

The background of the slide features a large, light blue watermark of the City of Vancouver's coat of arms. The crest includes a crown at the top with four maple leaves, a shield divided into four quadrants (top-left: a saltire, top-right: a grizzly bear, bottom-left: a sailing ship, bottom-right: an eagle), and a banner at the bottom with the motto 'CITY OF VANCOUVER'.

# **AGENDA ITEM**

## **10**

**Strategic Property Review –  
Review of Office Accommodation**

**Falkirk Council**

**Title:** Strategic Property Review – Review of Office Accommodation  
**Meeting:** Executive  
**Date:** 15 May 2018  
**Submitted By:** Director of Development Services

**1. Purpose of Report**

1.1. This report provides a review of Council office requirements in support of the Council's Strategic Property Review. It includes:

- an assessment of the current office estate
- an update on the Council's anticipated requirements for front and back office accommodation
- an update on the Council's civic headquarters (HQ) project including an arts centre as a replacement for Falkirk Town Hall with options on how this should proceed
- recommendations on the way forward.

**2. Recommendations**

2.1. It is recommended that the Executive agrees:-

- 1) to rationalise the Council's front and back office accommodation as proposed in this report.
- 2) that the office rationalisation programme identified in para 6.3 be agreed to enable delivery of the Council's future office accommodation with further work to be reported back to the Executive for decision
- 3) that a more detailed option appraisal exercise be undertaken on sites at the Municipal Buildings, Grahamston and Callander Square to provide recommendations on a preferred solution and location for the civic headquarters and arts centre.
- 4) to proceed in the interim with:
  - a. delivery of front-facing office accommodation on a 'spend to save' basis as suggested in para. 4.6
  - b. fitting out of the vacant office space at the Falkirk Community Stadium for resilience purposes at a cost of £1m, to be funded from Strategic Property Review funds contained in the general services capital programme.
- 5) to conduct an appraisal of suitable town centre sites for disposal to assist with delivery of the civic HQ project and arts centre.

### 3. Background

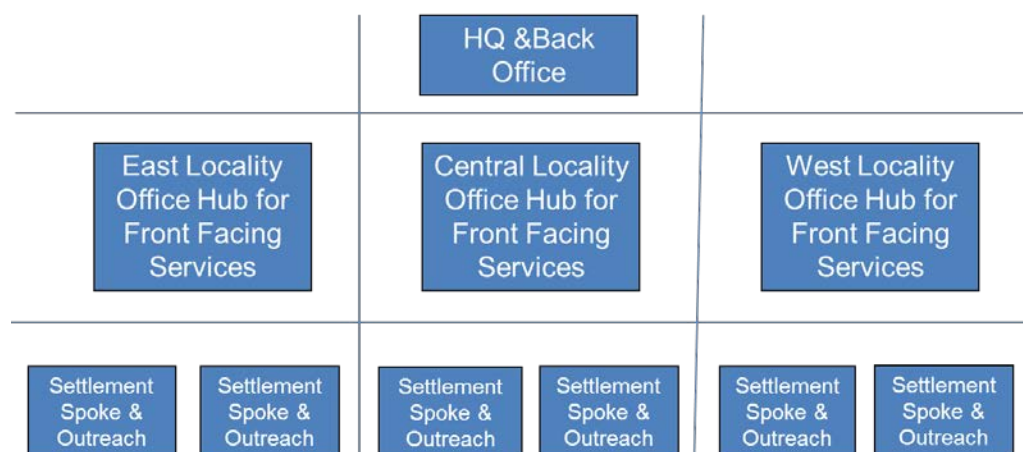
- 3.1. The Council has conducted a review of its office accommodation as an element of its Strategic Property Review. The review report is attached and considers the options open to the Council to create a sustainable office portfolio underpinning the *Council for the Future* aspiration to improve service delivery and enable modern ways of working.
- 3.2. The review assesses the Council's office portfolio, demonstrating that it occupies property inefficiently and needs urgent investment. It reinforces that the Municipal Buildings is at the end of its useful life. Refurbishment would cost in excess of a new build replacement and therefore a replacement is needed for the building.
- 3.3. The status quo, is not sustainable and will lead to unacceptable levels of risk being carried by the Council in terms of
  - threats to business continuity (e.g. building failure at the Municipal Buildings and Town Hall)
  - operating a costly and inefficient portfolio
  - occupying properties in historic and inappropriate locations
  - being unsuited to new ways of working, and
  - inefficient energy use and failure to meet Climate Change obligations.
- 3.4. The review recommends a modernised, corporate approach to future office provision with a space standard of 8sqm/FTE and 80% workspace per FTE (or better) and adoption of a corporate client model to coordinate the rationalisation programme. The review examines the office portfolio in two main elements:
  - **Front facing requirements** – for public access to services and advice with Hubs for 'front facing' staff, who require to work at locality level
  - **Back office/civic HQ requirements** – which might be located anywhere in the area with some specialist requirements to be met such as training, IT, meeting or democratic functions
- 3.5. The Council's decision on its civic HQ is important in harnessing public sector investment to benefit the area's economy and aid public service reform locally. It can help attract investment from the private sector and others, particularly in Falkirk town centre. It will help in providing more accessible and joined up services for the people of Falkirk, to support the area's population growth and release a portfolio of unsuitable assets as a catalyst for change. It can also realise significant savings with potential receipts for re-investment.

## 4. Office Accommodation Review

### A. Front Facing Office Requirements

- 4.1. The Council has agreed to proceed with the creation of Locality Hubs on a three locality model:

Figure 1 - Locality model



- 4.2. This model will enable service users to access services locally with the support of multi skilled advisors, meeting their requirements more holistically. In each locality (East, West and Central), Hubs will offer access to services with appropriate meeting and touchdown spaces for staff.
- 4.3. The approach enables rationalisation of existing front facing offices. The Executive previously agreed that investment in locality offices should be targeted as follows:-

- **East Locality Hub – Grangemouth Advice Hub & Office.** supplemented by the Grangemouth social work office
- **West Locality Hub – Carronbank House**
- **Central Locality Hub – Falkirk Library**, a joint service delivery model with FCT to facilitate Hub, library and possibly Registrar staff

In addition, front facing office facilities to meet social work requirements would require to be retained at Brockville.

- 4.4. This approach leaves the following front facing office properties as surplus to requirements and it is proposed that these be considered in more detail to identify those assets to be sold or repurposed for other uses:-

- Kinglass social work office, Bo'ness
- Stenhousemuir social work office
- Stenhousemuir One Stop Shop
- Dawson One Stop Shop (part of Dawson Centre)

- 4.5. To supplement this, a series of outreach locations (small 'touchdown' spaces, with a pod of desks and suitable meeting space) are needed to meet settlement requirements. These will be within other Council operational premises or in partner agencies premises.
- 4.6. The review proposes that the Council reduce from **12 front facing office premises to 5**. Remodelling works for the creation of advice hubs and associated front offices are anticipated to cost in the region of £1.8m. A high level appraisal suggests that savings in the running costs of these premises, along with disposal receipts for the One Stop Shop at Stenhousemuir (c£150k) can meet the costs of the necessary improvement after 7 years and thereafter generates a £46K per annum saving.

