

Future Office Accommodation Strategy



To: Executive Councillor for Finance, Resources and Transformation

Strategy & Resources Scrutiny Committee, Monday 10 October 2022

Report by:

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Wards affected:

All

This report contains a Confidential Appendix that is NOT FOR PUBLICATION: Appendix C to the report contains exempt information during which the public is likely to be excluded from the meeting subject to determination by the Scrutiny Committee following consideration of a public interest test. This exclusion would be made under paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Key Decision

1. Executive Summary

- 1.1 This report outlines the initial review carried out by the Council into its future needs for, and optimum use of its assets for civic and administrative purposes. This is to ensure that provision is efficient, effective and beneficial to customers, staff and Members.
- 1.2 The review has been carried out as a result of change in requirements arising within recent years, and in order to ensure that the Council's office and civic space align with its transformation programme and climate change outcomes. Additionally, the review is also considering best use of its assets in supporting recovery of the wider City economy.

- 1.3 As part of the Our Cambridge transformation programme, the Council needs to consider how we deliver our services more effectively in closer partnership with others and therefore how we can use space to underpin the partnership, innovation and collaborative nature of the new ways of working.
- 1.4 The Council currently holds a number of assets for staff and civic use around the City as part of its' office accommodation. While these are well located in the city centre, the review found that, for its future purposes, the Council currently holds too much accommodation space. In addition to this, the current assets are not fit for purpose in respect of new ways of working, accessibility, environmental performance, space utilisation, security, condition and affordability.
- 1.5 The report has considered a range and mix of options, primarily focussing on the main city centre offices, using a range of criteria, which are outlined in the report below at sections 1.9 and 3.1 respectively. The options include a mix of continuing to use existing but refurbished buildings, or new or alternative accommodation that better meets current and future requirements. There is also the potential to make more efficient use of the Council's other assets, including the proposed new depot and community centres, for both civic and staff meetings.
- 1.6 The report considers the initial estimated relative cost, both capital and revenue, of the respective options. Given the current overprovision of accommodation for future needs, the review found that there are opportunities for significant savings, income and capital receipt generation through rationalisation of assets. There are also additional opportunities to meet the Council's wider corporate objectives such as environmental performance improvement and to support post-Covid economic recovery in the city centre.
- 1.7 Cost savings in respect of reducing accommodation and in accordance with the Our Cambridge business transformation programme can be achieved with improved service delivery, customer focus and no direct impact on service outcomes. Different options contribute differing cost savings and income/capital streams relative to each other. Costs and values are high level and slightly historic but more focused work on preferred options will involve external support to develop these into fully up-to-date costed options and financial modelling.
- 1.8 It is recognised that some of our accommodation has historic symbolism in respect of its civic role and that this may be reflected in choice of preferred options and final decisions.

1.9 Longer term options considered include: _

- Status Quo
- Retention of either Guildhall or Mandela House as a city centre office and civic base
- Long lease/sale of either Guildhall or Mandela or both to generate significant capital receipts, cost savings and new revenue streams
- An alternative modern, high performing office and civic asset in an appropriate and sustainable Cambridge City location
- Partial use of either the Guildhall or Mandela House
- A new way of working to include a 'roving' civic meeting model taking meetings into the community using existing assets such as community centres.
- A combination of these options

1.10 The initial findings demonstrate that the potential savings may range from c£1.0-£1.3m with additional capital savings estimated between £5-£13.5m. Potential savings in this area will impact on the actions required within the wider transformation programme to meet the overarching financial targets required.

1.11 Further detailed work will need to be done on the options before any could be progressed to a business case, and therefore the proposal was made to review all the options and to recommend a short list at this stage to progress further.

1.12 Executive Councillors have reviewed the options and have identified their preferred mix of options for further progress and development of a business case.

1.13 Pending longer-term decisions, alternative temporary use of the ground floor of the Guildhall is being progressed and new ways of working trialled at Mandela House.

