

Rhondda Cynon Taf County Borough Council

Joint Office Accommodation Strategy

Workspace Plan: Fit for the Future 2023-2030

Corporate Estates, Digital Services,
Human Resources,

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EXECUTIVE SUMMARY

Our Office Accommodation Strategy: Workspace Plan Fit for the Future 2023-2030, sets out what we are going to achieve and our vision to maximise the use of the Council's office accommodation to benefit our communities, our staff, visitors, elected members, businesses, and residents.

The Office Accommodation Strategy supports the effective delivery of services to the residents of RCT. The aim of this strategy is to provide fit for the future workspaces, delivering savings, supporting economic regeneration and reducing the Council's carbon footprint.

In 2015 the Council accelerated the rationalisation of its office accommodation portfolio and as a result, the Council had significantly reduced its footprint by 2020. We are now looking to the future to build upon what has already been achieved and to rise to the challenges of the current financial pressures and tackling Climate Change.

This strategy supports the priorities in the Council's Corporate Plan 2020-2024 "Making a Difference". By focusing our office accommodation in town centre locations we can increase footfall and provide support to the local economy ***"creating vibrant, thriving places people wish to live, work and socialise"***.

In response to the significant financial challenges we continue to face we need to "sweat our assets". By making the best use of every available space we can effectively use existing assets to benefit a modern workforce and spend more efficiently by forward thinking. Service areas will be challenged under this strategy to reduce the amount of space they require for effective service delivery. ***"We must live within our means, taking every opportunity to reduce the Council's running costs and carbon footprint"***.

Opportunities must be maximised by making use of digital and evolving technology. The workspace plan cannot be undertaken in isolation and is intrinsically linked with the Council's Digitisation Plan, making greater and better use of ICT, and the Workforce Plan which helps ensure that we plan ahead to make the most of our workforce to deliver the Council's vision and priorities.

Introduction and Context

In response to the COVID-19 pandemic, staff have been encouraged to work from home where it suits work and personal circumstances. ICT equipment, including laptops and mobile phones, desks, chairs, and footstools have been provided to staff where necessary, to ensure staff can work from home effectively.

In light of the changing working practices, a comprehensive review of the Council's current office accommodation provision has been undertaken. Data on the running costs, total backlog maintenance, condition and the amount of carbon generated from fossil fuels has been gathered and analysed. The results of manager consultation and well-being questionnaires have been considered. The consultation revealed that services could continue to operate successfully within a blended modern way of working.

It is recognised that our Office Accommodation Strategy must work hand in hand with other Council strategic plans, specifically Digital, Finance, and Workforce plans, to ensure we maximise outcomes. The ability of the Council to succeed is underpinned by a well-supported workforce which is fit for the future. The workforce is diverse, operating a range of working styles in delivering a range of services to the residents of RCT.

This Strategy has been prepared as a result of the changes to working practices, introduced as a result of COVID-19, the outcome of the review of built assets and the results of the service consultation. This has demonstrated that desk-based work in office locations can be done effectively from home in most cases, when combined with workspaces for collaboration, and face to face communication.

The Council has embraced a hybrid working model with Digital Services, Human Resources, and Corporate Estates working closely together, to lead its implementation through the introduction of an Interim Hybrid Working Policy and a Hybrid Flexitime Hours Working Policy, developing shared working spaces and digital solutions to support staff and managers.

The response to COVID-19 is driving and reinforcing many of the changes. There has been a far greater use of technology to support service delivery, an increased focus on productivity rather than presenteeism, and a potential requirement for less

office space for service delivery. We need to continue to be ready to respond to changes in the current trend.

This Strategy looks ahead over the next 7 years to 2030. The objectives will be kept under review over the plan period to ensure that the plan reflects and is aligned with the developing corporate priorities. It sets out the vision, strategic objectives and outcomes for the Council's office accommodation portfolio, embedding the requirements of the Well-being of Future Generations Act.

The Strategy will be supported and flexed over time by the Service Asset Management Plans, corporate priorities and service led initiatives. This flexibility will ensure that the strategy reflects changes in corporate and service priorities.

