

CIPFA\

APSE Commercialisation Network

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The Chartered Institute of
Public Finance & Accountancy



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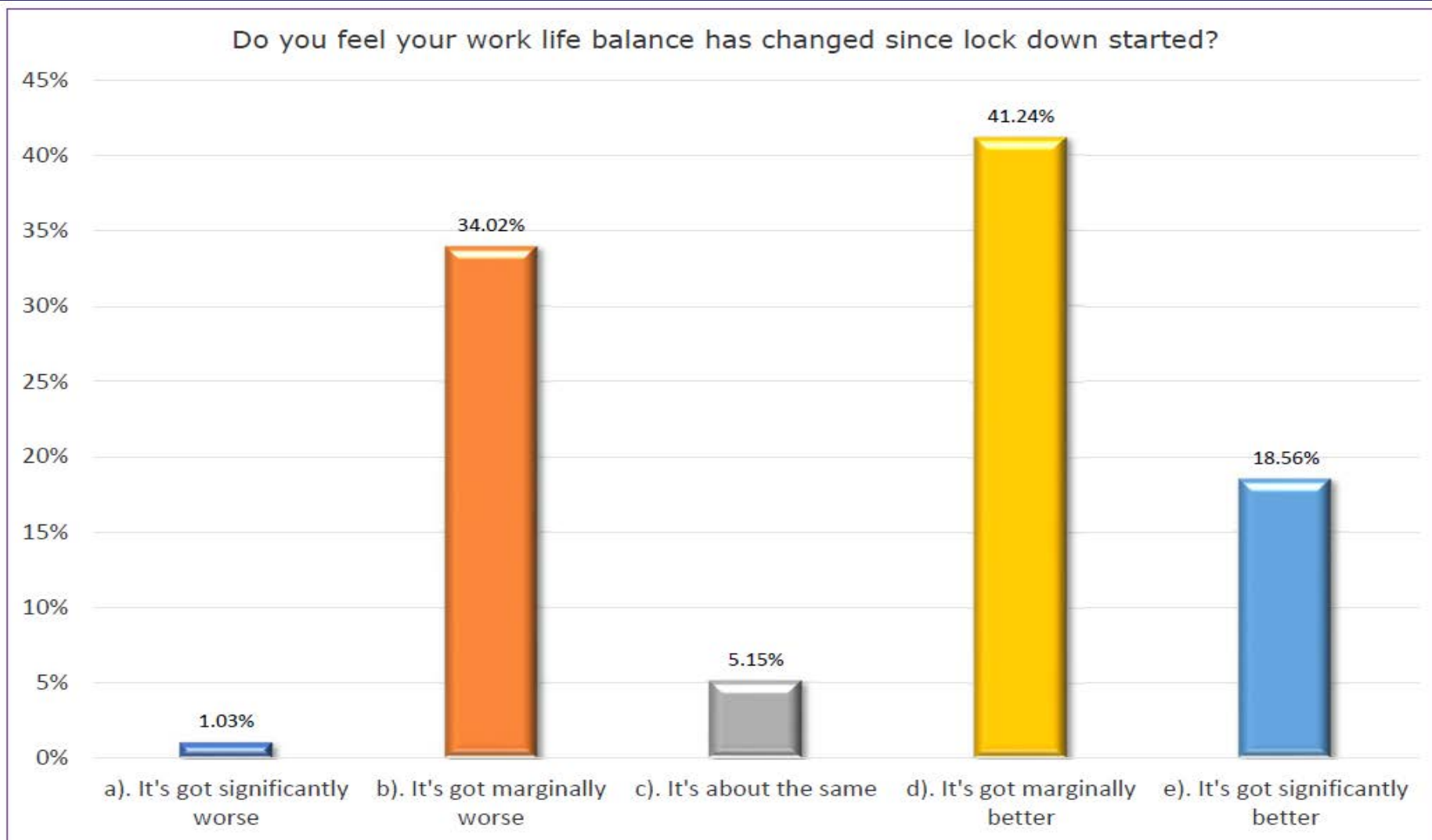
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Part 1 – The Office Estate and Remote Working