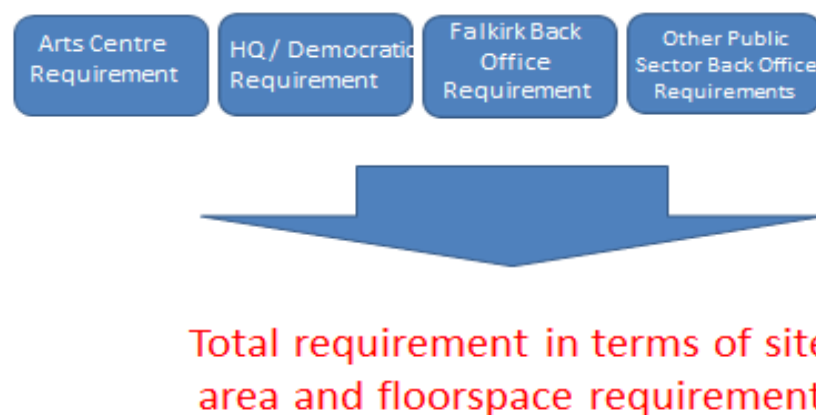
## B. Civic Headquarters and Back Office Requirements

- 4.7 The Council utilises 14 buildings with 21,500m<sup>2</sup> of space for its back office and civic headquarters requirements, much of this needing modernisation. The Municipal Buildings is at the end of its useful life and refurbishment of this building would cost in excess of a new build replacement. Falkirk Town Hall shares building services and is also reaching the end of its useful life.
- 4.8 A revised model to meet the HQ and back office requirement and options for its delivery is needed. Discussions have progressed with the Scottish Futures Trust (SFT) to consider a multi-partner co-location project as part of a town centre regeneration project, recognising the project's economic benefits in relation to the forthcoming Investment Zone initiative.

### ***Space Planning***

- 4.9 SFT assisted the Council to conduct a demand-driven solution for Falkirk involving the Council and other public sector agencies. The approach is outlined in the diagram below.

Figure 1 - - Demand Driven model



4.10 Arising from this work it is anticipated that the Council's back office requirement can be met through provision of:

- around 1200 staff or 960 workstations (assuming a ratio of 8 workstations to 10 staff), as detailed in Appendix 2.
- a democratic/HQ core office for elected members, senior management team and civic spaces
- ancillary accommodation i.e. reception, IT data room, meetings etc.

### ***Affordability***

4.11 A high level modelling exercise has been undertaken for the back office provision. It acknowledges the likely requirement for the following:-

- a HQ/democratic core facility with offices (c100 workstations), reception and meeting accommodation – estimated £4.5m capital
- the Arts Centre (new 500 seat facility, with reception, rehearsal and catering facilities) - estimated £13.95m capital

4.12 Two scenarios have been considered for the project:-

**Scenario 1** - A small scale new build office HQ (c100 workstations) and arts centre on the Municipal Buildings site with refurbishment of 3 of the larger existing office buildings (the Forum, Abbotsford House and the vacant space at the Falkirk Stadium). This scenario also suggests Falkirk Community Trust relocate to Grangemouth Sports Complex. It anticipates a delivery cost of c£31.9m (£1.8m annually)

**Scenario 2** - A new build back office HQ for all back office staff (c900 workstations) and an arts centre on the existing Municipal Buildings site. This scenario anticipates a delivery cost of c£50.5m (£2.5m annually)

These are high level costs and eventual costs will depend on detailed appraisal and tendering of works packages. The scope for co-location and sharing of accommodation will also be important to consider.

4.13 What is clear is that the Council cannot proceed with a solution to its civic HQ requirements (including the arts centre) without a significant budget impact. The Council needs to consider this scale of investment as part of its medium-long term financial planning in order to determine the way forward. In proceeding with this work it should address the rationalisation potential, scope for operational savings, capital receipts and regeneration benefits that can arise from this development.

4.14 Acknowledging the significant costs involved, it is proposed to undertake further work to finalise the space requirements and identify in detail the anticipated costs for delivery of each option. SFT have indicated that this work

aligns with several similar projects taking place involving authorities across Scotland and have offered that the Council participate in this work to assist practice in this important area of public service reform.

#### ***Rationalisation of back offices***

- 4.15 Rationalisation of the back office accommodation as above would result in the following premises being considered as surplus to requirements, to be sold or repurposed for other uses:-

- Rossvail site
- Laurieston social work office – shared with NHS
- Meadowbank social work office – shared with NHS
- Camelon Education Centre – excluding community centre element
- Dawson Centre –subject of a community asset transfer request
- Denny Town House – common good asset
- Denny Business Centre –
- Sealock House
- Municipal Building site – if not used for new build option
- Abbotsford House/Forum – if agreed to move to new build option

The revenue savings that might be realised from re-purposing these offices is anticipated to be £1.86m p.a. Running costs for replacement accommodation have been anticipated at a minimum of £1.4m p.a. with the balance required to help meet the cost of any new build/refurbishment works. In addition, any capital receipts achieved through rationalisation of this estate (or other Council assets identified for disposal) can contribute to the capital cost of new/refurbished accommodation.

#### ***Civic HQ and Arts Centre Site Options***

- 4.16 If agreement is reached on the affordability model, the Council must consider the location(s) for its civic HQ accommodation. Given the scale and long-term commitment involved it must consider the wider benefits this might bring. Following market testing last year the following sites were flagged for consideration:-

- Existing Municipal Building Site
- Grahamston Station/Melville Street
- Callendar Square
- East End/Bus Station
- Princes Street/Bank Street
- High Street/Cockburn St

- 4.17 The Municipal Building site is within Council control but all of the other sites are within private ownership or have a degree of private ownership. In regards to these sites:

- The site at Princes Street is considered too small to accommodate the Council's requirements in whole or in part
- the site at High Street, although proposed by a developer is in numerous private ownerships, none of which are offered as available.

4.18 In light of the above, it is suggested that these two sites be discounted from future consideration. The review includes a high level option appraisal for the remainder of the sites where developer interest has been expressed (Grahamston and East End/Callander Square). It suggests that further work be undertaken to test these options, benchmarking these against the options at the Municipal Buildings site. Alongside this it is suggested that a review of town centre sites be undertaken to identify those that might be considered for disposal to assist in delivery of the project.

4.19 It is evident that a substantial portion of the anticipated costs relate to the provision of a replacement arts centre. It is proposed that the testing of the options should allow for the phasing of the civic HQ development to allow potential for the provision of the arts centre to proceed as a separate phase, subject to a suitable funding model being established. This would need to be cognisant of the regeneration effects of decoupling the arts centre from the development.