Our Scope

The Council's Estate

The Council holds 1413 operational sites¹, excluding schools, to deliver its services. The sites are spread across the County Borough, including libraries, depots and waste disposal sites, leisure centres, office accommodation, homes for the elderly and theatres. The estate is diverse in quality, condition, and sustainability.

The Council's Current Office Accommodation portfolio

By March 2020 the Council had reduced its office accommodation footprint by over 33%, from 39,732 sq. metres in March 2016 to 25,950 sq. metres by vacating 10 offices. This exceeded the 20% office accommodation footprint reduction target in the Council's Corporate Plan 2016-2020 - "The Way Ahead".

During the pandemic, to enable services to meet their needs and to facilitate social distancing arising from COVID-19 restrictions, previously vacated office space was, by necessity, reoccupied at low density levels, for example a contact centre and ICT distribution centre operated from Ty Bronwydd.

A new baseline for the Council's principal office accommodation has been set and consists of 21 sites as detailed in Table 1 below comprising 36,028.02 sq. m² from which approximately 2,808 members of staff operate. The new baseline will be used to set targets and monitor results in future years.

Property	Sq. Metres	Staff Nos. ³	Occupiers
10-12 Gelliwastad Road Pontypridd	492.47	6	Legal Services- Elections Adult Services- Access Carers and Home Support
Ashgrove House Upper Church Street Pontypridd	258.08	17	Community Protection and Housing
Cynon Valley PSSO Llewellyn Street Trecynon	833.85	93	Adult Services
Glyncornel Nant y Gwyddon Road Llwynypia	199.65	56	Children Services
Municipal Buildings Gelliwastad Road Pontypridd	1,497.79	34	Human Resources- Occupation Health Public Health and Protection – Registrars
Municipal Office Llewellyn Street Pentre	461.64	45	Adult Services

¹ Data correct as of the 13th October 2022

² GIA of buildings or parts of buildings where the principal use is for office purposes (excluding depot, leisure facilities library, community use and day centre, leased out, etc)

³ Data correct as of Desk Audit 2019 – updated to reflect vacation of Ty Bronwydd in 2020

Porth Plaza Pontypridd Road Porth	816.34	35	Finance - Procurement
Rhondda Fach Sports Centre East Street Tylorstown	485.32	114	ICT and Digital Services
Rhondda PSSO Berw Road Tonypandy	769.67	91	Children Services
Rock Grounds High Street Aberdare	998.34	48	Adult services – Training Unit Arts Culture and Libraries
The Pavilions Cambrian Park Clydach Vale	2,660.67	119	Member Services/Legal Services/ /Community and Welsh Language Services
Ty Bronwydd High Street Cymmer	4,885.00	0	Vacant
Ty Elai Dinas Isaf Industrial Estate Williamstown	8,003.27	896	Adult Services/ Community and Welsh Language Services/CfW/ICT and Digital Services – Contact Centre/ Human Resource/Prosperity and Development / PHP and Regulatory Services
Ty Glantaf Bridge Road Pontypridd	1,203.53	68	Highways and Engineering / Streetcare/Fleet Services, Parking and Enforcement/ Corporate Estates- Facilities cleaning
Ty Oldway Porth Street Porth	1,547.80	270	Finance
Ty Penygawsi Talbot Road Llantrisant	309.00	0	Vacant
Ty Sardis Sardis Road Pontypridd	2,584.01	229	Community Protection and Housing/ Finance - Business Support/Highways and Engineering/ Street Lighting and Traffic Management/ Highways Development Control/ RASWA/ Road Safety and Transportation/ Prosperity and Development/ TEMD/ Housing/ Countryside
Ty Trevithick Cilfynydd Road Abercynon	4,020.49	610	Corporate Estates/Children Services/ Education/ Finance- Business Support
Unit 1 (Ty Catrin) Maritime Business Park Pontypridd	433.16	38	Children Services/ Finance- Business Support
Unit 2 Maritime Business Park Pontypridd	449.65	39	Children Services/ Finance – Business Support
Valleys Innovation Centre Navigation Park Abercynon	771.05	0	Vacant
	36,028.02	2,808	

Table 1: The Council’s principal office accommodation

Our Vision for the future

Our Vision:

“To transform the office accommodation into modern, fit for purpose workspaces for staff, supporting town centre regeneration and improving sustainability”.