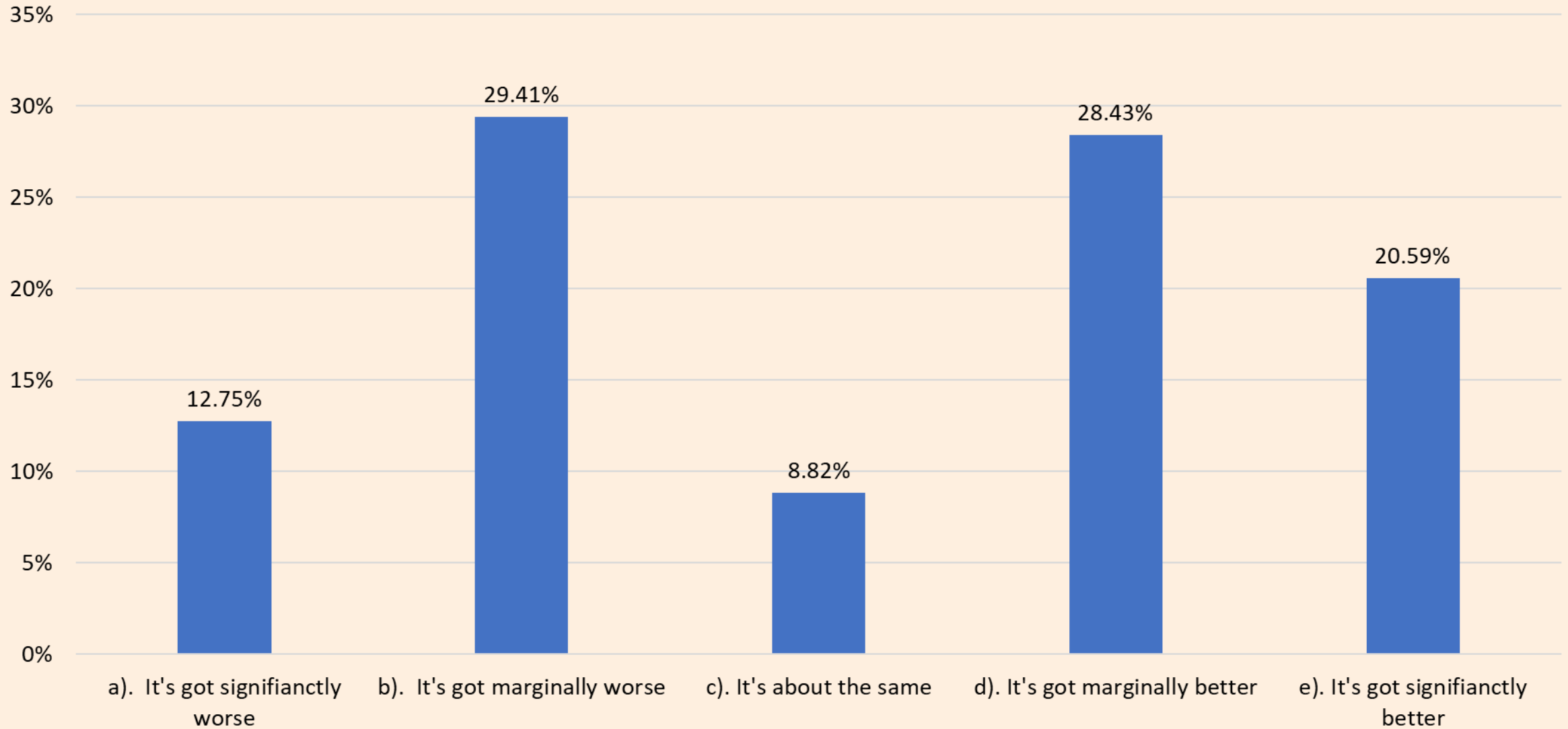


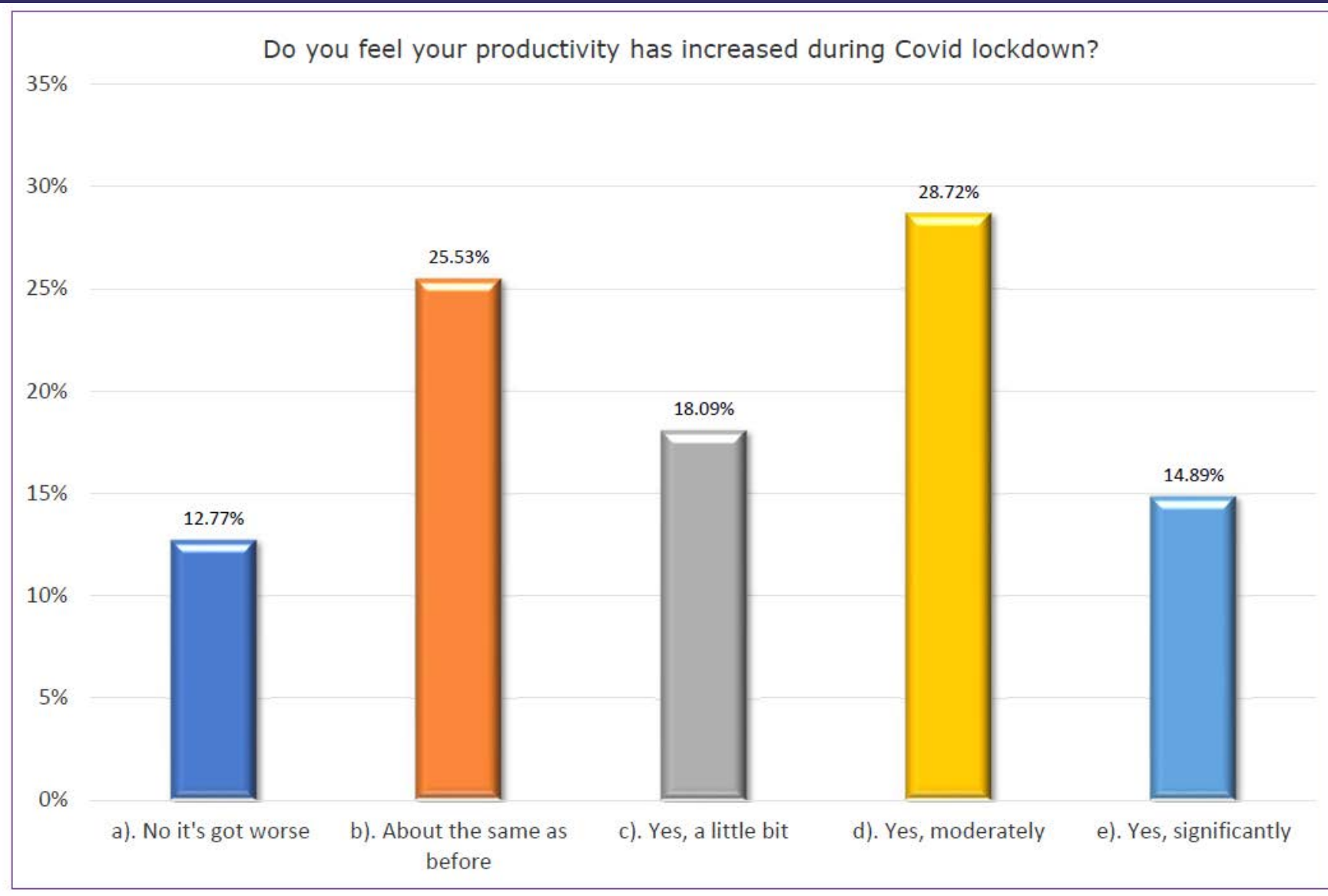


97 respondents

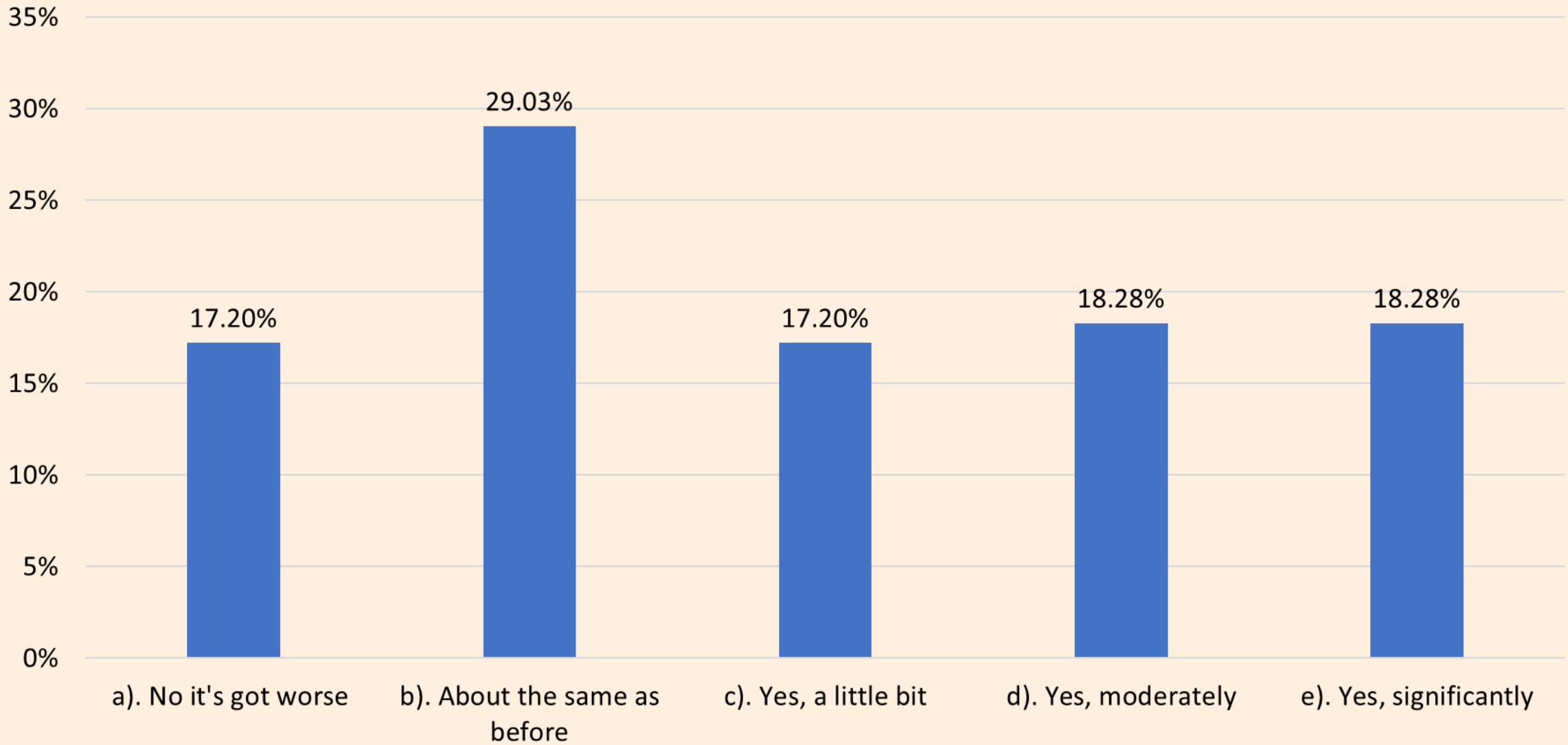