4.20 It is recognised that delivery of any option to meet the back office requirement may take between 2-5 years. Given the risks to business continuity associated with the Municipal Buildings in that timeframe, it is recommended that additional back-office accommodation, is provided at the Falkirk Community Stadium by fitting out the vacant first floor office space area for c100 staff at an anticipated capital cost of £1m. This is needed in the short term to meet the resilience requirements of the Council and would be a component in delivery of scenario 1 (at para 4.10). If not proceeding with this scenario, the premises can be placed on the open market. The funds for this fit out would require to be met from the general services capital programme, Strategic Property Review budget.

## **5 Consultation**

5.1 The Strategic Property Review Members Working Group has been consulted on the review proposals.

## **6 Implications**

### **Financial**

6.1 The Assets and Finance teams have produced high level financial appraisals for the review proposals. As indicated above, the front facing office solutions can be achieved on a 'spend to save' basis after 7 years and thereafter generates a £46K per annum saving:



**Table 1: Front Office investment plan**

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total
Total Existing Revenue Savings	-	151	282	282	282	282	282	1561
One off Costs	(60)	(75)	(25)	-	-	-	-	(160)
Net Savings Available	(60)	76	257	282	282	282	282	1401
Loan Charges	-	(104)	(140)	(140)	(140)	(140)	(140)	(804)
Increased Annual Costs	(18)	(82)	(96)	(96)	(96)	(96)	(96)	(580)
Net Revenue (Deficit)/Saving	(78)	(110)	21	46	46	46	46	17

- 6.2 An appraisal of the scenarios identified for the civic HQ (with democratic core and offices for c100 staff), arts centre, back office provision and associated on-costs for IT, services etc), with capital receipts deducted, suggest a level of costs as follows:

**Table 2: Scenarios and costs for Civic HQ, back office and Arts Centre:**

	<b>Scenario 1</b> New Build HQ/Arts Centre on MB site and upgrade Falkirk Stadium/Abbotsford/Forum/ Grangemouth Sports Centre		<b>Scenario 2</b> New Build HQ/Art Centre and Back Office block on MB site	
<b>Gross Capital Costs</b>	£'000		£'000	
			0	
Office HQ/Democratic	4,500	19,200 Office/HQ element	4,500	36,850 Office/HQ element
New Back Office (for 900 w'stn)	0		25,000	
Refurbished Abbotsford/Forum/Stadium/Grangemouth Sports Stadium	8,850		0	
Ancillary Project Costs (FFE, IT Upgrades, Roads Infra, Demolitions, etc)	5,850		5,850	
Upgrade Costs Stadium/Abbotsford House for temp decant	0		1,500	
Arts Centre (see note 4)	13,950		13,950	
<b>Total Gross Capital Cost</b>		<b>33,150</b>		<b>50,800</b>
<b>Available Capital Funds:</b>				
Capital Receipts		1,250		250
<b>Total Capital Funds</b>		<b>1,250</b>		<b>250</b>
<b>Net Capital Cost</b>		<b>31,900</b>		<b>50,550</b>
<b>Current Revenue Costs p.a. (see Note 2)</b>		<b>1,859</b>		<b>1,859</b>
Loan Charges – New Build Elements (over 35 years)		1,043		2,414
Loan Charges – Upgrade Works (over 20 years)		1,023		534
Operating costs on occupation (See Note 3)		1,607		1,400
<b>Total Revenue costs</b>		<b>3,673</b>		<b>4,348</b>
<b>New Revenue (Deficit) Year 6+ (See Note 1)</b>		<b>(1,814)</b>		<b>(2,489)</b>

#### Notes

1. Revenue costs shown are at Year 6+ following completion of works.
2. Current revenue costs – all current costs for existing back office & FTH buildings
3. All operating costs have been updated to accommodate intensification
4. Arts Centre includes allowance for fit out costs
5. Capital receipt in Scenario 1 is part of MB site & Sealock. In Scenario 2 all Municipal Building site is utilised for development of HQ facility
6. In Scenario 2, Stadium space can generate a revenue stream from year 6 onwards (not currently factored in)
7. All costs have been upgraded to take account of current construction rates and increased requirements in terms of building standards

It is noted that a private sector led scheme is likely to prove more costly due to land acquisition costs, demolition and the need for a developers profit.

The provision of office accommodation, needed for resilience purposes at the Falkirk Community Stadium at an anticipated cost of £1m, would require to be met from the general services capital programme Strategic Property Review budget, adjusted to allow for the early commitment of these funds in 2018/19.

#### Resources

- 6.3 The review recommends that the Council progresses a rationalisation programme for its office accommodation (below). Further work on this programme will be undertaken to confirm those assets to be declared surplus, to be sold or repurposed for other uses for approval by the Executive at a further meeting. This work will be undertaken within existing staff resources, supplemented as necessary by external support from Hubco East Central Scotland.

**Table 3: Office Accommodation Rationalisation programme:**

	Asset	Recommendation
<i>Front-facing offices:</i>	Grangemouth Hub	Retain
	Carronbank House	Retain & Invest
	Falkirk Library	Retain & Invest
	Kinglass social work office, Bo'ness	Repurpose (shared with NHS, consider repurposing for early years)
	Stenhousemuir social work office	Dispose or repurpose (consider repurposing for early years)
	Stenhousemuir One Stop Shop	Dispose or repurpose
	Bonnybridge Finance Office	Declared surplus
	Dawson One Stop Shop (part of	Dispose or repurpose – consider as

	Dawson Centre)	part of community asset transfer
	Callander Square	Relinquish lease
	Falkirk Registrars	Further review
<i>Back offices</i>	Rossvail site	Dispose or repurpose
	Laurieston social work office	Repurpose – shared with NHS
	Meadowbank social work office	Repurpose – shared with NHS
	Camelon Education Centre	Dispose or repurpose – excluding community centre element
	Denny Town House	Dispose or repurpose – common good asset
	Denny Business Centre	Revert to lettable business
	Sealock House	Dispose or relet
	Municipal Building site	Review as back office location. Dispose if not used for new build option
	Abbotsford House	Review as back office location. Dispose if agreed to move to new build option
	Forum	Review as back office location. Dispose if agreed to move to new build option
	Falkirk Stadium	Retain & Invest
Specialist facilities	Brockville	Front facing facility - Retain
	Grangemouth social work office	Front facing facility - Retain
	Social work unit – Community hospital	Retain (shared with NHS)
	Criminal Justice, Graham's Rd	Further review
	Leaving Care team, St Johns	Further review
	Falkirk Business Hub	Relinquish lease (on completion of THI)

## Legal

6.4 None

## **Risk**

- 6.5 The risks associated with remaining in buildings that are in poor condition have been highlighted in previous reports.

## **Equalities**

- 6.6 Equality impact assessments will be produced once the direction of travel is agreed and solutions are being progressed.