Central to the vision, is the ability to create digitally smart, modern workspaces for effective service delivery, whilst supporting the regeneration of town centres. The vision will help to rejuvenate and sustain town centres, growing the local economy by increasing footfall, as staff and public are encouraged to use and visit offices in town centre locations.

Our vision supports the Council’s goal of becoming a Carbon Neutral Council by 2030, as set out in the Council’s Climate Change Strategy “Think Climate RCT” [Cabinet Report MTSP One4aLL LG \(moderngov.co.uk\)](#) by investing in the sustainability of the transformed office accommodation and improving the accessibility of the office accommodation by locating the office accommodation close to public transport.

The workspace fit for the future will be environments designed and adapted to provide dynamic work settings, to create more responsive, efficient and effective ways of working. We believe this will improve performance, collaboration and knowledge sharing, leading to greater staff and service user satisfaction, enhancing outcomes for staff and the residents of RCT.

Our vision will encourage closer working with our public sector and third sector partners to further enhance service delivery for local residents by sharing space when opportunities arise.

Our Strategy

To achieve this vision this strategy is supported by four complementary strategic objectives that will drive its delivery:

- **Reducing the size of the office accommodation portfolio to deliver value through the creation of flexible hub workspaces and corporate meeting spaces**
- **Creating economic growth and community benefit by focusing office accommodation in town centre locations. This will include utilising vacant space and sites to deliver other key public services, for example: new schools, Extra Care facilities, and specialist support and advice provision**
- **Contributing to our net zero carbon target**
- **Supporting service delivery and meeting customer expectations by managing the office accommodation portfolio strategically**

Strategic Objective 1: To reduce the size of the office accommodation portfolio to deliver value through the creation of flexible hub workspaces and corporate meeting spaces

Our Office Accommodation Strategy will make better use of our spaces and seek to maximise available resources.

The office accommodation portfolio is largely Freehold, with varying condition and levels of sustainability. Pre COVID-19, 75% of the Council's office accommodation was at maximum capacity or over capacity, due to desk sharing and agile working. As a result of the changing work patterns, accelerated by COVID-19 and the introduction of the Council's Interim Hybrid Working Policy, some buildings are now standing largely empty, as many job roles can be undertaken from home or by agile working.

The Council faces significant financial challenges together with pressures on services. The total backlog maintenance figure for the office accommodation is circa £5.8m, annual running costs are circa £2.7m and building related annual CO₂ is circa 1.5m tCO₂e. ⁴The effective use of the Council's property portfolio will help enable the Council to meet its financial challenges through asset disposal, generation of capital receipts, reduction in outgoings and maintenance costs through the rationalisation and improved efficiency of its estate.

Our workplaces will become hybrid workspaces encouraging the use of technology and enabling digital ways of working.

What do we need to do?

- We will continually assess the need for workspace to inform strategic planning to maximise efficiency opportunities making best use of the available space.

⁴ Data correct as of September 2020

- We will work with service areas to manage the transition to the hybrid way of working.
- We will consolidate the office accommodation provision into fewer buildings by maximising use of fewer assets thereby reducing the size of the office accommodation footprint.
- We will maximise the use of digital technology, to make our office accommodation more efficient and sustainable, becoming SMART buildings
- We will review accommodation requirements, working with service areas to introduce fit for purpose workspace environments to reflect collaborative and activity-based work.
- We will seek opportunities to share available space with other Public Sector bodies and the Third Sector.
- We will consider the health, safety and well-being of our staff and the people using our buildings.
- We will be flexible and forward thinking, reflecting the diversity of our workforce and the services we provide, enabling us to continue to adapt to changing circumstances.
- We will ensure that the workspaces are inclusive of all and reflect the diverse staff groups and individual needs and will not adopt a “one size fits all” approach.
- We will design workspaces and ways of working that encourage team and social interaction, collaboration, innovation, and creativity which help build working relationships whilst protecting confidentiality and safeguarding.