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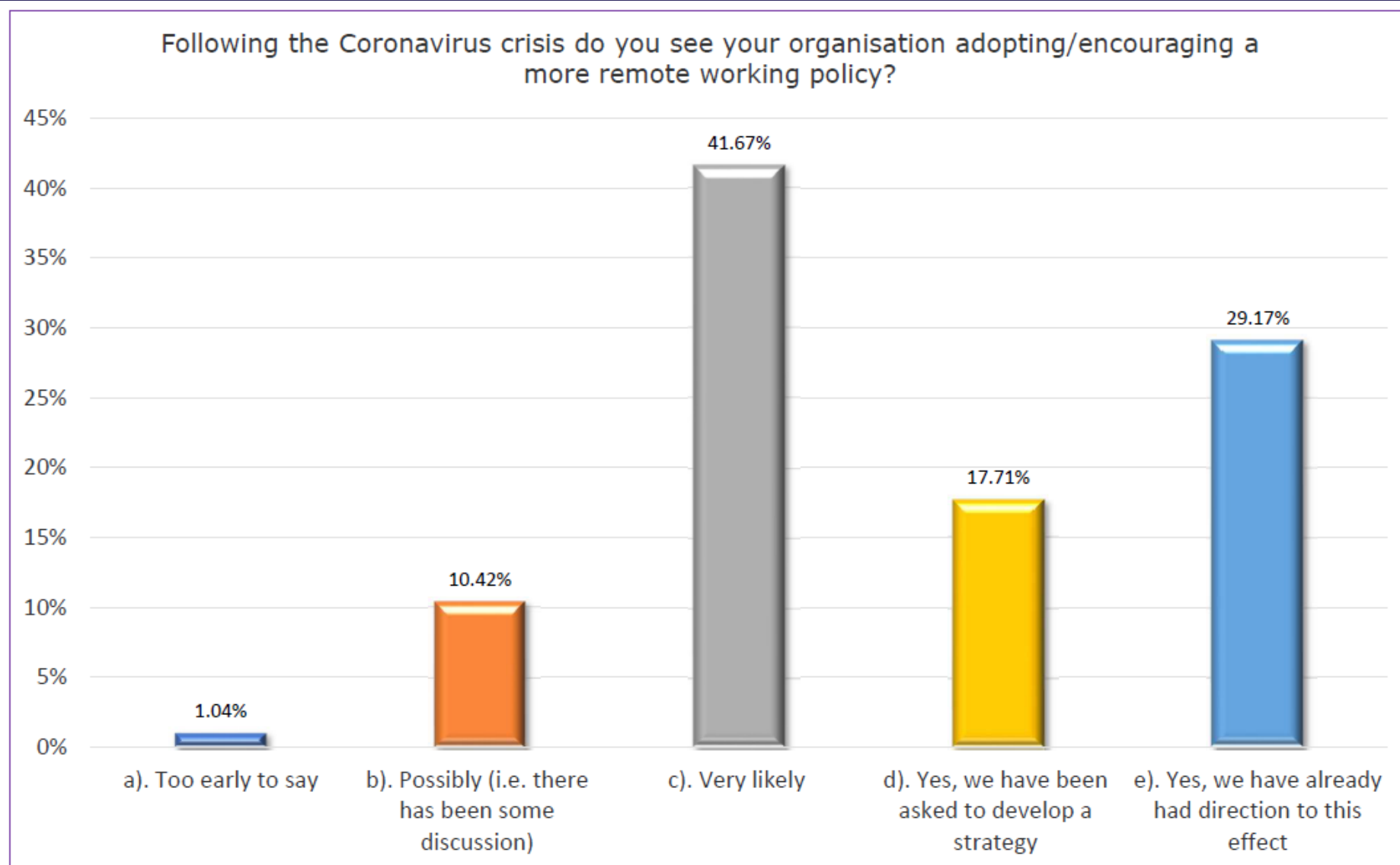
Do you feel your work life balance has changed since lock down started?