## **Sustainability/Environmental Impact**

- 6.7 A sustainability assessment will be required once final solutions are emerging but the Council should note that the solutions will require to adhere to Climate Change obligations and the requirements for Council operational buildings to be zero carbon by 2032.

## **7 Conclusions**

- 7.1 This report summarises the review of the Council's office accommodation. As *Council of the Future* progresses it is clear that the Council will require a far smaller office portfolio for its front facing service delivery and back office functions. However the existing portfolio is not fit for modern working and by agreeing to the review's recommendations and reducing the number of offices premises the Council can prepare an office portfolio that is fit for moving forward. The review suggests that the Council should proceed by:

- Implementing the front facing office review on a spend to save basis and creating the three locality advice hubs and associated front facing facilities with savings of £46k per annum after year 7.
- Rationalising the office portfolio as identified the Office Accommodation review report and summarised at para 6.3 above
- conducting further work with SFT/Hubco on the space planning, feasibility, option appraisal and market testing of the viable options (benchmarking alternative site options against the existing site)
- for resilience purposes, proceed with fit-out of Suite 1b at the Community Stadium at a cost of c£1m
- conduct an appraisal of Council owned town centre sites that might be considered for disposal to enable regeneration and reinvestment in the delivery of a scheme

It is suggested that this work would be the subject of a further report to Executive in the Autumn.

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Date: 01 May 2018

## **Appendices**

Appendix 1- Office Review Report

### **List of Background Papers:**

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act 1973:

- None

**FALKIRK COUNCIL  
DEVELOPMENT SERVICES**

**STRATEGIC PROPERTY REVIEW  
OFFICE ACCOMMODATION REVIEW**

**REPORT TO EXECUTIVE**

**MAY 2018**

**FALKIRK COUNCIL**  
**STRATEGIC PROPERTY REVIEW**  
**OFFICE ACCOMMODATION REVIEW**

**1. Purpose of Report**

- 1.1. This report provides a review of Council office requirements in support of the Council's Strategic Property Review. It includes:
- an assessment of the current office estate
  - an update on the Council's anticipated requirements for front and back office accommodation
  - an update on the Council's civic HQ project with options on how this should proceed
  - recommendations for the way forward.
- 1.2 The report is to inform the decisions of the Executive on the way forward.

## 2. Background

2.1. The Council has conducted a review of its office accommodation as a key element of its Strategic Property Review. This review is influenced by and will help contribute towards addressing a number of significant issues:

- the deteriorating condition of the Council's office accommodation with some properties at, or close to, the end of their serviceable life
- poor occupation standards and inefficient use of space
- significant and on-going budget pressures
- enabling *Council of the Future* transformational change programmes

2.2. The deferral of the HQ project in May 2016 meant that a new approach to delivering the Council's office accommodation requirements had to be found. This review has been undertaken to consider the options open to the Council to create a sustainable office portfolio that underpins the *Council for the Future* aspiration to improve service delivery and enable more agile and flexible working.

### ***The Council's office portfolio***

2.3. Each year the Council's Assets team conducts a review of office usage and this gives a high level snapshot of the position. The most recent audit in September 2017 has been used to inform this paper. A detailed audit of actual usage will be required to double check requirements once a decision on the direction of travel is made, as there is a significant amount of churn within the office portfolio as services move staff about.

2.4. The results of the latest survey demonstrate that the Council currently occupies:

- 26 office buildings
- a total floorspace of 30,730sqm
- 18sqm per FTE more than double ( ) the aspired occupancy standard of 8sqm per FTE

Appendix 1 gives a detailed breakdown of the portfolio. It demonstrates that the Council is space 'rich' and occupies its office properties inefficiently. This in part is due to the age, condition and characteristics of the portfolio.

2.5. The Council previously agreed that it should concentrate investment in its own assets and, where leases expire, these should be terminated unless there is a specialist service need that cannot be fulfilled elsewhere within the existing portfolio.

2.6. Generally the Council's owned office portfolio is in a reasonable condition. However it is not modern and **without investment** it will struggle to underpin the aspiration to move to more mobile, flexible and agile ways of working.

2.7. The Municipal Buildings is the exception to the above. It is at the end of its useful life and any refurbishment would cost in excess of a new build replacement. A replacement strategy is needed for this building and measures enacted to manage the building pending alternative accommodation being secured.

2.8. In summary, the Council must invest in order to meet its future office requirements and must consider whether it wants to adapt the existing portfolio, create new purpose built accommodation, or proceed with a mixed solution.



2.9. Prevailing with the status quo, without investment, is not a sustainable option and will lead to unacceptable levels of risk being carried by the Council in terms of

- threats to business continuity (building failure at the Municipal Buildings and Town Hall)
- operating a costly and inefficient portfolio, with duplication of activities
- occupying properties in historic and inappropriate locations
- being unsuited to new ways of working, and
- inefficient energy use and failure to meet Climate Change obligations.

The office accommodation review needs to address each of these points.

2.10. An assessment of the office estate undertaken for the Council by Hubco East Central demonstrated that by examining space needs and functionality of staff and adoption of more corporate sharing of spaces among services the Council could reduce the duplication and move its overall requirements to nearer to an 8sqm/FTE and 80% workspace per FTE benchmark (or lower) that many other authorities have adopted. This would also be assisted by moving to a corporate client model whereby the use of accommodation is managed on a corporate (rather than service specific) basis. This approach offers greater control over the efficient use of accommodation. A further paper is being prepared to explain how this could be progressed.

2.11. In order to progress the office accommodation review, the work has been examined in two main elements:

- **Front facing requirements** – for public access to services and advise with Hubs/service points and staff bases for ‘front facing’ staff, who require to work in the localities they support
- **Back Office/HQ requirements** – which might be located anywhere in the area and require some specialist requirements to be met such as training, IT, meeting or democratic functions

This work is summarised in the remainder of this report.

2.12 The Council's decision on its civic HQ is vitally important in harnessing public sector investment to benefit the area's economy and aid public service reform locally. Falkirk's economy plays a dynamic and distinctive role at the heart of Central Scotland and offers significant opportunity to further support Scotland's future productivity and competitiveness. It has a strong base and vital assets on which to build and grow. Its town centres make an important contribution, underpinning the economy and enhancing the quality of life.

2.13 The Council's vision is for a vibrant and growing economy with a network of thriving communities as attractive and sustainable places to live and work in. Recent work on the Investment Zone proposition for the area highlights the need for targeted investment to seize the area's opportunities for sustainable growth.