2. Recommendations

The Executive Councillor is recommended to:

- 2.1 Note the report and the options set out in 3.29 of the report
- 2.2 To approve the proposal to take forward more detailed investigation on two options:
 - To retain the Guildhall as the main office and civic space for the Council, dependent upon the potential to ensure it is fit for purpose for future use and the cost of achieving this
 - To investigate as a comparator the potential for an alternative office and civic space which meets the Council's needs in or around a central location.
- 2.3 Request that a further report and recommendations be brought back to Committee at a later date for a final decision on the long-term office accommodation strategy aligned with the Our Cambridge business transformation outcomes

3. Background

- 3.1 The Council holds a number of assets for staff and civic use. As part of the Our Cambridge transformation programme, there is a need to consider, review and challenge the optimum use of assets to meet office and civic needs for a modern Council. This is to ensure that provision is efficient, effective and beneficial to customers, staff and Members.

The review has included initial consideration of the following:

- Purpose of, and future requirements for, office and civic space based on the Council's community leadership role in demonstrating best customer and resident focus, together with engagement in innovative working and office practice
- The need to meet climate change challenges and commitments
- The need for customer friendly and accessible assets close to sustainable and public transport routes
- Technology advances and demands
- Optimising use of assets to aid wider economic recovery and potentially generate income and receipts for reinvestment

- Potential to support Council staff needs for retention, recruitment and keeping it an attractive organisation to work for
- The need to meet current and future security concerns and requirements for public buildings
- The status of the current buildings and their potential to meet these future requirements: within an acceptable cost framework; in consideration of the Council's financial environment and savings requirements in terms of the points above, including the costs of maintenance, upgrade (Net Zero Carbon), and/or renovation; and the resource requirements to manage the work to achieve this
- The pros and cons of the various options on future service delivery

3.2 Whilst Local Authorities need to be able to serve their residents efficiently and effectively, the role of the physical workplace in delivery of customer focused services has fundamentally changed, particularly since the pandemic. The Council needs to consider how it delivers its services more effectively in closer partnership with others and therefore how it can use space to underpin the partnership, innovation and collaborative nature of the new ways of working, and the technological support needed to enable that.

3.3 The review high level findings include the following:

- It is acknowledged that there is a symbolic attachment of some stakeholders to the traditional Council presence in the City Centre. The assessment of future needs, however, identifies a significant overprovision of office space that is costly, inefficient in space and time use, and unaffordable given future financial constraints. The assets could also be used to benefit the city economy and residents more widely.
- Whilst the current office location(s) are central within the city, the current space is generally not user friendly nor fit for purpose, either for staff, or in many cases, residents. Staff find the lack of flexible, modern space and availability of technology support (due to multiple locations) can often restrict innovative ways of working.
- Customer communications modes have also changed meaning that appointment numbers for the complex cases now total only around 4 per day (542 per year). Visits to the offices by customers are only 16% per month of the number they were in 2019/2020. Email

communication has increased by 48% over the same period. Those in most need of Council services, however, do not necessarily find the offices accessible and often find them institutional (formal/formidable).

- The current accommodation is very expensive to maintain, does not allow sufficiently for modern collaborative working needs or significant potential for closer partnership working, has poor accessibility and security management provision, is very costly and complex to upgrade to meet the Council's climate change targets, and does not have the flexible space nor technology enabled provision to derive more flexible income generating potential. The potential for some assets to be improved/redeveloped to better meet need is also likely to be severely limited by scale/scope and status e.g. Listed status, and the cost of renovation, even where permitted would be significant
- Environmental performance of buildings and their impact is as much about efficient utilisation of space and time as their physical attributes and existing buildings are poor in this respect.
- Past changes have reflected the nature of the civic functions at the time and future need, much as the Council is now facing. Changes to how as a modern Council it will work in the future impact the buildings needed and how these are used.
- The Council is investing significantly in a number of wider existing and planned new buildings such as community centres and the Operational Hub which provide a range of potential opportunities to support new ways of working for staff and Councillors and how/where they engage with residents.
- Some buildings have historic civic symbolism in the City Centre, more by location than age, for example the main Guildhall itself is only 85 years old but the site has been used for civic functions for centuries.
- Significant capital value release and potential income streams/savings can be generated through using high value buildings differently. This can also contribute to the vitality of the city centre and post-Covid recovery.