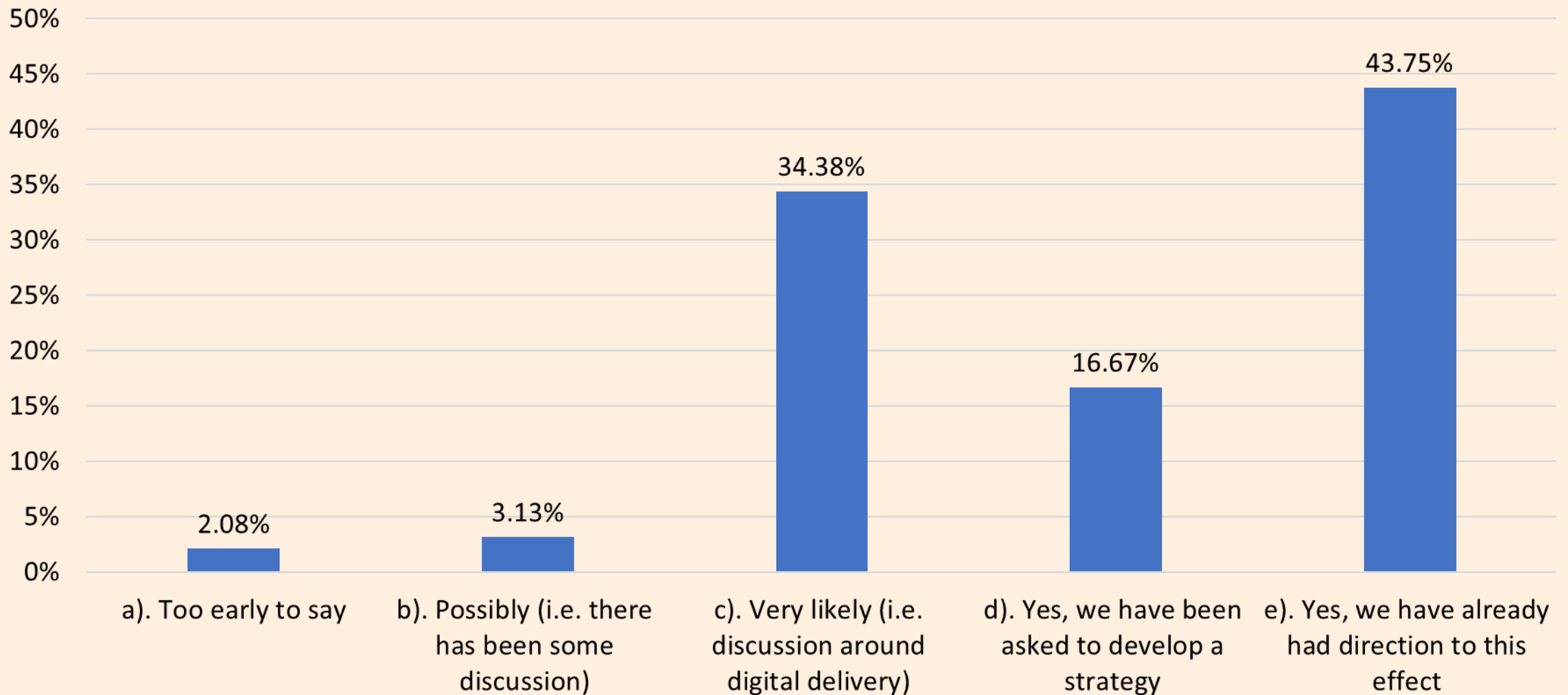


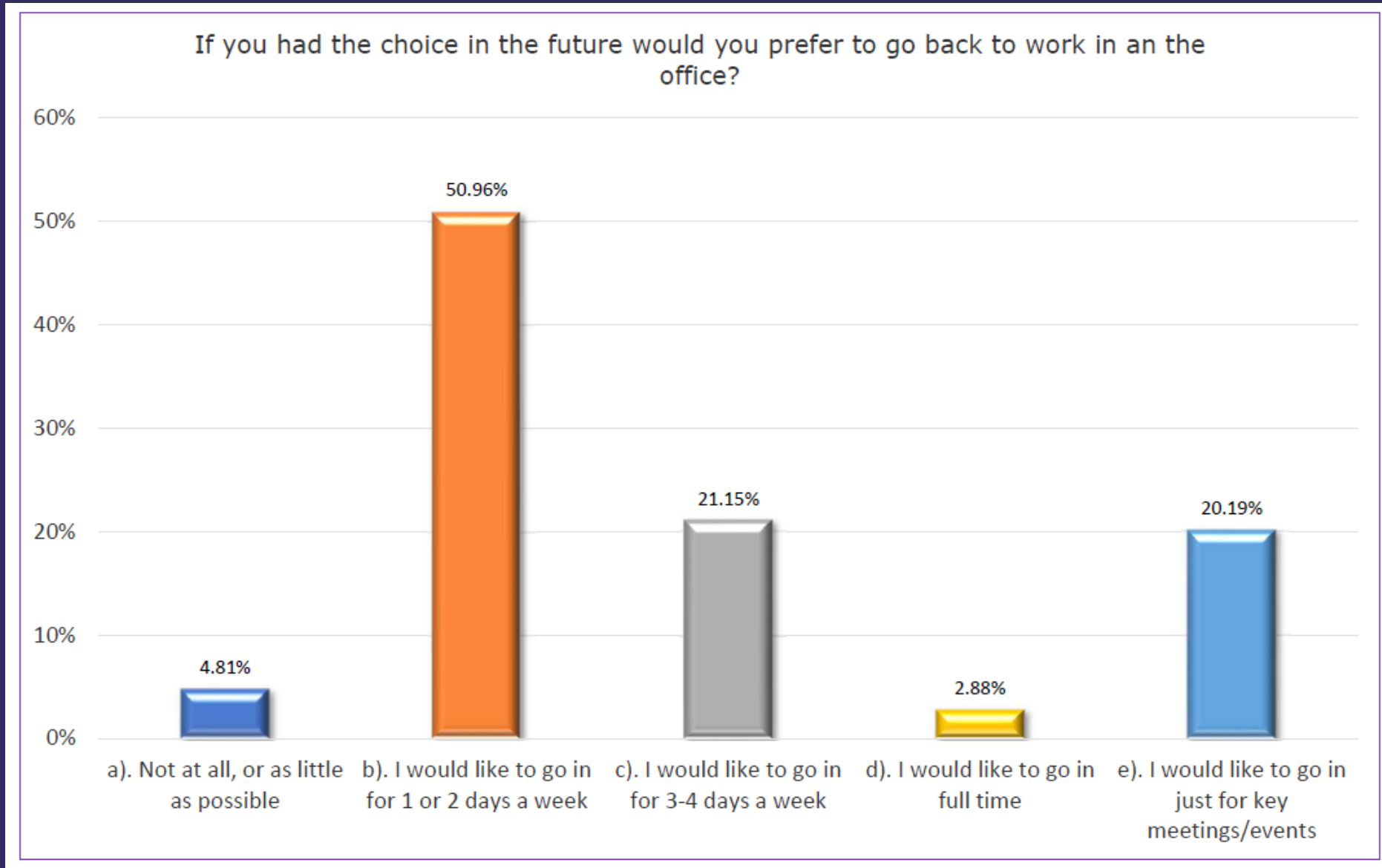
Do you feel your productivity has increased during Covid lockdown