<h2>How are we going to do it?</h2>

We will achieve this objective by:

- Vacating the following 6 office buildings:
 - Rhondda PSSO, Berw Road, Tonypany
 - Municipal Offices, Pentre
 - Ty Trevithick, Abercynon
 - Rock Grounds, Aberdare

- The Pavilions, Clydach Vale
 - Ty Sardis, Pontypridd (floors 2-6)
- Relocating circa 1,100 staff from the above-mentioned office buildings to equally suitable or better accommodation.
 - Disposing of or repurposing vacant sites to generate capital receipts or added community value for the residents of RCT.
 - Building a dialogue through the Service Asset Management Plan process to ensure the strategy remains fit for purpose over the 7 year plan period
 - Introducing flexible workspace hubs across the remaining portfolio with multiple types of workspace provision for different office-based activities including one to one pods, quiet zones for confidential / concentrated work and touch down provision for visiting staff to support effective service delivery.
 - Introducing a suite of corporate meeting space facilities, comprising conference, training, and meeting rooms available to all service areas. We will provide meeting facilities of different sizes and with a variety of facilities in locations throughout the County Borough, available to all and neutral to service areas to make the best use of available space. A meeting space booking system will be introduced for the effective use and management of the facilities.
 - Introducing integrated digital solutions to enable the more effective and efficient management of buildings. For example, meeting space and desk booking systems, occupancy monitoring, security controls, energy and environmental management.
 - Drawing real or near real time data from the new sources of SMART technology and Internet of Things (IOT) sensors to create business intelligence and further inform our delivery.
 - Supporting the flexible workspace hubs with the provision of “Spoke” locations. The Spoke locations will be created using existing Council sites such as libraries, community hwbs, and leisure centres for staff to touch down to check and answer emails and make phone calls, to reduce the need for travel, improve productivity and building usage.
 - Reducing costs by utilising fewer, better assets, which will result in savings in revenue costs, such as energy, cleaning, rates, repairs, servicing and maintenance. Investing in the retained assets will minimise future revenue expenditure. We will proactively manage vacant office space, minimising financial risk and maximising opportunities.

- Keeping under review the remaining buildings and identify further longer-term rationalisation opportunities with a focus on buildings with high levels of backlog maintenance and running costs.

Outcomes

By delivering **Strategic Objective 1** – reducing the size of the office accommodation to **deliver value** through the creation of flexible hub workspaces and corporate meeting spaces - we will achieve the following outcomes:

Reduce by 43% the GIA floor space of the existing office accommodation by decreasing the number of Council offices in the short term (1-2 years) to medium term (3-5 years) of this Strategy

- **Reduce by circa £435k the annual running costs** thereby generating savings and efficiencies.
- **Reduce by circa £2.9m the backlog maintenance costs** circa thereby generating savings and efficiencies.
- **Reduce by circa 41% the total annual CO2 emissions**, and contribute to our net zero carbon target, by reducing the total amount of space we occupy and improving the environmental performance and condition of the rationalised portfolio.
- **Agree further reduction targets** with Cabinet in the longer term (5-8 years) by continuing to appraise the remaining office accommodation to identify further opportunities to reduce the office accommodation portfolio.
- **Transform working environments** by providing office accommodation that is fit for purpose, supporting current and future service needs by creating modern flexible workspaces that support collaboration and creativity reinforcing the key ambitions within the Council's Workforce Plan 2023-2028.
- **Improve staff well-being** by providing modern, accessible and well-located workspaces which can also assist in retaining and attracting staff to work for the Council.
- **Collaborate with other Public Sector bodies** and facilitate added community benefit by **working with the Third Sector**, making best use of the estate.

Strategic Objective 2 – To create economic growth and community benefit by focussing office accommodation in town centre locations

The generation of economic growth and community benefit will be achieved through the rationalisation of the Council's estate. Vacant sites will be sold to obtain capital receipts, repurposed for alternative Council uses, or utilised for community benefit to add social value to the residents of Rhondda Cynon Taf.