- Accommodation is an area of potential significant saving/income generation/capital receipts that should have no impact on service delivery if used and utilised efficiently.
- 3.4 Further proposals for transformation of the Council and its ways of working are addressed in the 'Report on direction of future Council organisational design' to this Committee. This paper identifies the potential property options for consideration as part of organisational design report. Options will also need to take into account more detailed needs identified as a result of the staff feedback through the Making it Real conversations that have taken place. Any changes will require a practical period for implementation and it is estimated that realistically that may take 18-24 months.
- 3.5 New ways of working adopted pre and post-Covid affect how staff, Councillors and residents use buildings. Hybrid working and meetings using video conferencing enable a wider audience as well as significantly reducing travel time, cost, emissions, and improve work/life balance for staff.

Current Use of Council Assets for Office Accommodation

- 3.6 The Council operates from many locations around the city but for many staff the primary locations are:
- The Guildhall (pre-Covid the principal Listed office in Market Square, civic centre and with some ground floor commercial uses)
 - Mandela House (primary customer service centre in Regent Street with staff offices)
 - 171 Arbury Road (formerly a housing team satellite office but now available for all staff)
 - 130 Cowley Road (Building Stores and Office space primarily used by Estates & Facilities' Assets and Maintenance team)
 - Temporary depot site at Cowley Road that will move to the new Operational Hub in 2024/25
- 3.7 Occupancy levels across the Council's offices are currently c20-25% (Monday to Friday average) and staff feedback suggests that this will not increase much unless return to offices is imposed. Where organisations have imposed some form of return to office policy this is often for 2-3 days per week and equates to 40-50% desk to person ratios compared to 70% pre-Covid. Following the pandemic some private sector organisations are also considering or have instituted a 4-day working week.

- 3.8 Previous reports to Councillors stated that the Guildhall in particular is no longer fit for purpose with new ways of working due to:
- Poor layout such as lack of open plan space, inconsistent room sizes and inflexibility of spaces e.g. Council Chamber and offices
 - Poor lighting, ventilation, heating and air conditioning
 - Technology challenges such as provision of extensive WiFi and audio visual technology
 - Poor and multiple provision of welfare facilities
 - Very poor accessibility and security
- 3.9 Mandela House has issues in this respect too but the pre-Covid refurbishment improved the building significantly for staff. The Guildhall has not been available for staff during the pandemic as Mandela House provided a far better work environment and has sufficient space for staff coming into the office, although changes would still be required to meet future needs.
- 3.10 The Listed building status of the Guildhall significantly constrains and increases the costs of major renovation of the Guildhall to enable a more modern, cross-organisational way of working for staff. The civic space is traditionally beautiful and ornate, located directly in the city centre, but its civic use and wider more flexible use for the benefit of residents (Council Chamber, Committee rooms and large and small halls) is restricted for many uses by physical scale, accessibility, layout, and modern fit for purpose aesthetics.
- 3.11 For many of the residents, the Guildhall is not necessarily the most geographically accessible location. Some of our residents most in need of help live further away and find the formality somewhat institutional and formidable. In regard to access to public buildings, it is also challenging with only two wheelchair accessible entrance for a building with multiple entrances. The Council Chamber is also fairly inaccessible for wheelchairs except by lift to the dias. For public or Councillor seating in the main chamber there are limited places for wheelchairs and these allow limited access and block row entrances.
- 3.12 There is an enhanced need for security in public buildings. Whilst the Guildhall has locational benefits, it is not really fit for the purposes of a modern Council as set out above
- 3.13 Mandela House is in a good central location for the customer service centre but, given the 21st century move towards a more digital relationship with the majority of our customers, it is too big and not necessarily as relevant a location/space for the majority of those

customers. For example, many meeting rooms are largely inaccessible to the public. Despite the increase in digital relationship, there is still likely to be need for ongoing face to face relationships with the Council in the future but on a much smaller scale and managed differently. Some councils, for example, have opted for home visits for some residents with complex cases to resolve on value for money grounds.

