struggle to provide top quality services to customers.

Gershon Efficiencies

- 3.4 The Gershon review requires local authorities to make year-on-year efficiency gains to release more money for front line services. There is potential to release both capital value and save on rental payments from the City Council's portfolio of offices.

Government Challenge

- 3.5 The Government is challenging local authorities in respect of their asset management strategies. As a major owner and occupier of property, the City Council is required to justify holding land and buildings and consequently to dispose of assets that are surplus to need. This echoes the Council's prime concerns in the property context, namely that we must:

- not hold property unnecessarily
- expeditiously dispose of property which is surplus, and
- use what we retain efficiently and effectively

In addition to this it is likely that bench marking for property performance could be used to determine future funding levels.

Staff wellbeing & Health and Safety

- 3.6 Evidence has been gathered that staff performance is improved by better, more flexible working environments. Higher quality working environments also contribute to staff well being which in turn will benefit performance.

Also in terms of business continuity there are requirements for offices to provide appropriately linked back up facilities to cater for events that render one or more bases inoperable.

4. VISION: WHERE DO WE WANT TO BE

The Purpose of Offices

4.1 The purpose of an office is many fold:

- a flexible base from which staff can work
- a place for staff to meet each other, customers and clients
- a place for contact with our customers, Members, partners, consultants and clients
- a building that makes a statement about the City Council
- a place to store files and equipment

Work-style Issues

4.2 New and enhanced working styles can bring multiple benefits to an organisation but often require a great deal of planning and consideration prior to adoption. It is clear that changes to work styles and culture are not enabled solely through the provision of new and improved environments and technology. In order to implement new working styles successfully, new disciplines and management protocols need to be implemented to assist in the change of mindset and style of management.

4.3 Successful utilisation of practical solutions such as hot-desking, a wide range of protocols need to be agreed and implemented by managers. Such protocols might include clear desk policies, legitimised regular clearout of paper or archiving of hardcopy and electronic files, in line with the concept of a “less paper” (and possible future “paperless”) office by using electronic document management.

4.4 None of this can be achieved without further investment in new technology, but must be supported by effective management solutions designed to support modern flexible working. Key to this is management by outcomes (ie. the effectiveness of workers in terms of delivery) as opposed to outputs (ie. the mere attendance of a member of staff in the office). To this end, the City Council is rigorously rolling out the appraisal process, with 1:1 reviews at appropriate intervals, and team meetings and briefings. Staff need to be able to deliver what is required of them on time, and it is no longer managers' responsibility to dictate when or where, in many cases, the work is done provided that deadlines are met.