Our town centres are currently facing many challenges. The Council has already made significant improvements and continues to build upon what has already been achieved. By focussing the majority of office accommodation in town centre locations we can increase footfall, supporting the economic growth of our town centres, encouraging staff and residents to visit our town centres.

What do we need to do?

- We will maximise the use of the offices in town centre locations wherever it is economically viable to do so.
- We will relocate staff from the out-of-town office locations to town centres when it is practical and supports service delivery.
- We will actively pursue opportunities to repurpose suitable properties in town centre locations when necessary.
- We will identify vacant space in the existing town centre office accommodation portfolio to accommodate displaced staff.

How are we going to do it?

We will achieve this ambition by:

- Relocating the Council Headquarters to the heart of Pontypridd, utilising vacant floor space at Llys Cadwyn, by relocating the Council Chamber and services from The Pavilions, Clydach Vale.
- Releasing the site at The Pavilions, Clydach Vale for consideration of redevelopment of the site for a new Special School subject to a consultation in accordance with the Welsh Government's School Organisation Code (011/2018).
- Relocating services and staff from Ty Trevithick, Abercynon to alternative locations and repurpose or dispose of the site in accordance with the Council's Disposal Procedures Manual.
- Relocating services and staff from Rock Grounds Aberdare into more suitable, energy efficient accommodation and repurpose or dispose of Rock Grounds Aberdare in accordance with the Council's Disposal Procedures Manual.
- Relocating services and staff from the Municipal Office, Pentre to an alternative location and repurpose or dispose of the site in accordance with the Council's Disposal Procedures Manual
- Relocating services and staff from the Rhondda Principal Social Service Office, Tonypany which, although located in a town centre, is in a poor condition and not fit for purpose, with the aim of negotiating the transfer of the property to a Housing Association.
- Relocating services and staff from Ty Sardis Pontypridd (excluding the Housing Solutions Services) and repurposing Ty Sardis as the Council's Housing Advice and Support Centre, facilitating the co-location of other specialist support and transitional housing accommodation provision currently in Pontypridd at a single, improved location.

Outcomes

By delivering Strategic Objective 2 – creating economic growth and community benefit by focussing our office accommodation in town centre locations – we will achieve the following outcomes:

- **Generate footfall in town centres** by increasing the number of staff working at or visiting offices in town centre locations.
- **Relocate the Council’s Civic Headquarters** from The Pavilions, Clydach Vale to a town centre location easily accessible by public transport which will be of great benefit to staff and residents and improve involvement and engagement between the Council and residents.
- **Create opportunities for regeneration** through alternative uses for the vacant sites by the rationalisation of the estate.
- **Dispose of the vacant sites** to generate capital receipts or add community value for the residents of Rhondda Cynon Taf by transfer under the Community Asset Transfer policy.
- **Create workspaces that are more accessible for staff using public transport** that will contribute to accessibility and improve staff well-being supporting key ambitions within the Council’s Workforce Plan 2023-2028.

Strategic Objective 3: To Contribute to our Net Zero Carbon Target

With the declaration of a “Climate Emergency” by Welsh Government, Rhondda Cynon Taf County Borough Council is clear that it must play its part in taking action to mitigate the risks of Climate Change. The Council has recognised the fundamental changes that are needed and has committed to becoming a Carbon Neutral Local Authority by the target date of 2030.

The Council’s office accommodation portfolio generates over 1,500 tonnes of carbon emissions from fossil fuels per annum. There are opportunities to reduce the amount of carbon emissions by rationalisation of the office accommodation portfolio and improving the condition and efficiency of the remaining portfolio.

What do we need to do?

- We will reduce the total amount of space we occupy and improve the environmental performance and condition of the portfolio.
- We will improve the condition and sustainability of the buildings that are being kept for the long term where this will provide good value for money.
- We will aim to design and construct all major refurbishments of the office accommodation portfolio to meet net zero carbon targets when it is economically practical to do so and plans for reducing carbon emissions as standard.
- We will develop plans for renewable energy sources whenever possible for the office accommodation.

How are we going to do it?