- 3.14 The refurbishment of Mandela House in 2019 improved the office space, encouraging more open cross team working and communications. It has allowed the Council to operate successfully throughout the pandemic with clever use of the space available, as well as to offer space to partners (e.g., 3C ICT and GCP). However, it still has its restrictions – availability of mixed collaboration, meeting and quiet/private space alongside limited space for wider civic uses and very inefficient layout. Some further limited work is being undertaken to make some improvements to the first floor.
- 3.15 130 Cowley Road space will be consolidated into the proposed new operational hub by the end of 2024. Alternative temporary use of the ground floor of the Guildhall is being progressed pending longer-term decisions and transition fully to new ways of working.

Future Office requirements

- 3.16 The Council owns administrative buildings, the Guildhall and Mandela House, in the City Centre. The main operational part of the Guildhall itself is only c85 years old but the site has been the civic presence for hundreds of years and is perceived as significantly symbolic in relation to civic functions and related activities. Mandela House hosts the current customer service centre and does not have the same symbolism nor is it Listed but is of a similar age.
- 3.17 The world of work is rapidly changing, exacerbated and accelerated by the pandemic. Whilst current legislation requires Council decision making in person, the improved efficiency and productivity achieved through hybrid working for those who can, is a benefit of the pandemic. The Council and staff would like to retain this benefit and it can be accommodated whilst still meeting business need.
- 3.18 As well as helping promote further wellbeing for most, in a city like Cambridge where recruitment and reward are often affected by living/commuting costs and house prices, a more flexible approach can help build more agile capacity and skills with diversity across a wider geography (subject to business need). With a more planned approach to facilities, the Council can also ensure operational team staff can experience the benefits and facilities best suited to workplace-based employment.

- 3.19 For the future the Council needs to consider all of the following needs criteria:
- the total volume/capacity of space required over a standard period
 - Location or locations to best suit customers, residents and staff (operational and office based, shared services) needs and close to public transport modes
 - Civic/Member requirements including the potential for wider visibility/ access across the City
 - space usage and size/type of rooms, e.g., touchdown, collaboration, innovation, quiet, civic, office, access/public access/accessibility, security, safety, customer service, welfare/amenity
 - Infrastructure, e.g., Audio Visual and virtual conference equipment, highly efficient
 - Cost potential for sharing and/or additional income derivation through changed use/realisation of current assets or more flexible use of modern/new assets.
- 3.20 Current office space usage is calculated at around c20-25% of capacity. The result of the Making it Real conversations are being analysed and will help inform future needs more precisely. Based on current usage, it is anticipated that accommodation for c150-200 staff will be required reflecting new ways of working such as:-
- Traditional equipped desks for booking or drop in
 - Laptop drop in areas for staff visiting for shorter periods of time
 - Collaboration areas for service or project teams to meet and work together when face to face meeting is required
 - Informal breakout and social spaces for ad hoc meetings and breaks
 - A range of small, medium and large meeting rooms suitable for in-person and hybrid meetings
 - Technology to enable effective hybrid meetings, room and desk booking
- 3.21 Initial estimates suggest that office space in region of 2,500 to 3,000 sq m will be required, approximately 40-50% of current space. Working with specialist hybrid working consultants/space planners could achieve a lower space need. It is very likely that the Council will be a smaller organisation in the future but it will also require better facilities, technology and spaces to support partnership working, collaboration and convening stakeholders.
- 3.22 The Councillor and Civic requirements are focused on the following:

- Flexible and multi-purpose meeting space suitable for Council and committee meetings with sufficient provision of IT and audio-visual equipment
- Group meeting rooms using wider meeting room space rather than dedicated space
- Mayoral parlour, possibly access to space for visiting dignitaries and delegations

It is assumed that Members will make use of the shared office, meeting and social spaces with staff where possible to maximise utilisation of such space rather than a dedicated Members Room. Though Planning and Licensing committee take place during the day many Councillor and Civic meetings often take place at evenings and weekends and any space will need to reflect this.