2.14 Investment in the new civic accommodation can help attract investment from the private sector and others, particularly in Falkirk town centre. It will help in providing more accessible and joined up services for the people of Falkirk, to support the area's population growth and release a portfolio of unsuitable assets as a catalyst for

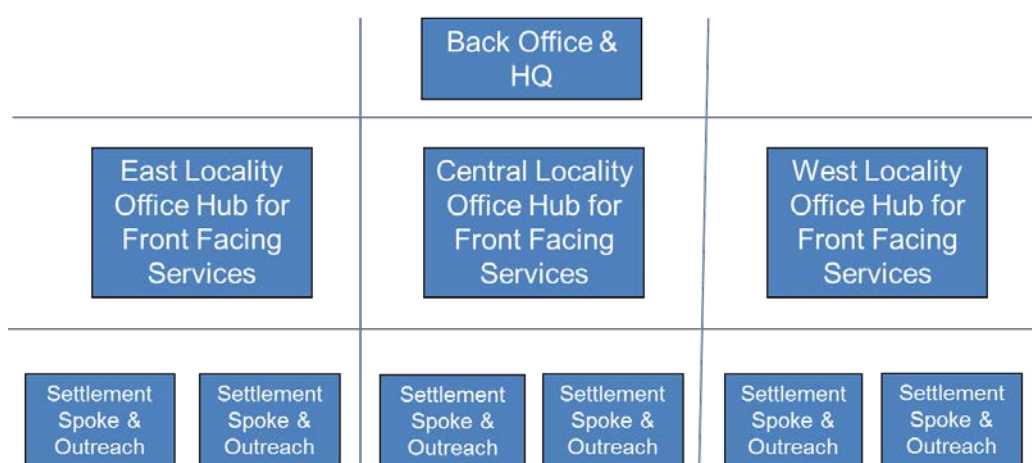
change. It can also realise significant savings with potential receipts for re-investment.

- 2.15 Enabling this vision for Falkirk, needs concerted action and alignment of investment including that of the Council in its assets. This can help with the renewal of public spaces and help transform town centres as successful focal points for communities, being active, attractive and accessible.

### 3. Office Accommodation Review - Front Facing Office Requirements

- 3.1. The Council's office requirements are influenced by how it wishes to deliver services and this in turn is influenced by how customers want to access and receive services. The Council's decision on the creation of Locality Hubs (complemented by service reviews focusing on locality needs) has articulated that a 3 locality model, supplemented by outreach spokes, is the model that should be pursued. This model is more efficient in property terms and allows service users to access improved customer service at the hubs, or in outreach locations. Service users can access multi skilled advisors who assist in meeting their requirements holistically rather than on a piecemeal basis at a plethora of existing, service specific offices.

Figure 1 - Locality model



- 3.2. The model has an influence on the type of properties which should be retained to assist deliver front facing and locality based services. In each locality area (East, West and Central), there is a requirement for an Advice & Information Hub that will have a mixture of multi skilled advisors and specialised staff. These are effectively the front facing service access point for the locality they serve. Hubs will have appropriate meeting spaces and facilities that more specialised staff can use as a touchdown base, when they are not out dealing with customers in the local area.
- 3.3. After review of the locality model, the accommodation requirements and suitable premises, it is proposed that investment in locality offices should be targeted as follows:-
- **East Locality Hub – Grangemouth Advice Hub & Office.** This will require to be supplemented by the Grangemouth social work office to facilitate all Corporate & Housing, Children's and Adult social work services east locality teams, with touch down space for visiting peripatetic staff
  - **West Locality Hub – Carronbank House,** which will be repurposed and intensified to facilitate C&H, Children's and Adult social work services west locality teams, with touch down space for visiting peripatetic staff
  - **Central Locality Hub – Falkirk Library.** Work is underway on a feasibility study for a joint service delivery model with FCT to facilitate Hub, library and possibly registrars staff

The pilot Hub in the East at Grangemouth, with an outreach office at Weslo offices and at the Library in Bo'ness, has demonstrated that the advice hub model is working successfully. As reported to Executive in September:

- over 4000 customer visits to the Hub and Outreach each month
- in addition to taking payments, Hub receptionists are able to resolve approximately 600 enquiries per month
- when asked for feedback, all customers indicated they were either 'satisfied' or 'very satisfied' with the service they received
- users are satisfied with the customer experience that has been established.

3.4. This approach to front facing office accommodation leaves the following front facing office properties as surplus to requirements. It is proposed that these be sold or repurposed for other uses:-

- Kinglass SWO – possible repurposing for nursery usage
- Stenhousemuir SWO – possible repurposing for nursery usage
- Stenhousemuir OSS
- Bonnybridge Finance Office
- Dawson One Stop Shop (part of Dawson Centre) – possible community asset transfer

3.5. To supplement front facing activity outwith the Hubs, a series of outreach locations will require to be created to meet services settlement based requirements. It is recommended that these outreach locations be within other Council (non-office) premises such as schools, libraries, community halls, sports centres or in partner agencies premises. These would enable access to a pod of desks and suitable meeting space where needed. These outreach points will be created dependent on service/customer demand and may require minor alterations to premises or investment in technology, as they are confirmed. The move to a more corporate approach to the use of all property will ensure this can be implemented to work effectively and still maintain local service delivery to those most in need.

3.6. In conclusion, adopting this approach allows the Council to reduce from **12 front facing office premises to 5**.

3.7. In order to intensify the use of these premises there will require to be a degree of adaptation and remodelling in the retained properties. This is anticipated to cost in the region of £1.8M (net). A high level option appraisal has been undertaken which suggests that if the running costs of the closed buildings are ring fenced and diverted to the retained properties, the savings, along with disposal receipts can meet the costs of the necessary improvements on a "spend to save" basis after year 7. Thereafter, the Council will save £46K per annum in perpetuity.

**Table 1: Front Office investment plan**

	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total
Total Existing Revenue Savings	-	151	282	282	282	282	282	1561
One off Costs	(60)	(75)	(25)	-	-	-	-	(160)
Net Savings Available	(60)	76	257	282	282	282	282	1401
Loan Charges	-	(104)	(140)	(140)	(140)	(140)	(140)	(804)
Increased Annual Costs	(18)	(82)	(96)	(96)	(96)	(96)	(96)	(579)
Net Revenue (Deficit)/Saving	(78)	(110)	21	46	46	46	46	17

It is suggested that the Council should proceed as suggested above with the investment programme in its three locality hubs and related front-facing office facilities and the rationalisation of the remainder of the front-office portfolio.

#### 4. Civic Headquarters, Back Office Requirements and Town Centre Regeneration

4.1. In 2016, the deferred HQ project proposed co-locating the back office functions from Municipal Buildings, Abbotsford House, Willow House and Callander Square by procuring a new HQ. This project and a replacement arts centre were to be funded from the existing running costs of the buildings being replaced with a net potential deficit cost of c£2m.

4.2. Since 2016 a number of actions have proceeded:

- the Council has acquired Abbotsford House
- it has been agreed to proceed with the local advice hubs including formation of a Central Hub which involves relocating its services from Callander Square
- many of the previous rental savings anticipated in the HQ funding model have been taken as part of budget savings

As a result the previous model of funding a replacement facility from savings in existing office buildings is no longer deliverable.