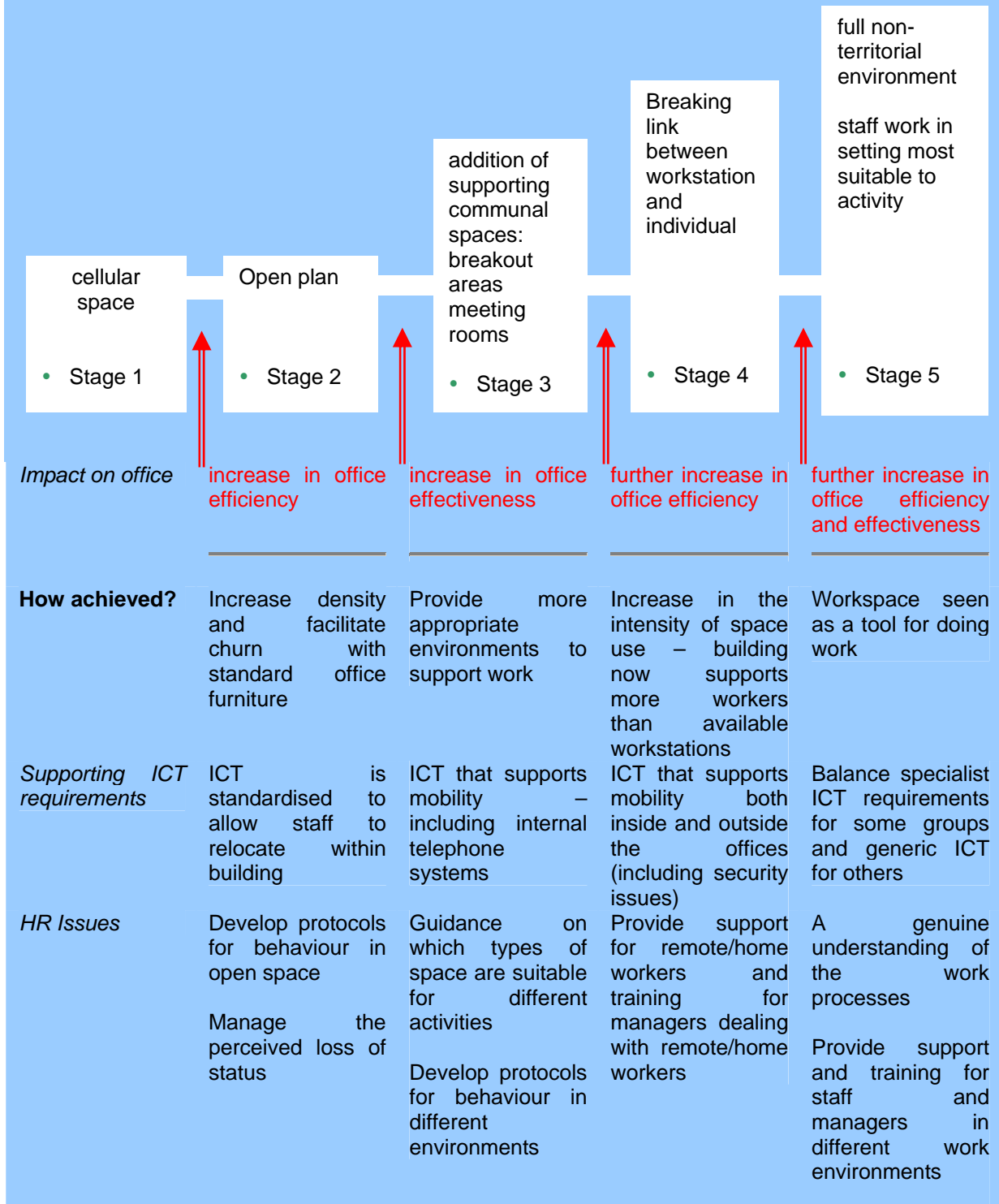
- 4.5 The methods pursued to use office space effectively and facilities must be adopted and implemented across the organisation. To ensure that this is the case, there must be leadership by example – right from the top of the organisation and down through the management structure and close working between the property, HR and ICT services.

Culture Change

- 4.6 The vision of where we want to be is shaped by the culture of the newly reshaped organisation. The City Council is committed to **improving work-life balance**, but it is becoming increasingly important to create working conditions that support interaction and collaboration, particularly across team, section, directorate and organisational boundaries. Space has to be retained, however, for concentrated and confidential work. Some of the traditional hierarchies and boundaries endemic in local authorities will be affected if this is to be achieved.
- 4.7 The aim is to develop **modern, welcoming, surroundings** that meet the Government's national property performance indicators for buildings. This will be facilitated through the disposal of life-expired properties and provision of new premises. These will include modern reception facilities for visitors and staff: attention will also be given to bringing existing reception facilities up to date. The principal opportunities for providing a new, purpose built building lies in the developing of Civic Centre and Bretonside sites. In particular, the building will be an establishment within which the City Council can work in partnership with other organisations.
- 4.8 The City Council will need buildings – for the Council and for its partners – both to serve the public and as bases for our mobile and flexible workforce. Public access buildings are important, and this strategy will determine where and how these might be provided, as well as setting out standards for any offices that may be included within them.
- 4.9 Significant improvements in **flexibility** may be achieved through service directorates mapping out future trends in workload and staff numbers. This would enable the planning of accommodation needs and enable a measured response to demand rather than tactical interventions that result in unsatisfactory interim arrangements. To this end, the Head of Corporate Property is working closely with the services directorates to establish future requirements through the Property Forum.
- 4.10 A new office at Bretonside will be built to the **high environmental standards** referred to later in the strategy, including low energy and water use, use of appropriate materials, promotion of health and well-being and waste generation. **Whole life value** will be used to determine the design of our new building.