- 3.23 Most of the current uses of Council buildings are generic and can be re-provided and improved elsewhere. Much better multiple use of space can be made through innovative design, and collaboration with others. This gives opportunity for cost savings, new capital and revenue receipts as well as meeting other Council objectives such as sustainability, economic development and improved public realm.
- 3.24 The Council has challenging savings targets which need to be considered in relation to all options under consideration:
- to reduce annual General Fund spend by £7.5m after five years, which equates to cumulative reductions of around £33m, and.
 - Limits on General Fund capital receipts spending to around £4m per annum over this period.
- 3.25 In that context, the Council needs to challenge itself in all areas including how and where it delivers civic meetings. The current civic spaces are very underutilised due to infrequent meetings, lack of multifunctionality of rooms and poor accessibility limiting alternative use. Public attendance at meetings is also very low. As staff move to more flexible working and wider use of Council buildings, the same should apply to civic meetings.
- 3.26 A number of other assets across the City can provide space for a wide number of uses. For example, whilst our community centres (Clay Farm, Meadows, Mill Road, Storey's Field) might not be able to meet all total staff space requirements, but they do have the potential for welcoming staff for touch-down and operational staff welfare facilities provision, as well as hosting larger meetings. Additionally they are generally located close to those most in need of our services and could

host multiple partner teams to collaboratively manage complex support needs on regular days.

- 3.27 They are also open during times where they could host the less frequent civic events such as Council and Committee meetings (helping reduce the need for facilities staff to work overtime in existing buildings). They could also be made available during opening hours for political/group meetings.
- 3.28 On a rota basis this could encourage further public accessibility by holding civic meetings in more “local” facilities for the residents, promoting further visibility for Members perhaps reflecting not just civic symbolism in the city centre but in different parts of the city as well. Additional uses would enhance centre income opportunities by promoting the centres more or through cafes etc for reinvestment in services or inclusion of equipment for hybrid meetings.
- 3.29 Longer term options considered included the following. Appendix B has a RAG rating assessment of each option and confidential Appendix C has more detailed information about each option.
 1. Status Quo
 2. Retention of the Guildhall as a city centre office and civic base reliant on understanding the full cost and efficiency implications
 3. Retention of Mandela House as a city centre office and civic base reliant on understanding the full cost and efficiency implications
 4. Release of either Guildhall or Mandela or both to generate significant capital receipts, cost savings and new revenue streams and the provision of an alternative modern, high performing office and civic asset in an appropriate and sustainable Cambridge City location, which could also generate further revenue
 5. Partial use of either the Guildhall or Mandela House
 6. A new way of working to include a ‘roving’ civic meeting model taking meetings into the community using existing assets such as community centres. This could also apply to multi-purpose and multi-organisation service teams e.g. having complex support teams from across the public sector based in different community centres on regular days to meet customers close to their homes.
 7. A combination of these options

3.30 The estimated costs, potential income streams, capital receipts and savings are dealt with in more detail in the confidential Appendix C. These are based on historic costs but are considered to give a good indication of relative merits and quantum for the options.

4. Implications

a) Financial Implications

- i) The Cambridge property market remains strong with good demand for offices, laboratory space, residential, student accommodation and hotels. Interest and enquiries from the Council's neighbouring landowners and developers continue to be received for either freehold or long leasehold development opportunities.
- ii) Significant cost savings and new income streams could be achieved to contribute to the Council's saving targets. Current and forecast costs are set out below, current based on pre-Covid figures:-

	Approx. Building Revenue Cost Per Annum *1	30 Year Maintenance Plan and NZC Capital Cost	Average Cost Per Annum over 10 yrs Rev + Cap	Total Rev and Cap Cost to 2023/24 to 2029/30	Current Asset Value at Mar 2022
Guildhall	£631,391	£13.5m	£1.342m	£9.394m	£8.750m *2
Mandela House	£542,377	£5.2m	£0.918m	£6.426m	£9.965m
171 Arbury Road	£71,844	£1.2m	£0.154m	£1.078m	£0.958m
130 Cowley Road	£215,971	N/A			Leased In
TOTAL	£1,461,583	£19.9m	£2.414m	£16.898m	£19.673m

*1 Excluding income received from former Visitor Information Centre area, 2020/21 figures *2 Excluding Restaurants

- iii) This indicates that if the existing building footprint is reduced by c50%, annual savings in the region of £1.0m-£1.3m could be achieved and long-term maintenance cost savings of c£5.2m for Mandela House or c£13.5m for the Guildhall. If a main building is retained there would need to be consideration of the need for and cost of renovation.
- iv) If the Council was to renovate either the Guildhall (if permitted to) or Mandela House into a fit for future purpose facility, the estimated cost could be c£10m (to be confirmed and in addition to the Net Zero Carbon upgrade costs). This could form 30-50% of all capex requirements to 2030 under the current plan for £4m General Fund Capex per annum.