4.3 In terms of the back office and HQ requirements, the Council utilises 14 main buildings, occupying 21,500m<sup>2</sup> of space. These have a degree of duplication of facilities and inefficiencies in use of space. Although the back office portfolio is in a reasonable condition, it will struggle to underpin the aspiration to move to mobile, flexible and agile ways of working **without significant investment**. Many of the buildings were constructed over 30 years ago and are at the point where they would normally receive a refurbishment or modernisation.

4.4 The exception to this is the Municipal Buildings, which is at the end of its useful life. Work undertaken previously has confirmed that any refurbishment of this building would cost in excess of a new build replacement. This must be considered alongside the requirement to replace Falkirk Town Hall, which is on the same site as the Municipal Buildings, shares key building services and is also reaching the end of its useful life in property and service delivery terms.

4.5 Given the risks to business continuity etc. associated with this facility it is suggested that early consideration be given to the provision of additional back-office accommodation for resilience purposes at the Falkirk Community Stadium for an anticipated capital cost of £1m.

4.6 A revised model to review the back office requirement and options for delivery now requires to be formulated. This review must consider the Council's 14 main back offices to understand what rationalisation and co-location options may be possible.

4.7 Many other agencies have reaped efficiencies, and other benefits, by co-locating their entire back office function in new or refurbished buildings. This is normally underpinned by agile working. The scope for such projects to contribute significantly in terms of economic regeneration is also acknowledged.

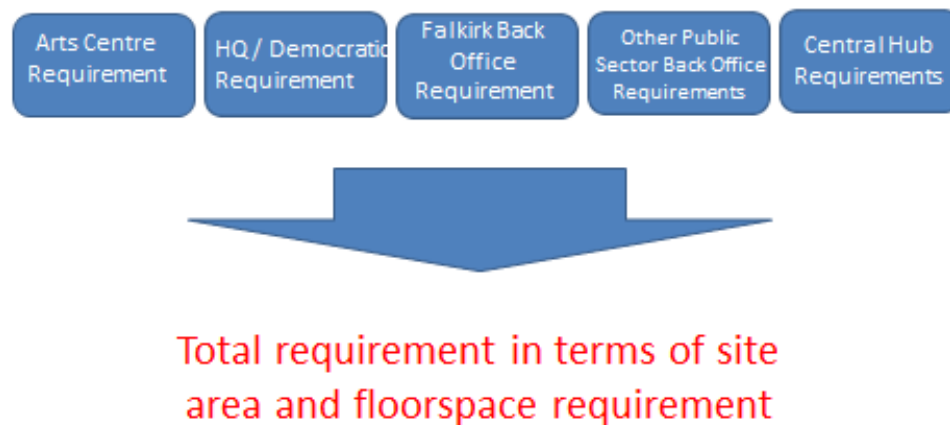
4.8 Discussions have been progressing with the Scottish Futures Trust (SFT) to consider a multi-partner asset co-location project. SFT has been progressing an office workspace initiative as a means of creating a smaller, leaner, greener, and more effective and smarter property estate across Scotland. There is potential to align this

work with the forthcoming Investment Zone initiative and to reinforce the benefits in terms of public service reform alongside those of inclusive and sustainable growth. SFT acknowledge that the Council's civic headquarters project has potential to contribute significantly towards town centre regeneration, recognising its spin-off benefits for the economy and culture of the area.

### **Space requirements**

- 4.9 SFT grant funded the Council to commission Haa Design to consider a demand-driven 'one public estate' solution for Falkirk. Haa Design have contacted other public sector agencies, with a Falkirk presence, to ascertain if they would be interested in being involved in this co-location project. Appendix 2 summarises the outcome of these discussions and identifies a prospective set of public sector partner service needs which might be brought together and reviewed to progress the project and establish any co-location efficiencies. The approach (including the requirement for a front-facing central hub facility) is outlined in the diagram below.

**Figure 1 - Haa Design - Demand Driven model**



- 4.10 As part of the Haa review, the Council and the Trust require to reconfirm a series of space requirements for :-

- the democratic core and HQ functions
- the back office
- the Arts Centre
- other public sector back office needs
- Central Hub – including library

Much of this space requirement has been evolved from the previous work on the deferred HQ. In addition, the interest of private sector partners in delivering this type of project and the scope for this to trigger additional regeneration benefits should also be considered.

- 4.11 With the front facing office requirement removed from our office needs Appendix 3, outlines the extent of the remaining back offices/HQ requirement. It is anticipated that the Council's back office requirement can be met through provision of:

- around 1200 staff or 960 workstations (assuming a ratio of 8 workstations to 10 staff), as detailed in Appendix 2.
- a democratic/HQ core office requirement with a base for elected members, senior management team and civic spaces (envisaged to accommodate up to 100 workstations)
- ancillary accommodation i.e. reception, IT data room, meeting space etc.

4.12 Haa Design have produced a set of space requirements to underpin a detailed option appraisals exercise and assess the Council's needs against the various sites on offer within the town centre. Haa has identified 3 options and a floorspace requirement to approach the scheme as follows:

- a *Mega* scheme, accommodating all Council and partner agency staff in 13,736 m<sup>2</sup> of new office space
- a *Mini* scheme, with some staff accommodated in a combination of two retained offices and a new build scheme totalling 8,571 m<sup>2</sup>
- a *Micro* scheme with some staff accommodated in three retained offices and a new build scheme totalling 4,664m<sup>2</sup>

4.13 It is proposed to progress this work with SFT and Haa in order to confirm the space requirements and identify the anticipated costing for delivery of each of these options. SFT have indicated that this work aligns with several similar projects taking place involving authorities across Scotland and have offered that the Council participate in this work to assist in sharing workload and practice in this important area of public service reform.

### **Affordability**

4.14 It is noted in Section 4 that the front facing office solutions can be achieved within the existing budgets as a spend to save project.

4.15 In relation to the civic headquarters and back office accommodation, substantial costs must be anticipated. Before proceeding with an options appraisal it is vital to confirm and agree the affordability thresholds available to deliver the project, funding the improvements for the back office, HQ and Town Hall replacements. A high level financial modelling exercise has been undertaken involving Assets and Finance staff to consider the level of capital cost (and borrowing requirement) that is likely to be required to provide each of the elements.

4.16 The back office costs can be partly offset by the existing revenue running costs of the existing back office portfolio, and by the disposal of some of the surplus assets. Two scenarios have been considered here:-

**Scenario 1** - A small scale new build office HQ (c100 workstations) and arts centre on the Municipal Buildings site with refurbishment of 3 of the larger existing office buildings (the Forum, Abbotsford House and the vacant space at the Falkirk Stadium). This scenario also suggests Falkirk Community Trust relocate to Grangemouth Sports Complex. It anticipates a delivery cost of c£31.9m (£1.8m annually)



**Scenario 2** - A new build back office / HQ for all back office staff (c900 workstations) and an arts centre on the existing Municipal Buildings site. This scenario anticipates a delivery cost of c£50.5m (£2.5m annually)

These are high level costs and eventual costs will depend on detailed appraisal and tendering of works packages. The scope for co-location and sharing of accommodation will also be important to consider.