We will achieve this ambition by:

- Having fewer assets to improve which will enable resources to be applied to the buildings that are to be retained in the longer term.
- Disposing of those properties that are not environmentally efficient and would be uneconomical to invest in energy saving measures.
- Increasing the use of offices in town centre locations in close proximity to public transport to encourage staff to use public transport instead of driving to work.
- Enabling staff to access the most convenient space and location to suit the work that is being undertaken, reducing commuting distance instead of travelling back to their designated office.

Outcomes

By delivering Strategic Objective 3 –Contributing to our Net Zero Carbon Target – we will achieve the following outcomes:

- **Reduce the carbon emissions by circa 41%**
- **Improve the condition** of the revised office accommodation portfolio

- **Demonstrate our commitment to Net Zero Carbon** to job seekers who will view the Council as a responsible employer to assist in recruitment which supports key ambitions within the Council's Workforce Plan 2023-2028

Strategic Objective 4: To support service delivery by managing the office accommodation portfolio strategically

The purpose of the office accommodation portfolio is to support effective Service Delivery. This requires a synergy between the office locations and facilities and the services that will use them.

Corporate Estates already provides a full range of services to the Council departments however we are always looking to improve and want to do things better.

What do we need to do?

- We will manage the office accommodation strategically, optimise space utilisation across service areas, exploit new business intelligence, improve data quality and introduce a fresh approach to the management of the estate.
- We will create places to work that are flexible, enable smarter ways of working, support current and future service needs, aid collaboration and creativity and improve facilities for public facing offices.
- We will provide service delivery focused workplaces and we will listen to service area needs, measuring service area satisfaction with workplace facilities to create a sense of corporate unity and belonging.
- We will improve the facilities for public facing offices to ensure that the public facing offices are in the best location and easily accessible by users.
- We will transform vacant office space into flexible workspace hubs and provide great places to work and support staff well-being.

How are we going to do it?

We will achieve this ambition by:

- Improving our use of data by exploiting new sources of SMART technology and Internet of Things (IOT) sensors to create business intelligence and further inform our delivery.
- Improving data quality by introducing regular space audits to record occupancy levels across the office accommodation portfolio.
- Using the data to optimise space utilisation across service areas and seeking opportunities to share accommodation with public and third sector partners.
- Enabling wider access across the office portfolio for staff by fob/swipe card and providing a digital booking system for the meeting/ collaboration spaces
- Improving communication and service delivery by introducing digital self service via the Council's staff portal to report minor site defects and faults, to request changes to occupancy and storage requirements, to report plans to alter, refurbish, or redevelop space to assist service delivery and to help answer any queries about the office accommodation, flexible workspace hubs or corporate meeting spaces.
- Routinely inspecting the office accommodation including grounds maintenance to proactively check general condition and tidiness.
- Providing a dedicated enquiry/ support portal that will help answer any queries managers have about the office accommodation, flexible workspace hubs and the corporate meeting space facilities. Our Estates Team will take responsibility for managing the enquiry through to resolution.
- Increasing physical and online resources to facilitate the day-to-day operation of the workspaces to safeguard the health and safety of staff and the smooth running of the facilities where necessary.
- Approaching changes with flexibility when it is difficult to predict future space requirements and proactively look for opportunities to collaborate with our public sector partners.

- Setting out annual key performance indicators (KPIs) to develop targets and benchmarks to measure our performance
- Promoting the use of the dedicated One Stop Shop team to deal with urgent requests such as no water in the building, power failure, smell of gas, lift breakdown and alarm sounding.
- Developing an Occupation Handbook that will help service areas understand their statutory obligations in relation to the building, such as fire safety, first aid, managing legionella and asbestos risks and security.
- Introducing digital self service via the Council's staff portal for an Occupancy Change portal for managers to use to inform us of any changes to their occupancy requirements. The portal can be used to inform us if a service is expanding and requires more space, service reduction therefore requiring less space, or if the service area no longer requires the property asset. Effective management of the estate is reliant on good communication between service areas and Corporate Estates.
- Helping service areas if they have plans to alter, refurbish or redevelop space. This is especially important if the space is leasehold and a licence to alter is required.
- Developing a programme of inspections to check the condition of the accommodation including grounds maintenance. Our aim is to provide good quality office accommodation.