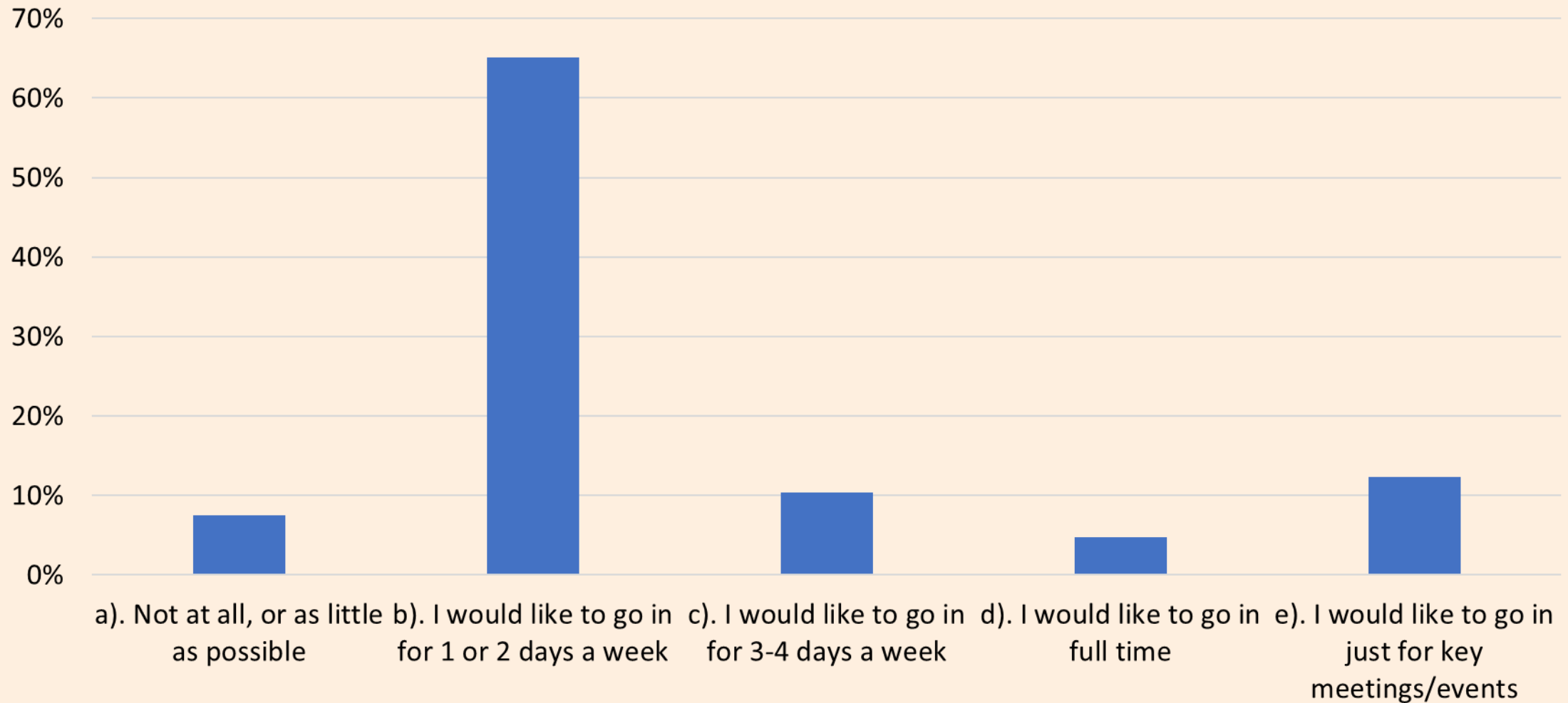


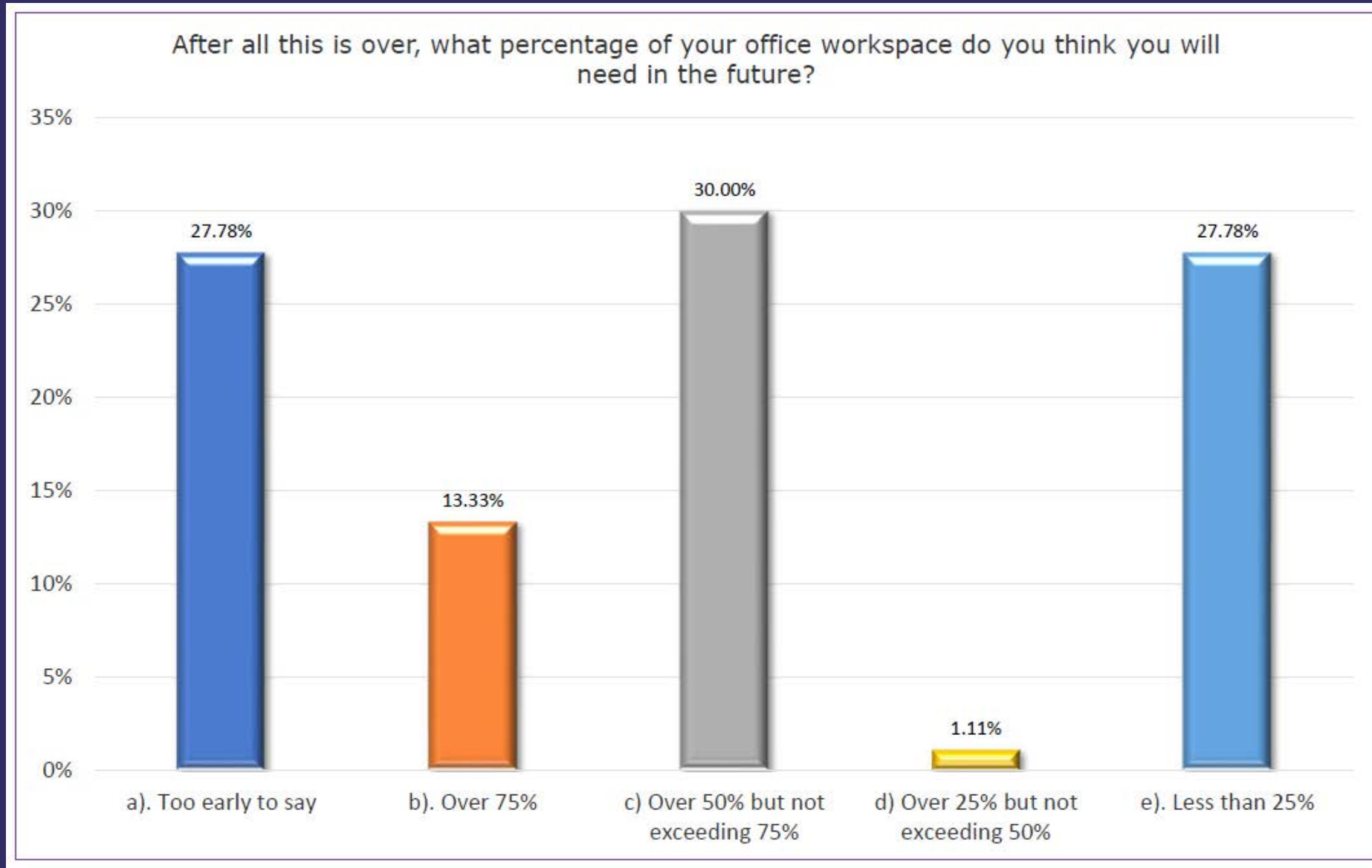
Following the Coronavirus crisis do you see your organisation adopting/encouraging a more remote working policy?



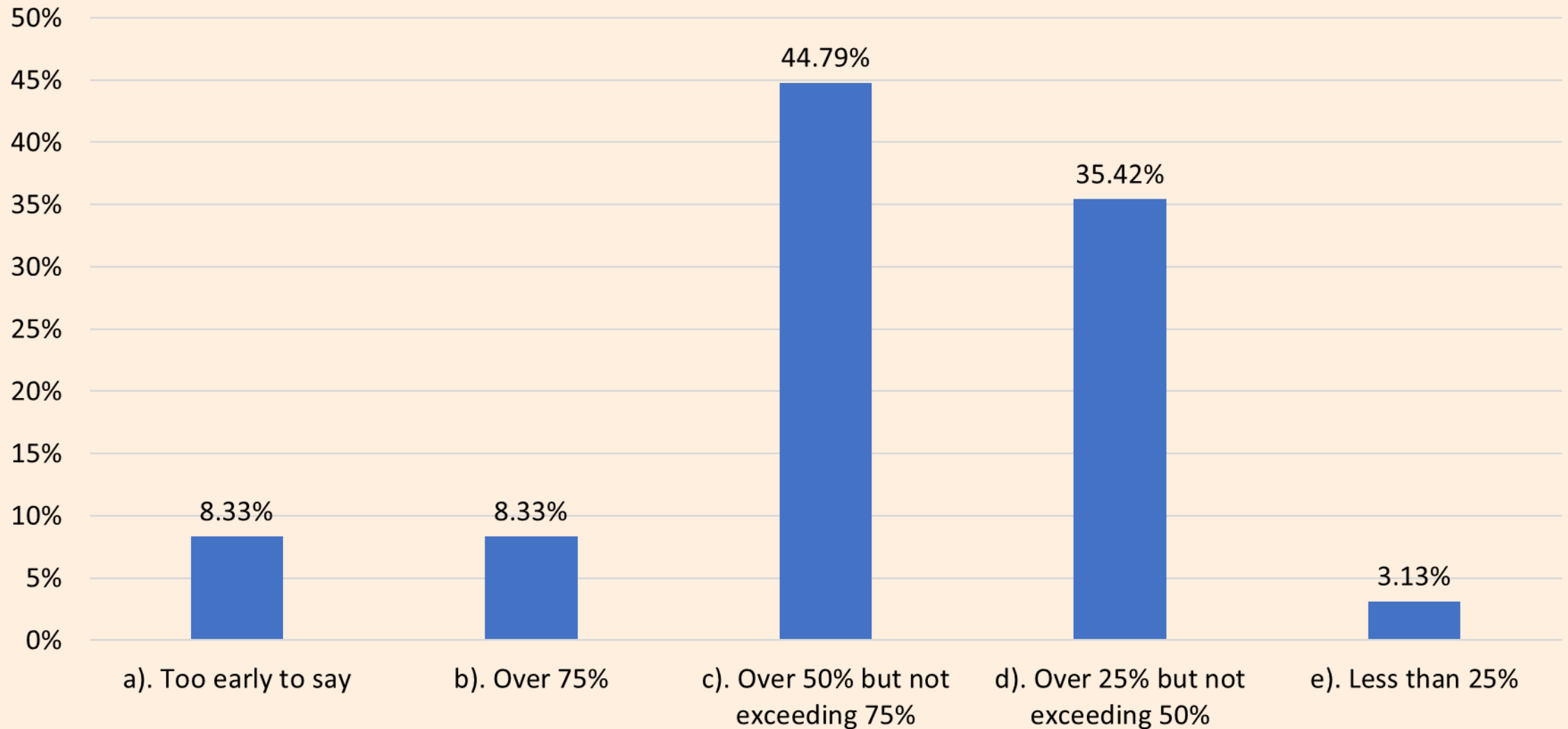


If you had the choice in the future would you prefer to go back to work in an the office?