- 4.11 Government originally produced the document **Working Without Walls** and subsequently **Working Beyond Walls** to assist organisations in developing office strategies and optimising the use of office space. The document includes a key table setting out five stages of office development: this is reproduced on Page 13 for ease of reference.
- 4.12 By reference to the *Working Without Walls* diagram (Page 13) we need to be making progress towards Stage 4, although Stage 3 is currently regarded as realistic (see 4.7 for current assessment)
- 4.13 Benefits flowing from an improved office environment are:
- more efficient use of space and equipment and reduction in accommodation costs
 - better customer focus through better accessibility for public and staff
 - ability to efficiently run and maintain offices over their whole life cycle
 - greater energy efficiency and sustainability
 - space that is re-useable by others
 - creation of an appropriate image for the organisation
 - offices that reflect and express the values of the organisation: ambition, equality and respect
 - contributions to recruitment and retention of personnel
 - higher productivity of staff and improved co-ordination and communication
 - better management of work/life balance
 - contributions to the objectives of climate change, including comprehensive recycling facilities within the office environment
- 4.14 In future, however, Plymouth City Council's offices must support – and be supported by – cultural change to enable and foster delivery of non-silo based services to the public of Plymouth. They must also be more cost effective to enable money to be diverted to front line services. The status of the organisation within the community will be raised if this strategy is fully implemented.

The evolution of office space in departments and agencies



We are (mostly) here

We need to be here...

Table 23 from ODPM Working Without Walls taken from Flexible working in central government: Leveraging the Benefits. 2004 study of central civil government flexible working practice. See www.odpm.gov.uk. Original work by University of Reading 2004.

Table extracted from Working Without Walls

5. WHERE ARE WE STARTING FROM?

- 5.1 This section sets out where, in overall terms, we are now in connection with our offices, furniture, IT equipment, identity and car parking.

Our Corporate Offices

- 5.2 The City Council has 4 main corporate office sites and a disparate range of other premises. The 4 main offices are the Civic Centre, Midland House and Windsor House (all owned freehold following the purchase of Windsor House in 2006) and 3 floors of Ballard House which is leased by the Council until 2014. The City Council also operates out of office space in some schools, social care centres and libraries. Furthermore, staff employed by partner organisations use our premises.

Asset Review Summary

- 5.3 A study of the City Council's office portfolio in 2004/5 (as part of an overall property review) revealed that the outright purchase of Windsor House gave the better life cycle value than continuing to lease and that the Civic Centre building was uneconomical to retain. Likewise, Ballard House does not represent good value for what is currently paid in terms of rent and service charges. Also the Chaucer Way office building was in need of major investment.

- 5.4 In recognition of what the Reviews told us, the City Council has taken the following steps:

- Windsor House purchased outright
- Had appointed a developer partner for the Civic Centre site
- Identified Bretonside as the site for the replacement of the Civic Centre, Ballard House and Chaucer Way together with co-location with PCT and Police authority for their strategic headquarters within the City.

Subsequently, the listing of the Civic Centre has lead to the developer ceasing to be involved in the Civic Centre site and the subsequent re-use of this site is subject to separate studies given the status of the building.

- 5.5 The City Council offices have generally been changing in recent years away from cellular offices to open plan, moves driven by the need to use space more efficiently and to improve environmental conditions. In most of our offices, however, the strong links between individuals and their "own desk" remains. A key objective of this strategy must be to create an office environment that supports much more individual flexibility, both within the office and for mobile and flexible working. Clearly, this will not happen overnight, but steps have to be put in hand to foster this change. The development of new office accommodation will be crucial in promoting the changes.

- 5.6 By reference to the diagram on Page 9, we are generally at Stage 1 and 2 in terms of developing our flexible working. The diagram is a key to developing flexible working in an office environment. Currently our office accommodation is at Stage 1 and Stage 2 (open plan offices in many locations).
- 5.7 Working Without Walls recognises that staff motivation is affected by the working environment. It is advised that attempts to cut costs by reducing space allocation will be counter-productive and cost more in terms of lost productivity than the original “cost savings” might have achieved. Organisations need to understand the role of the workplace as a lever for change and improvement in order to accrue business benefits. Improvements to the workplace will complement culture change and improved branding of the organisation, leading to improved productivity.

Lowest cost does not necessarily give best value, and organisations that actively manage both cost and quality of their workplaces are likely to get the best long term value from them.

Working Without Walls

- 5.8 Some work style solutions are already in place and to be considered by the Council are:

Flexible working patterns (generally in place)

Flexible working patterns take advantage of the use of mobile technology such as laptops, local area networks, mobile phones and e-mail to permit staff to work in locations remote from the office and outside the tradition of “nine-to-five” day. This can aid staff to achieve better work/life balance.