<h2>Outcomes</h2>

By delivering Strategic Objective 4 – Supporting service delivery by managing the office accommodation portfolio strategically – we will achieve the following outcomes:

- **Improve efficiency** in the use of the office accommodation portfolio, maximising the use of the assets
- **Enhance communication** lines between Corporate Estates and the service areas
- **Reduce the need for staff to travel** by car by providing offices close to public transport and providing flexible workspace hubs and “spokes” and corporate meeting spaces available and accessible to all services across the County Borough so that the right location can be chosen
- **Provide good condition, well maintained office accommodation** that supports effective service delivery for the residents of Rhondda Cynon Taf
- **Provision of office accommodation that is fit for purpose** supporting current and future service needs by transforming working environments, creating flexible workspaces and supporting collaboration and creativity which supports key ambitions within the Council’s Workforce Plan 2023-2028. Modern accessible and well-located workspaces can also contribute to staff well-being and can assist in attracting staff to work for the Council

GOVERNANCE

To oversee the delivery of this Strategy a Corporate Asset Management Board will be formed that is championed by the Cabinet Member for Climate Change and Corporate Services. The Board will:

- Oversee, guide and monitor progress of the Implementation Plan
- Strategically review the performance of the office accommodation portfolio based on sustainability measures, condition, space usage and property costs as a percentage of total expenditure
- Identify opportunities for further rationalisation and effective use of the Office accommodation portfolio to meet emerging and changing needs
- Consult with stakeholders including but not limited to, elected members, residents and staff when necessary

- Receive recommendations from the Corporate Asset Management Working Group
- Ensure that the recommendations of the Equality and Socio-economic Impact Assessments and the Welsh Language Impact Assessments are integrated into the individual action plans aligned to the overarching Implementation Plan

The Corporate Asset Management Board will ensure that progress reports will be provided to Scrutiny Committee, Cabinet, and the Council's Senior Leadership Team

WELL-BEING OF FUTURE GENERATIONS

In preparing this Office Accommodation Strategy the Council has taken account of the Well-Being of Future Generations (Wales) Act 2015, making decisions and taking actions today that are not at the expense of the generations that follow us.

The Act focuses on improving the social, economic, environmental and cultural well-being of Wales. It makes public bodies, such as the Council, think more about the long term, work better with people and communities and each other, look to prevent problems and take up a more joined up approach. To make sure we are all working towards the same vision, to create a Wales that we all want to live in now and in the future, the Act puts in place seven national Well-being Goals:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

The Council's approach to the Well-being of Future Generations Act is to embed its requirements into the Council's business including the way we manage its property assets.

This strategy sets out the vision and objectives that will continue to maximise the Council’s contribution to the seven national Well-being Goals. The national goals, together with the five Ways of Working will continue to be incorporated into the detailed implementation plans that will deliver the Council’s Office Accommodation Strategy.

NEXT STEPS	
Consult Service areas at the right time	To achieve the best results, we will consult with service areas to ensure that the office environment is fit for purpose, supports effective service delivery, and promotes a positive and inclusive workplace.
Consult the residents of RCT at the right time	To ensure that the decisions that are being made have due regard to differing needs and our approach is inclusive of everyone and improves inequality of outcomes.
Put in place effective delivery arrangements	To ensure that there is minimal disruption to service delivery during office relocations.
Monitor and evaluate processes and outcomes	To ensure that we are able to improve delivery by learning from challenges and building upon good practices.
Consider new opportunities and priorities	We will continue to review opportunities identified and be ready to respond to changes to corporate and service priorities and current trends.
Consultation on the new Special School	In accordance with the Welsh Government’s School Organisation Code (011/2018)