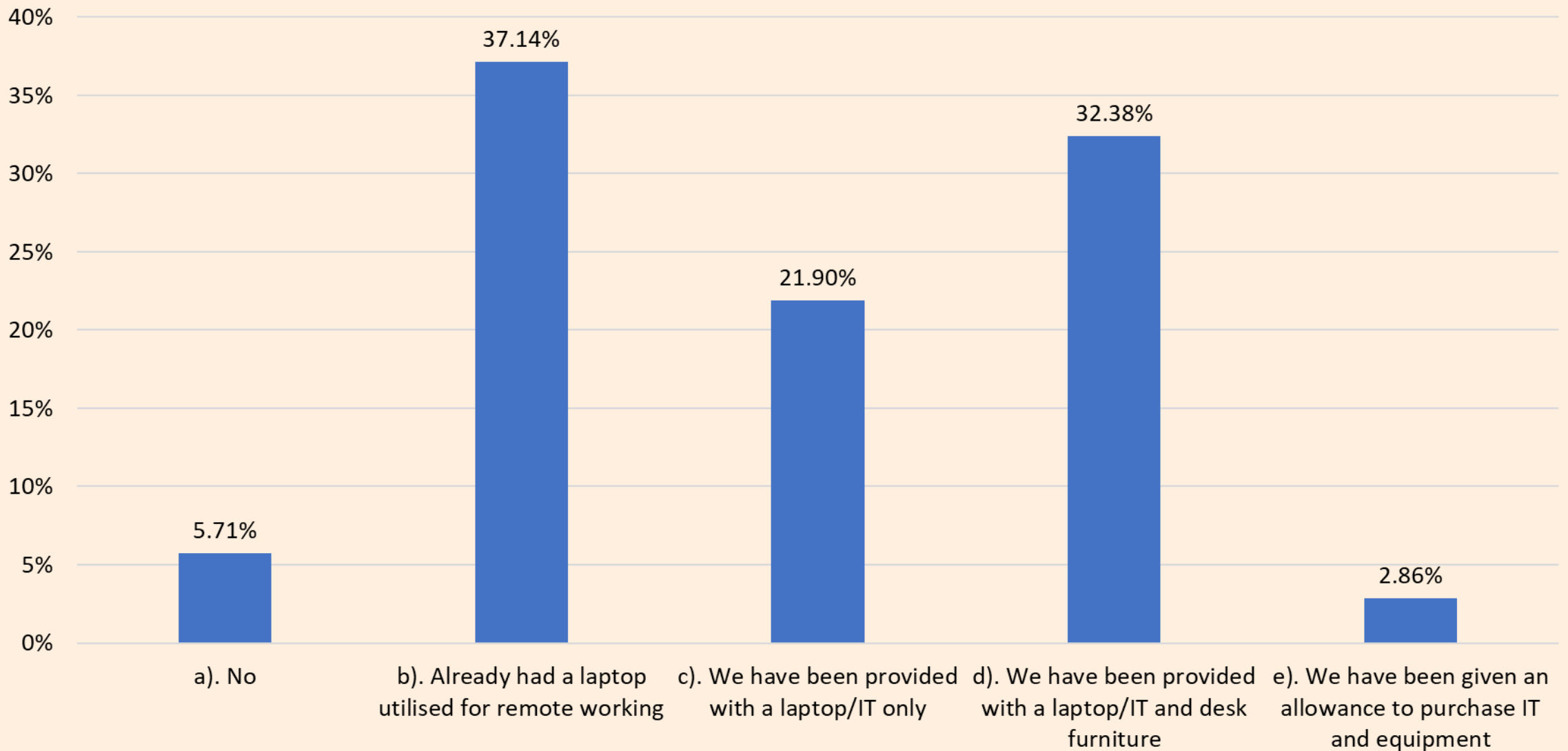


After all this is over, what percentage of your office workspace do you think you will need in the future?



Have you been given any allowance/equipment for working at home or from alternative locations that are not your usual office?

Have you been given any allowance/equipment for remote working that is not your usual office?