- v) More detailed information on financial implications for the options is included in the confidential Appendix C.

b) Staffing Implications

- i) It is proposed that the Strategic Director, Head of Property Services and Transformation Director will work closely to move forward the next stage of the office accommodation work. A Transformation Team project manager or business analyst will provide project management support on the office accommodation aspects of the Our Cambridge programme which will feed in future requirements based on the agreed organisational design outcome and Making it Real conversations.
- ii) There will be a need for specialist architectural, space planning, procurement and valuation support to do more detailed work on the identified options to be taken forward.

c) Equality and Poverty Implications

- i) An EqIA has not been prepared at this stage as this will be specific to the options to be taken forward for more detailed assessment. Savings and additional income/capital receipts achieved through this strategy can contribute to savings targets and service delivery.

d) Net Zero Carbon, Climate Change and Environmental Implications

- i) Each option will need detailed assessment but with the target that all should achieve Net Zero Carbon. This will be challenging with some buildings in terms of actual deliverability and cost. Overall, it is anticipated that any option will see investment and improvement with a outcome of a medium to high positive climate change rating.
- ii) The Council targets achieving Net Zero Carbon for its own operations by 2030. Its current buildings provide significant challenges due to age, condition, construction, inefficient layout/usage, Listed status and poor functionality and facilities for staff. It also has buildings which need refreshing or major overhauls to update these so they are in a good state of repair, fit for purpose and meet current legislation where possible, eg, accessibility.
- iii) Environmental performance is a combination of physical and behavioural factors. Poor utilisation of buildings in terms of either layout or time in use leads to an overprovision of space, all of which takes resource to manage, heat, light, repair and maintain etc. It is also likely that other buildings are underused for similar reasons and so the

greater flexibility and efficiency of use of space can lead to much better utilisation which in turn has environmental benefit.

- iv) The current energy performance of the office space leaves much room for improvement. The Guildhall, for example, is the second largest energy consumer after Parkside Pools. Recent work has also been done to refresh condition surveys and identify costs a) to achieve and maintain a good state of repair over the longer term and b) to achieve Net Zero Carbon status for each property to help inform decisions.
- v) These reports indicate the following forecast expenditure for the administrative buildings. The table below shows the Display Energy Certificate or Energy Performance Certificate ratings for these buildings. The 30-year maintenance plan and net zero carbon costs are for all future costs within the next 30 years.

Property	Current EPC or DEC Rating	30 Year Maintenance Plan and NZC Costs
Guildhall	C	£13.5m
Mandela House	D	£5.2m
171 Arbury Road	D	£1.2m
130 Cowley Road	D	-
TOTAL		£19.9m

e) Procurement Implications

- i) This is not addressed in this report but will form part of further work on the preferred options and how these might be delivered.
- ii) Any external support required will be addressed under the Council's usual procurement rules.

f) Community Safety Implications

- i) There are no community safety implications considered at this stage.

5. Consultation and communication considerations

- i) It is not proposed to undertake formal consultation at this stage but this will be addressed further as the shortlisted options are agreed. It is recognised that there will be significant customer and public interest in this.

6. Background papers

- i) Background papers used in the preparation of this report:

Reports undertaken by Potter Raper on the Guildhall, Mandela House and 171 Arbury Road

7. Appendices

Appendix A: Operational Building Cost Breakdown

Appendix B: Options RAG Rating Assessment

Appendix C: Confidential Appendix

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Dave Prinsep, Head of Property Services, tel: 01223 457318, email: dave.prinsep@cambridge.gov.uk