GLOSSARY	
Capital Receipts	Money received from asset sales the use of which is normally restricted to funding other capital expenditure or paying off debt
Community Hwbs	Hubs that support communities and residents
Condition B	A measure of building maintenance that indicates a building is sound operationally safe and exhibits only minor deterioration
Corporate Meeting Room	A meeting room available to staff across the Council that may or may not be in their designated office location
Designated Office	An office that is the contractual fixed base for staff
Flexible Workspace Hub	An office that can be booked and used by staff across the Council which provides
Freehold	Outright legal ownership
GIA	Gross Internal Area – the area of a building measured to the internal face of the perimeter walls at each floor level
IOT	Internet of Things – physical objects with sensors that connect and exchange data over the Internet or other communication networks
Leasehold	Legal ownership for a fixed period of time
Licence to Alter	Consent from a landlord to carry out works of alteration
Meeting Space and Desk Booking System	A digital solution for booking meeting rooms and desks
Net Zero	Equal balance in the amount of greenhouse gases being emitted and removed from the atmosphere
Occupancy Change Portal	A digital solution for managers to report changes in occupancy needs
One Stop Shop	A team within Corporate Estates that process requests for maintenance and repair
One to One pods	A small, acoustic seating arrangement that provides space for staff to take phone calls, TEAMS meetings, meet with a colleague
SMART	The integration and implementation of emerging and innovative tools or techniques to strengthen social, environmental and economic needs

Spoke	A satellite building (not an office) from which staff can be productive eg libraries, leisure centres, community hwbs
Touch Down	A space where staff can work from laptops quickly and efficiently

Appendix 1 – Map of Current Office Accommodation

Appendix 2 – Map of Future Office Accommodation

Appendix 3 – Map of Future Office Accommodation with Proposed Spoke Locations

Appendix 4 – How our approach to the management of the office accommodation contributes to the seven national Well-being Goals and aligns with the 5 ways of working

National Well-being Goal	The Corporate Asset Management Plan supports the 7 national Well-being goals by:
Prosperous Wales	<ul style="list-style-type: none"> • supporting the regeneration of Town Centres by focussing office accommodation in town centre locations that will benefit communities and will drive economic and social regeneration • working to identify future opportunities for stimulating sustainable development and economic growth • delivering an annual capital receipts programme by ensuring surplus assets are disposed of or repurposed
Resilient Wales	<ul style="list-style-type: none"> • designing and building energy efficient buildings, systems and equipment, encouraging the reduction of carbon emissions • investing in measures to improve the energy efficiency of its premises • installing telemetry systems to monitor water consumption to detect leaks early
Healthier Wales	<ul style="list-style-type: none"> • providing environments that are comfortable, safe and provide a healthy place to work through the modernisation of the office accommodation portfolio • working on restoration projects to improve air quality • keeping buildings safe by ensuring statutory compliance levels are on target and well maintained
More Equal Wales	<ul style="list-style-type: none"> • ensuring that the office accommodation is suitable for everyone to support effective service delivery • encouraging participation in decision making and influencing the outcome of the decisions made • ensuring the front facing offices are in the right enabling easier public access to Council services
Wales of Cohesive Communities	<ul style="list-style-type: none"> • enabling residents to be more active in their communities by making surplus buildings suitable for Community Asset Transfer • Identifying buildings suitable for Community Hubs • Working with public sector partners to ensure communities are robustly supported
A Wales of Vibrant Culture & Welsh Language	<ul style="list-style-type: none"> • ensuring buildings comply with the Welsh Standards by erecting bilingual signage • providing workplaces that support the use and development of the Welsh language

National Well-being Goal	The Corporate Asset Management Plan supports the 7 national Well-being goals by:
Globally Responsible Wales	<ul style="list-style-type: none"> • managing our assets responsibly and sustainably • developing and delivering key energy generation projects and carbon reduction initiatives • developing an Electric Vehicle Charging strategy

Alignment with the 5 ways of working:

Long Term: we are aware that factors can change over time, so we will continue to be flexible and monitor and analyse trends to support our long term aims and objectives

Prevention: we will work with service areas and other Public Sector bodies to share information, data and insights to encourage early intervention

Integration: we have adopted a whole Council approach and we are addressing the future of town centres by targeting town centres as office locations

Collaboration: we have worked with service areas to develop this Strategy and we will continue to work with services, public bodies, and Welsh Government to deliver this Strategy

Involvement: we want the residents of RCT to be involved and have their say