Hot desking (in isolated areas)

Hot desking is the shared use of a non-assigned desk by a number of staff on a part-time or ad hoc basis (as opposed to the allocation of desks to people on a one-to-one basis). This is particularly appropriate for staff members who spend large portions of their working week out of the office and for part-time workers. The strategy sets out a standard for hot desking for all employees.

Homeworking (very isolated areas)

Broadband gives staff members the opportunity to work from home on their own personal computers. Laptops may also be used for off-line working at any location. Again, this can contribute to improved work/life balance. This needs to be considered in close conjunction with the ICT and HR strategies and is not recommended across the Council at this stage.

Touchdown centres (future ideas)

Touchdown facilities support short-stay drop-in style working at fixed PCs or connections for laptops. Staff may call in at a touchdown facility to check e-mails, work on documents or search the intranet/internet, whilst their roaming profile ensures that they get the same “desktop” (access to their normal range of software and folders) as they may get in their normal office computer. Touchdown facilities may be in a designated room or simply a designated area (or even one desk) near an entrance or circulation route.

- 5.9 Some further potential methods to improve the use of office space are outlined in Section 5.

Furniture

- 5.10 Most office accommodation is furnished with a range of incompatible furniture, procured at different times over several decades.
- 5.11 Most office furniture has been procured directly by service departments, although the corporate contract for furniture is normally used nowadays and some standardisation is emerging. Since service departments effectively “own” the furniture, there exists a tendency for furniture to be moved around as departments move from one building to another. This means that office moves are expensive because a simple office move may engender several furniture removals that need to be dovetailed with each other and with any building alternations and changes to telephone and IT services.
- 5.12 Members of staff also tend to be opposed to moving to an older desk, and furniture removals add to the costs and difficulties of moving even single members of staff around.
- 5.13 In addition, there is a plethora of ancient white goods, with odd book cases and cupboards used to store tea, coffee, cups etc, in ways that are frequently insanitary and/or unsafe.

IT Equipment

- 5.14 At present, computers are generally moved with staff as they are relocated and this generates significant cost because of the need for disconnection, reconnection and changes to personal profiles to enable use of network printers etc, in addition to the transport costs and potential for damage to equipment.

There is also inappropriate back up IT facilities in terms of disaster recovery and business continuity. The current back up facilities are located too close to the main server rooms within the Civic Centre.

Corporate Identity

- 5.15 The City Council's corporate identity is not clear from many buildings. Signage on buildings is generally flexible and un-coordinated.
- 5.16 There is a need for the creation of standard office décor to facilitate repair and replacement works. An example is the use of the same internal colour scheme for offices, with a view to reducing significantly the number of different paint colours used.
- 5.17 The external identity of City Council buildings is generally by signage only and there is no recognisable "house style" as used by, for example, supermarket chains and other major retailers. The City Council's buildings, therefore, reflect a range of images to the public, many of which are incongruent with the type and quality of service provided within.

Storage

- 5.18 A considerable amount of office space is currently allocated to storage of equipment and files. Some characteristics of storage in offices are:
- most sections and directorates have their own filing stores, generally using hanging files or traditional filing cabinets; office layouts are often laid out with individual file storage provision
 - most sections and directorates have storage spaces (including, for example, stationery stores) much of which is in the form of wooden or metal cabinets
 - in all cases, the age and quality of storage furniture is varied.
 - Off-site file storage is used for some files that are infrequently used, but this is not equally across the organisation and some departments/sections continue to occupy large areas of office space with paper files
 - Some other large equipment (such as survey tools) are stored in office accommodation
- 5.19 Electronic files are normally saved in network server locations; policies generally direct staff not to use local storage devices within computer units (c: drive) as they are not "backed-up". Well-developed file storage protocols operate in most directorates to ensure that files are correctly stored and that they might be recovered efficiently.

The Electronic Records Document Management Project currently underway should reduce the amounts of paper storage across the authority.