- 4.17 In sum, taking into account associated on-costs for IT, services etc and deducting capital receipts, the scenarios indicated above suggest a level of costs as follows:

	<b>Scenario 1</b> New Build HQ/Arts Centre on MB site and upgrade Falkirk Stadium/Abbotsford/Forum/ Grangemouth Sports Centre	<b>Scenario 2</b> New Build HQ/Art Centre and Back Office block on MB site
<b>Gross Capital Costs</b>	£'000	£'000
Office HQ/Democratic	4,500	4,500
New Back Office (for 900 w'stn)	0	25,000
Refurbished Abbotsford/Forum/Stadium/Grangemouth Sports Stadium	8,850	0
Ancillary Project Costs (FFE, IT Upgrades, Roads Infra, Demolitions, etc)	5,850	5,850
Upgrade Costs Stadium/Abbotsford House for temp decant		1,500
Arts Centre (see note 4)	13,950	13,950
<b>Total Gross Capital Cost</b>	<b>33,150</b>	<b>50,800</b>
Office/HQ Element only (Arts Centre separate phase)	19,200	36,850
<b>Available Capital Funds:</b>		
Capital Receipts	1,250	250
<b>Total Capital Funds</b>	<b>1,250</b>	<b>250</b>
<b>Net Capital Cost</b>	<b>31,900</b>	<b>50,550</b>
<b>Current Revenue Costs p.a. (see Note 2)</b>	<b>1,859</b>	<b>1,859</b>
Loan Charges – New Build Elements (over 35 years)	1,043	2,414
Loan Charges – Upgrade Works (over 20 years)	1,023	534
Operating costs on occupation (See Note 3)	1,607	1,400
<b>Total Revenue costs</b>	<b>3,673</b>	<b>4,348</b>
<b>New Revenue costs Year 6+ (See Note 1)</b>	<b>-1,814</b>	<b>-2,489</b>

#### Notes

1. Revenue costs shown are at Year 6+ following completion of works.
2. Current revenue costs – all current costs for existing back office & FTH buildings
3. All operating costs have been updated to accommodate intensification
4. Arts Centre includes allowance for fit our costs
5. Capital receipt in Scenario 1 is part of MB site & Sealock. In Scenario 2 all Municipal Building site is utilised for development of HQ facility
6. In Scenario 2, Stadium space can generate a revenue stream from year 6 onwards (not currently factored in)
7. All costs have been upgraded to take account of current construction rates and increased requirements in terms of building standards

- 4.18 What is clear from the above is that the Council **cannot** proceed with a solution to meet its back office service requirements without having a significant budget impact. It is suggested that the Council needs to consider the scale of investment outlined above and how this can be accommodated as part of its medium-long term financial planning in order to determine the way forward. In proceeding with this work it should address the rationalisation potential and other regeneration benefits that can arise from this development.

***Rationalisation of back offices***

- 4.19 It is likely that rationalisation of the back office accommodation will leave the following properties as potentially surplus to requirements to be sold or repurposed for other uses:-

- Rossvail site
- Laurieston SW office – shared with NHS
- Meadowbank SW office – shared with NHS
- Camelon Education Centre – excluding community centre element
- Dawson Centre – entire building is the subject of a CAT request
- Denny Town House – common good asset
- Denny Business Centre – can revert to managed business space
- Sealock House
- Municipal Building site – if not used for any new build option
- Abbotsford House/Forum – if it was agreed to move to a new build option

The revenue savings that might be realised from re-purposing these offices is anticipated to be £1.8m p.a. Running costs for replacement accommodation have been anticipated at £1m p.a. In addition, any capital receipts achieved through rationalisation of this estate can contribute to the capital cost of new/refurbished back office accommodation.

## 5 Civic HQ and Arts Centre Site Options

5.1 On reaching a position on the affordability model, the Council must consider its approach to determining the location(s) for its back office accommodation and, given the scale and long-term commitment involved, consider the wider benefits this might bring.

5.2 Following the market engagement exercise undertaken last year the following sites were flagged for consideration:-

- Existing Municipal Building Site
- Grahamston Station/Melville Street
- Callendar Square
- East End/Bus Station
- Princes Street/Bank Street
- High Street/Cockburn St

5.3 The Municipal Building site is within Council control but all of the other sites are within private ownership or have a degree of private ownership. In regards to these sites:

- The site at Princes Street is considered too small to accommodate the Council's requirements in whole or in part
- the site at High Street, although proposed by a developer is in numerous private ownerships, none of whom have approached the Council to offer it as available.

In light of the above, it is suggested that these two sites be discounted from future consideration.

5.4 Appendix 4 provides a high level option appraisal for the remainder of the sites. It should be noted that all of the sites (except Municipal Buildings) will have land assembly issues. This will have cost and timescale implications, in addition to the costs outlined above:

- the Grahamston site has a number of owners/occupants with the Council as the principal owner. The site offers potential for regeneration linked to the Falkirk Grahamston station. However it requires major road improvements, will have restrictions due to the proximity to the railway line and would potentially require the Council to CPO the ownerships outwith its control which will add time, cost and complexity to delivery of any redevelopment proposals. The prospective developer for the site has indicated willingness to work with the Council on the prospects for bringing this site forward.
- at the East End of the town centre, the Callander Square and bus station sites offer potential for regeneration of this part of the town centre. This site involves an agreement with owners and relocations for several existing businesses and services, which will add time, cost and complexity

to delivery of any redevelopment proposals. The site owners have indicated willingness to work with the Council on the prospects for bringing this site forward. They are supported by a developer who is prepared to work with the Council on a proposed solution. Inevitably a developers return would be anticipated. An early view on this proposal is requested by the owners/developer in order to give clarity for the site to move forward.

5.5 Further market testing will be necessary to determine the most appropriate site in terms of cost, regeneration and associated benefits and it is proposed that further work be undertaken to test these options alongside the options at the Municipal Buildings site. It should be acknowledged that, depending on the favoured solution agreed by the Council, any proposal is likely to take between 2-5 years to implement from any formal decision.

5.6 Given the scale and long term nature of commitment of the Council's prospective investment in the civic HQ / Arts Centre project, it is important to consider carefully the regeneration benefits of each option identified. These are particularly important for the Council area, its economy and the town centre at this time in terms of:

- alignment with the objectives of the Council's economic strategy, town centre regeneration strategy and developments related to the Investment Zone
- the site specific regeneration benefits to be achieved, including the potential to stimulate other investment by others in the public and private sectors
- additional footfall that can be generated by the scheme (including numbers of office staff located in the town centre, increased visitor growth etc.)
- jobs growth potential of each scheme
- knock on benefits for other partners in the public, private and third sectors

To this end it will be important to conduct a fuller economic appraisal of the proposals to ensure that all costs and benefits are fully appraised in advance of a decision.