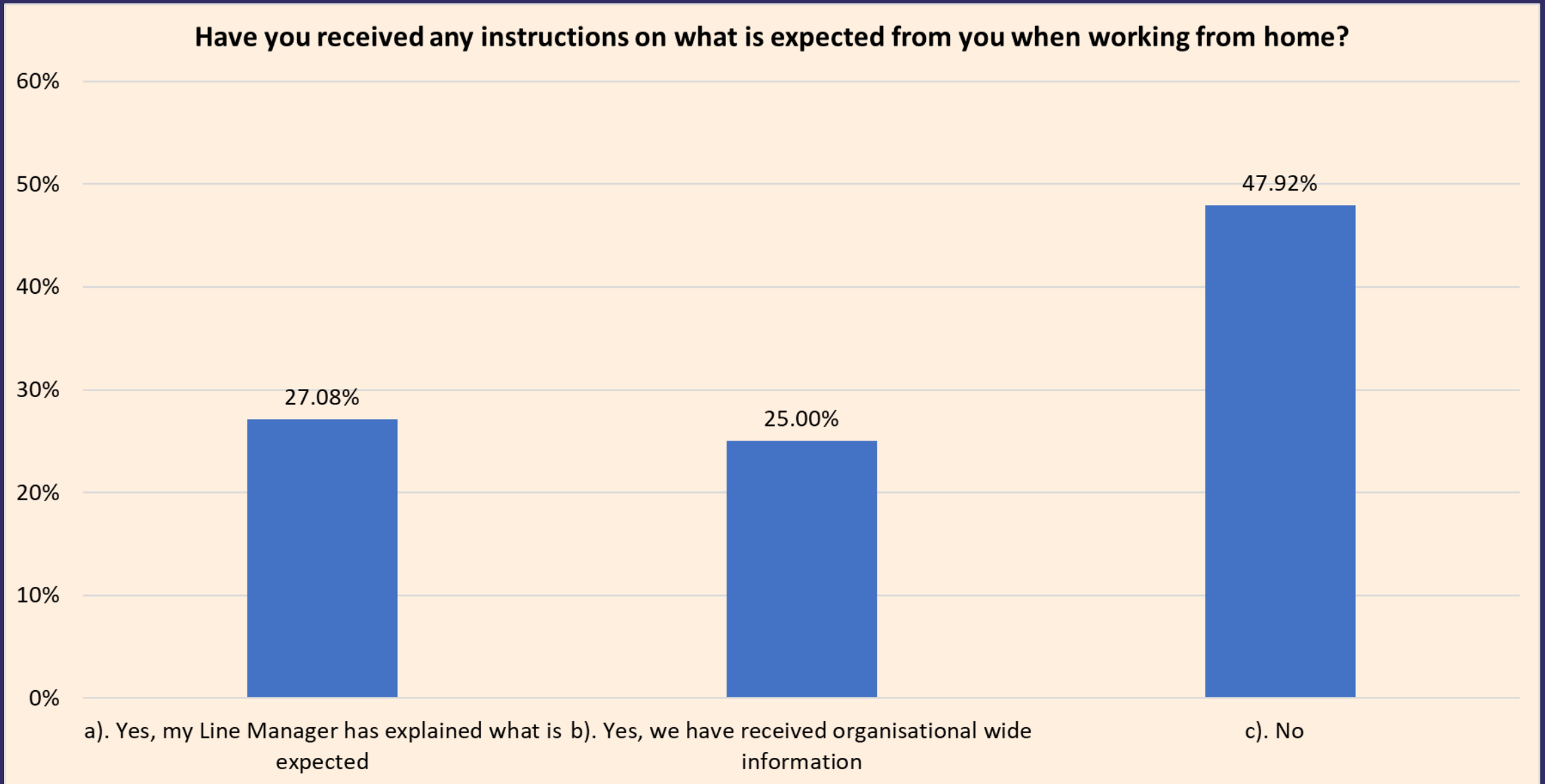


Have you received any training regarding working from home?

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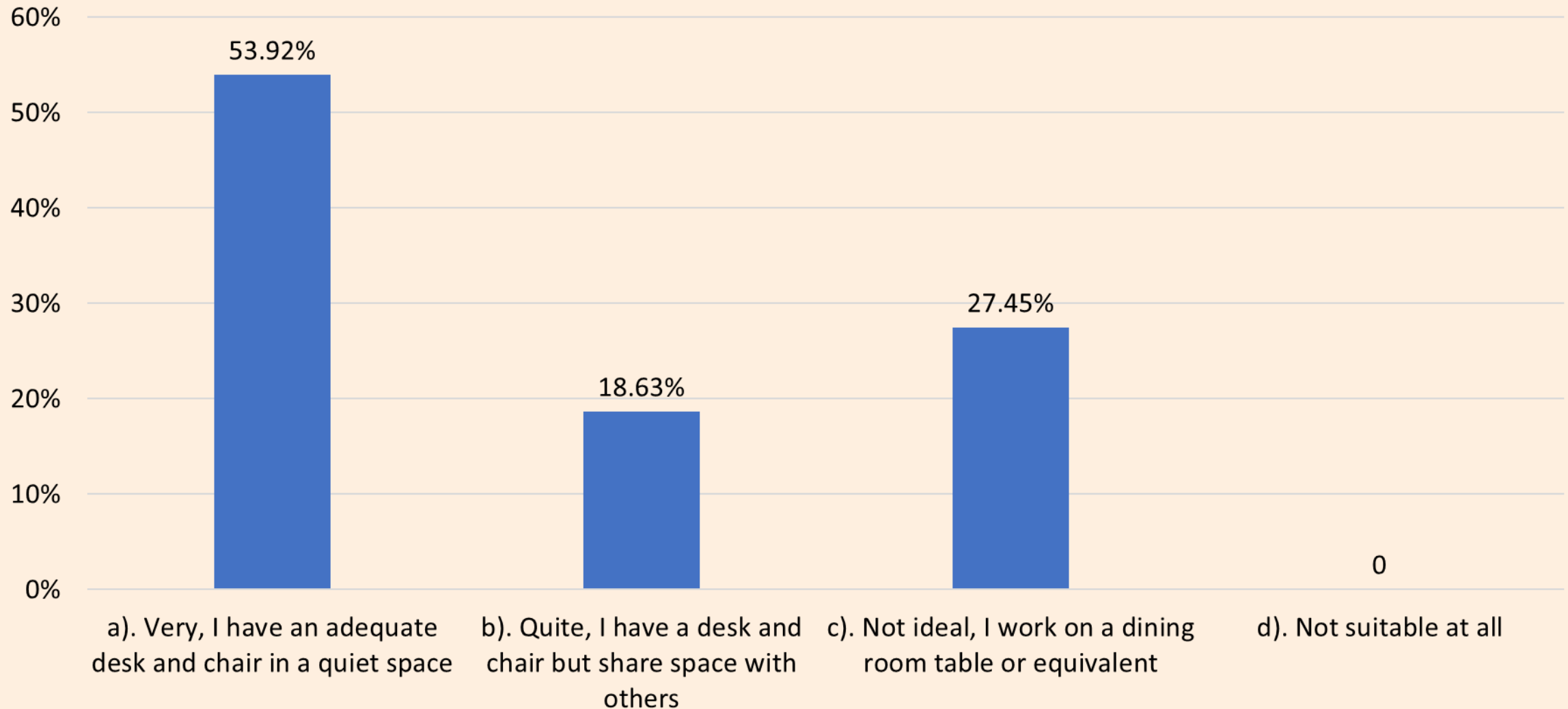


Have you received any instructions on what is expected from you when working from home?



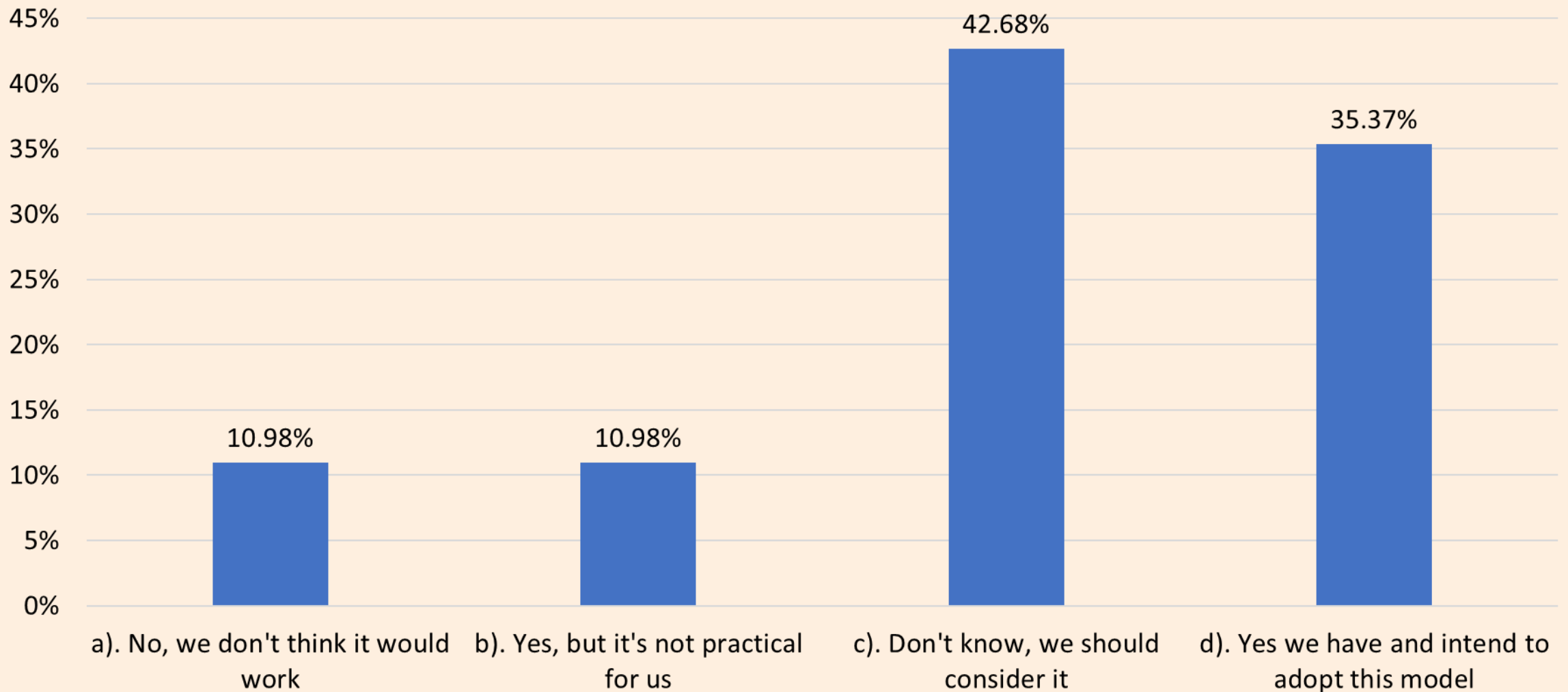
How suitable is your current home for home/agile working?