Appendix A: Operational Building Cost Breakdown

Property	Description	Asset Value from Accounts	Estimated Costs based on 2020/21 costs							
			TOTAL COST P.A.	Business Rates	Utility Costs	Repair & Maintenance	Staff Cost	Security	Other costs	Rent
Guildhall	Main offices/civic spaces	£8,750,000	£631,391	£239,920	£99,310	£162,760	£120,401	£8,490	£510	
Mandela House	Main offices/customer service centre	£9,965,000	£542,377	£181,820	£116,870	£132,550	£103,427	£7,710		
171 Arbury Road	Area office	£957,833	£71,844	£26,880	£4,159	£16,827	£13,700	£1,218	£9,060	
130 Cowley Road	Area office	N/a Leased in	£215,971	£28,670	£32,940	£41,950	£41,301	£6,670	£6,440	£58,000
	Total Asset Value	£19,672,833								
	Total Cost p.a.		£1,461,583							

Appendix B: Options RAG Rating Assessment

OPTION	BUILDING RETAINED	FITNESS FOR PURPOSE							COST					REVENUE & CAPITAL RECEIPTS			
		NEW WAYS OF WORKING	CIVIC SPACE	CIVIC SYMBOLISM	LOCATION	STAFF WELFARE FACILITIES	BUILDING SECURITY	CONDITION	NET ZERO CARBON	30 YR REP AND MAINTENANCE	NET ZERO BY 2030	ANNUAL RUNNING COST	REFURBISHMENT NEW WAYS OF WORKING	REPROVISION OF CUSTOMER SERVICE CENTRE	SAVINGS OPPORTUNITY	CAPITAL RECEIPTS	INCOME GENERATION OPPORTUNITY
1. STATUS QUO	GUILDHALL	Red	Yellow	Green	Green	Yellow	Red	Red	Yellow	Red	Red	Red	n/a	n/a	Red	Red	Yellow
	MANDELA	Yellow	n/a	Yellow	Green	Green	Yellow	Green	Red	Yellow	Yellow	Red	n/a	n/a	Red	Red	Yellow
	171 ARBURY ROAD	Yellow	n/a	n/a	Yellow	Yellow	Green	Green	Red	Yellow	Red	Yellow	n/a	n/a	Red	Red	Yellow
2. RETAIN GUILDHALL, RELEASE MANDELA HOUSE	GUILDHALL	Red	Yellow	Green	Green	Yellow	Red	Red	Yellow	Red	Red	Red	Red	Red	Red	Red	Green
	171 ARBURY ROAD	Yellow	n/a	n/a	Yellow	Yellow	Green	Green	Yellow	Yellow	Red	Yellow	Green	Yellow	Yellow	Yellow	Red
3. RETAIN MANDELA, RELEASE GUILDHALL	MANDELA	Yellow	Yellow	Yellow	Green	Green	Yellow	Green	Yellow	Yellow	Red	Green	Yellow	Yellow	Green	Green	Green
	171 ARBURY ROAD	Yellow	n/a	n/a	Yellow	Yellow	Green	Green	Yellow	Yellow	Red	Green	n/a	Red	Red	Red	Red
	ALT CIVIC SPACE	Green	Green	Yellow	Green	Green	Yellow	Green	Yellow	Yellow	Yellow	Green	n/a	Green	n/a	Green	Green
4. RELEASE GUILDHALL AND MANDELA HOUSE, NEW OFFICES	171 ARBURY ROAD	Yellow	n/a	n/a	Yellow	Yellow	Green	Green	Yellow	Yellow	Red	Yellow	n/a	Red	Red	Red	Red
	ALT CIVIC SPACE	Green	Green	Yellow	Green	Green	Yellow	Green	Yellow	Yellow	Yellow	Green	n/a	Green	n/a	Green	Green
	NEW BUILD OFFICE	Green	n/a	Yellow	Green	Green	Yellow	Green	Yellow	Yellow	Yellow	Green	Yellow	Green	Green	Green	Red
5A. PARTIAL USE OF GUILDHALL	GUILDHALL	Red	Yellow	Green	Green	Yellow	Red	Red	Yellow	Red	Red	Red	n/a	Red	Yellow	Red	
5B. PARTIAL USE OF MANDELA HOUSE - DEVELOPMENT OPPORTUNITY	MANDELA (REDEV)	Green	n/a	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green	Yellow	Yellow	
6. NEW WAYS OF WORKING – ROVING CIVIC MODEL	ALT CIVIC SPACE	Green	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	n/a	Green	n/a	Green	