6. KEY ISSUES

Overview

6.1 Consideration of the previous sections reveal a number of key issues that need to be addressed. These are summarised in the following table and expanded below:

Area of Consideration	Key issue
Offices “fit for purpose”	Review has revealed that offices may be used more effectively and Civic Centre is in poor condition and performing badly in terms of environmental conditions.
Furniture	High cost of moving staff as furniture is not standardised and often moved with them; need for appropriate storage and standardisation.
IT Equipment	Need for sustainable IT infrastructure; high cost of moving staff as computers currently tend to be moved with them. Inappropriate back up facilities.
Corporate Identity	Inconsistent signage and image of our buildings
Charging Regime	Need for asset charging regime to encourage budget holders to reduce space occupied

Key Issues

6.2 Currently the 4 main office buildings are the responsibility of the corporate centre under the management of the Assistant Director of Finance. However, all offices should become corporate offices. The principal reasons for this would be to:

- allow the service offices and directorates to focus on front line service delivery
- reinforce a common approach to office provision and standards
- establish standards that give staff reasonable expectations, and
- enable the most efficient use of space.

- 6.3 All corporate offices will be cleaned and maintained by the Corporate Property section. The costs for occupation will be charged back to the occupying services on a space usage basis.
- 6.4 Desk allocation to be moved away from one-person-one-desk and a rotation of 8 desks for 10 people introduced.

Office Buildings Current Performance

6.5 Current

Venue	M ² /Employee	Cost/m ² (£)	Workplace Productivity	Environmental Sustainability	Condition Compliance
Benchmark score	12	250	100	100	100
Ballard House	8.5	330	106	82	130
Civic Centre	9.6	239	83	84	115
Midland House	9.9	210	88	110	118
Windsor House	14.6	199	83	95	132
Overall (Current)	10.4	239	87	90	122
Overall (Target)	10	235	110	115	125

Source IPD – Dec 07

The above shows that overall our current space usage is good. This is with the exception of Windsor House due, in part, to the basement areas being used inefficiently as office space. Also with the exception of Ballard House costs of accommodation are below the benchmark score.

Compliance with legislation is good but environmental sustainability and productivity from the workplace is poor.

This performance has informed setting the following targets:

- m²/employee – revert basements at Windsor House to storage and restrict office use.
- Cost/m² – centralising of Ballard House staff to new locations and terminating the lease at Ballard.
- Workplace productivity – move to flexible working at all main offices
- Environmental sustainability – to raise environmental performance in all buildings
- Condition and Compliance – to maintain and improve compliance and condition again mostly by the move from the Civic Centre.

Furniture

- 6.6 Office moves are costly, partly because of the current practice of moving desks and computers as staff move around and savings will be achievable by removing the need for equipment to be moved during staff moves. The establishment of a standard office/computer desktop, and the potential of voice-data integration provide scope to obviate the costs of removal of furniture and computers as staff move around. This would be a saving. By introduction of a standard corporately-provided high quality office desk, it would become possible to move staff without the need to move furniture around, thereby saving costs that could be redirected to front-line services. Investment to bring all offices to the same standard will be required before this could be implemented.
- 6.7 Much of our existing filing furniture is space-hungry and inefficient in terms of its use of space. The range of incompatibly-sized storage furniture (eg. Filing cabinets and cupboards) often results in a messy appearance and makes re-arrangement difficult. Replacement of all older and non-standard types with modern systems will enable the release of some office space for beneficial use, in addition to which the appearance of the offices would be improved.
- 6.8 Refreshment stations, including storage cupboards, fridges, water heaters etc will be provided corporately, health & safety would be improved and the most appropriate energy efficient appliances used.
- 6.9 The following are being investigated for possible future implementation; secure wireless network access, further network sharing, “voice-data integration” (the use of the internet for making phone calls – including video conferencing). These initiatives will have a fundamental impact on the design and layout of offices in that the lines between staff and their data and phone sockets will be broken, thereby enabling a wider degree of flexibility in the layout and use of office space – and the ability to make changes.

Storage

- 6.10 Storage is not generally an effective use of expensive office space. To this end, the City Council is reviewing storage arrangements with a view to releasing office space by making increased use of off-site storage. Consideration has been given to the creation of an off-site corporate storage and distribution facility that would enable the off-site storage of files and equipment.
- 6.11 Work is also being undertaken on records management that may help to reduce the amount of office space used for file storage. Some initial work has been carried out on electronic document storage but this requires the rigorous application of scanning, file naming and archiving that would enable efficient use of file server space and recovery of archived documents.

Corporate Identity

- 6.12 Effectively branded City Council buildings will convey a better image to the public that says something about the type and quality of service provided within. Further research and consultation is needed to progress this area.