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Has a satellite office/work stations in other Council (or public bodies/partner organisation) properties been considered as an option to compliment remote working practices

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Part 2 – Strategic Issues (Regeneration, Climate Change & Asset Challenge)



In what ways has the Coronavirus Crisis caused you to think more about the asset challenge process and how you might seek to repurpose parts or the whole of buildings to help support local economy/regeneration/communities?

Out of date records - review the assets in light of covid-19

No significant pro-active change yet. The challenges of covid take up much of our resource and capacity as it is. I think 2021 will bring change and adaptation in approach as we travel along the "roadmap". At the moment it is too early to commit to any specific repurposing of buildings.

Don't really have an asset challenge process, so no change. No specific plans to repurpose buildings to support economy/regeneration/communities. One example of leasing a Council building to a community group on a temporary basis to help with food parcels and childcare.

Great difficulties in managing apprentices and new starters. Significant loss of 'wisdom of the crowd'.

We are working on implementing an agile working policy to support home working permanently, on a part working from home part working in the office (unknown what % this might be) and reduce the amount of office accommodation and repurpose the office to support the business need

Reduction in office space required for Council service provision with more working from home. Moving away from individual office desk space and storage (more electronic, less paper). Encouraging people to work say two days in the office and 3 at home.

We were already looking at an office project to rationalise our operational occupation from 2015 previously working on 7:10 ratio, now reworking this on a 5:10 basis. I don't think there is any science behind it but no doubt we will be doing more staff surveys.

*Council is reconsidering its use of their main offices & an intended relocation to a new site before COVID/Brexit impacted. Now looking at longer term remote working * sale of its main office site for residential redevelopment.*

On a small scale COVID has enabled us to accelerate some proposals to consolidate offices that were already identified in a strategy. The longer-term strategy that was in process pre-covid is to consolidate many of our operational functions into hubs. With many of our offices being located in principal towns there has been a lot of challenge from Cllrs to retain office bases in town centre to provide a population to support high streets.

Covid has allowed us to accelerate proposals that were already under development following previous asset challenge exercises. There is significantly less resistance to change. Increased engagement with Services as they are reviewing their future service delivery models. Offices are not the only focus, Leisure properties and day care facilities currently also under detailed review. We were already in discussions with public sector partners about co-location and there is increased interest in this model.

Have repurposed vacant retails as pop up opportunities which are going well.

Prompted us to create a voluntary community hub in our town centre

How does your organisation intend to utilise its own assets to support or drive town centre/high street/community recovery following on from the Covid-19 pandemic?

Our property assets have been key to and used for regeneration and community development for a number of years. There is so far no current Covid-19 impact changing this existing approach.

Looking to introduce a more distributive model, moving away from heavily populated HQ building to a greater deployment of staff into the localities, utilising our own estate and that of public sector partner organisations.

Dichotomy is that this will negatively impact potential footfall in the city centre.

We've appointed consultants to drive a Town Centre Masterplan. 10 key sites have been identified of which the Council have a key interest in either through freehold ownership, long leasehold or a proposed acquisition. A key will be moving to a Hub and link with other public sector partners.

We are currently working with the SFT/other CP partners on use of buildings in two of our main towns. We are looking to make it a better customer journey and where possible deliver services from nearer town centres to assist with recovery. There may be an opportunity for some of our offices to be re-purposed (in part) to allow use by staff who work for the public sector outwith our Council area to minimise travel, keep people in our Council area and reduce the risk of population decline.

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In what ways has the Coronavirus Crisis changed your organisation's attitude/approach to climate change and the environmental agenda? Particularly we would be interested in how environmental considerations would play a fundamental part of your organisation's recovery approach.

Please provide any examples (you might for instance now see remote working as more acceptable and clear way to help improve the carbon footprint of your office stock if you are now able to reduce the number of desks and space you need)

Still pretty cynical myself. Council has set challenging targets - but practically unlikely to achieve - also how much carbon is now being burned in individual homes due to home working?

We have a new 2030 Council plan that has recently been introduced, I am due to attend a session on this next week which will cover the climate approach so currently I do not have any knowledge of our strategy.

Council is working towards a carbon zero target and has a separate funds and department but I would agree that it is not yet coordinated with property and assets. the challenge for property is that energy efficiency prior to covid has in part been delivered by recirculating air, heat recovery, sealing buildings etc however during covid this is not a consummate approach with ventilation, fresh air strategies, we've had significant challenges in buildings with have heavy mechanical and electrical needs.

Route to Zero agenda is beginning to gather pace with a formal group/team being set up to deliver. Where Property are concerned, we are due to meet with key stakeholders across the Council in early March to start looking at how our commercial portfolio can play its part. In terms of our Investment Strategy, we are starting to have a closer look at divesting of assets which don't sit comfortably with environmental aspirations (petrol stations, scrap yards etc) and looking at opportunities to invest in greener, cleaner assets.

Climate change still a top priority despite financial challenges. We were successful in obtaining funding from a Local Enterprise Partnership to invest in a town centre regeneration project that includes lots of environmental improvements such as better insulation, heat recovery AC, a green wall, greenery on a roof terrace, PV on the top floor roof and new windows. For other projects the aspiration is there but finance remains the biggest hurdle.

We're looking to provide work drop down spaces, effectively hot desking spaces within 15 minutes drive of all staff. This will be an office space within each of the market towns within the County. What's not clear is that if working from home will decrease carbon or just shift it to people's homes instead.

If your organisation has declared a Climate Emergency (or other similar declaration/policy/approach), how has the strategy and/or plan as it relates to property and assets, been affected by the Coronavirus Crisis?

Our organisation has declared a climate emergency ,however I'm not aware:-

- a) if the strategy is available yet , and*
- b) how the strategy apply to property*

We have declared the standard Climate Emergency. The very high level policy approach is unfortunately a little distant from the operational and more importantly the financial reality of implementation. We do own two solar farms in different areas of the country, one of which will provide all our electricity needs later this year.

Nothing really to say on this but interested in those who are more advanced

The asset optimisation element is an integral part to the response to the Climate Emergency, if, for nothing else, to act as an exemplar for the wider community, as what we do will have a minimal impact on the overall reduction in carbon across the city.

I would say it has put it into greater contrast. There are numerous 'plans' being progressed eg Energy - PVs, Mine water Pumping Facility and Ecology - Forest Planting schemes. The Asset Review is trying to enshrine these plans, but the AMP needs to 'catch up' !!

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