Charging Regime

- 6.13 The current mechanism for recovering the cost of maintaining and providing services to corporately managed office space does not reflect the full cost of occupation of each building. Occupiers have little knowledge of what they are paying for and there is insufficient incentive to change and provide general efficiency savings.
- 6.14 It is proposed to change this approach to one which provides occupiers with a clear understanding of the cost of their occupation and reduces the inefficiencies associated with the current recharging mechanisms. This will be achieved by recharging back to services the cost of occupation.
- 6.15 The strategy explores how the Council can utilise existing accommodation efficiently and effectively and how improved offices will be provided. The Council has to develop and improve its office accommodation to ensure that the right type of office accommodation is in the right location in order to:
- suit modern working practices
 - bring about and support organisational change, and
 - enable effective delivery of services to the public through developing a more open, collaborative and customer focused culture. Many services are delivered in partnership and/or organised into areas of service delivery. The services are also delivered locally within communities eg. Libraries, learning access points and register offices.

Culture Change

- 6.16 In future, a Council office will be flexible, accessible to all, open plan with break-out spaces, have interchange points and meeting rooms, drawing from the range of optional solutions designed to meet the specific needs of the occupiers.
- 6.17 The City Council is a diverse organisation providing a wide range of services which means that each department – or even each team – requires a different solution. This strategy sets out basic minimum standards for office space, but many cases may need to be assessed on individual merits.

General Philosophy

- 6.18 This strategy is not designed to be prescriptive unless there is a statutory requirement. Office space will generally be open plan wherever practical. The measure of practicality will generally be judged by reference to the characteristics of the building rather than solely by the nature of the work, although due regard will be given to the need for security and/or confidentiality.
- 6.19 Cellular office provision will normally only be made available for those able to demonstrate a need for confidentiality such as Directors and Assistant Directors and, when accepted, will not be regarded as any person's "territory".
- 6.20 Communal meeting spaces, room for confidential discussions and meetings, breakout areas and refreshment stations will be provided to meet the needs and working practices of all staff.
- 6.21 The link between workstation and individual need to be broken. The four main corporate office buildings have a current (2008/2009) revenue cost of £3m. Allocating 8 workstations to 10 people would save in the region of £600,000 in revenue costs for these buildings alone.
- 6.22 There will be close links to the Workforce Development and ICT Strategies in delivering flexible working to achieve the workstation allocation referred to in 6.21. Also improvements will be implemented in terms of electronic document records storage, which could reduce the area currently allocated for document storage by over 50%, and back up facilities in the event of disaster scenario's.
- 6.23 Opportunities for co-location with other public sector partners will be pursued. Currently 18 premises are shared with PCT staff and 4 with Devon and Cornwall Police.

7. STRATEGIC NEXT STEPS

Strategic Objectives

7.1 The City Council aims to reduce expenditure on office accommodation to enable funds to be released to front line services. This will mean the disposal of some premises and the more efficient use of what is retained through implementation of a raft of proposals outlined below.

Recommendation		Key Roles	Targets and Dates
R1	The Council should agree to aim for stage 4 of the evolutionary model, and a target for an overall 80% desk to employee ratio.	Assistant Director Finance	End of 2012
R2	All meeting rooms to be bookable centrally	Head of Corporate Property	End of 2009
R3	(a) All furniture to be corporately-owned, with existing furniture budgets centralised under Property & Economic Development (b) A fundamental re-evaluation, in partnership with key suppliers of office furniture design and specification to take place	Head of Corporate Property	April 2009
R4	To implement a system of Asset Charging	Assistant Director of Finance	September 2009
R5	A Director to be appointed act as a lead officer for the strategy. A Member lead to be appointed	Director for Corporate Support, Portfolio Holder Finance, Property, People and Governance	March 2009
R6	A pilot be identified which would involve new and innovative office design, furniture, technology and flexible working practices.	Head of Corporate Property	September 2009
R7	Achieve improved accommodation performance targets	Head of Corporate Property	End 2012
R8	Implement standard signs and corporate identity across all corporate buildings	Head of Corporate Property/Head of Communications	End 2009
R9	All property procured corporately by Corporate Property section	Head of Corporate Property	April 2009

7.2 These recommendations will be carried through to implementation as whole or parts of projects within the Capital Programme.