## **6. Office Accommodation Review - Moving Forward**

- 6.1 This review emphasises that the Council's existing office portfolio is not fit for modern working. The Council must rationalise and modernise its office accommodation and consider how to invest in the office portfolio moving forward. Appendix 1 (last column) summarises the recommendations of this review for each office property in terms of whether it should be :-
- retained and invested in,
  - disposed of/or repurposed, or
  - whether further review is required.
- 6.2 The front office provision can be resolved through progressing each of the locality based advice hubs and reducing from 12 to 5 office locations with a minor spend to save benefit. It is proposed that this work be taken forward immediately with the formation of the three advice hubs and associated accommodation.
- 6.3 In relation to the HQ and back office requirement, should the Council agree its preferred way forward and agree a solution to the affordability in meeting the Council's HQ and office accommodation requirements (noting that this is likely to have an ongoing revenue requirement in excess of £1.85m annually) then the Council will have to consider the most appropriate means to deliver its civic HQ, arts centre and back office project. To progress this project it is suggested that the following works are necessary:
- Proceed with further space planning, feasibility, option appraisal and market testing of the viable options (benchmarking alternative site options against the existing site)
  - for resilience purposes, proceed with fit-out of Suite 1b at the Community Stadium at a cost of c£1m
  - conduct an appraisal of Council owned town centre sites that might be considered for disposal to enable regeneration and reinvestment in the delivery of a scheme
- 6.4 It is evident that a substantial portion of the anticipated costs relate to the provision of a replacement arts centre. It is proposed that the testing of the options should allow for the phasing of the civic HQ / Arts Centre development to allow potential for the provision of the arts centre to proceed separately, subject to a suitable funding model being established. This would also need to be cognisant of the regeneration effects of decoupling the arts centre from the development.
- 6.5 It is recognised that delivery of any option to meet the back office requirement may take between 2-5 years. Given the risks to business continuity associated with the Municipal Buildings in that timeframe, it is recommended that additional back-office accommodation, required for resilience purposes is provided at the Falkirk Community Stadium by fitting out the vacant first floor office space area for c100 staff at an anticipated capital cost of £1m.

## 7. Conclusions

- 7.1 This report summarises the results of the review of the Council's office accommodation. As the *Council of the Future* business transformation journey progresses and staff embrace the culture changes involved, it is clear that the Council will require a far smaller office portfolio for its front facing service delivery and back office functions. It is proposed that the Council should adopt a corporate model for future office accommodation with provision of an average space standard of **8sq per workspace with 80% provision per FTE (or better where practicable)**. A corporate client model is needed to coordinate delivery of the new office standard and portfolio and work will proceed on this. By agreeing to this type of approach, the direction of travel in reducing premises numbers can be agreed.
- 7.2 The existing back office and HQ accommodation is not fit for modern ways of working and needs significant investment to improve and adapt it. Rationalisation will provide economies of scale, remove duplication and, following the experience of other authorities, will lead to property and staffing efficiencies, as well as improved customer experience.
- 7.3 With proposals for investment being progressed for the East, West and Central localities for front facing office premises it is proposed that the following offices be sold or repurposed for other uses:-
- Kinglass SWO – possible repurposing for nursery usage
  - Stenhousemuir SWO – possible repurposing for nursery usage
  - Stenhousemuir OSS
  - Bonnybridge Finance Office
  - Dawson One Stop Shop (part of Dawson Centre) – possible community asset transfer
- 7.4 There is significant risk to the Council of trying to maintain the status quo as the Municipal Buildings are at the end of the useful life and many of the other large properties are at the point when they would be due a major refurbishment in terms of adequacy of building components and services. As a result, early investment at the Falkirk Community Stadium is recommended for resilience purposes.
- 7.5 If rationalisation of the back office provision and other work proceeds on the civic HQ and arts centre as suggested in this report, the following offices surplus to requirements to be sold or repurposed for other uses:-
- Rossvail site
  - Laurieston SW office – shared with NHS
  - Meadowbank SW office – shared with NHS
  - Camelon Education Centre – excluding community centre element
  - Dawson Centre – entire building is the subject of a CAT request
  - Denny Town House – common good asset
  - Denny Business Centre – can revert to managed business space
  - Sealock House
  - Municipal Building site – if not used for any new build option
  - Abbotsford House/Forum – if agreed to move to a new build option

The combined rationalisation programme is summarised in Appendix 4.

- 7.6 The scale of affordability for the civic HQ, democratic core, arts centre and back office to accommodate c900 staff is outlined above. The Council must now consider how it can address the affordability for this portion of the property portfolio.
- 7.7 Building on the Municipal Buildings site is the most cost and time effective but will deliver more limited economic regeneration benefits to the town centre. There will be a magnitude of increase, in cost and time, in redeveloping Callander Square or the Bus Station sites but they can assist significantly in regenerating areas of the existing town centre that are in decline.
- 7.8 To reach a decision it is important to progress the business case arising from this review to a more detailed level. The work programme identified above suggests that the Council should proceed by:
- Implementing the front facing office review and creating the three locality advice hubs and associated front facing facilities at a cost of £1.8m (net) with savings of £120k anticipated by year 7.
  - Rationalising the office portfolio as identified in Appendix 1 of the review report
  - conducting further work with SFT/Hubco on the space planning, feasibility, option appraisal and market testing of the viable options (benchmarking alternative site options against the existing site)
  - for resilience purposes, proceed with fit-out of Suite 1b at the Community Stadium at a cost of c£1m
  - conduct an appraisal of Council owned town centre sites that might be considered for disposal to enable regeneration and reinvestment in the delivery of a scheme

It is suggested that this work would be the subject of a further report to Executive in the Autumn.

## **8. Recommendation(s)**

8.1 The Council's office accommodation has been reviewed in terms of its front office and back office and civic headquarters requirements. It is proposed that this review be forwarded to the Council's Executive with the **recommendations that members agree:-**

- 1) to rationalise the Council's front and back office accommodation as proposed in this report.
- 2) that the office rationalisation programme identified in para 6.3 be agreed to enable delivery of the Council's future office accommodation with further work to be reported back to the Executive for decision
- 3) that a more detailed option appraisal exercise be undertaken on sites at the Municipal Buildings, Grahamston and Callander Square to provide recommendations on a preferred solution and location for the civic headquarters and arts centre.
- 4) to proceed in the interim with:
  - a. delivery of front-facing office accommodation on a 'spend to save' basis as suggested in para. 4.6
  - b. fitting out of the vacant office space at the Falkirk Community Stadium for resilience purposes at a cost of £1m, to be funded from Strategic Property Review funds contained in the general services capital programme.
- 5) to conduct an appraisal of suitable town centre sites for disposal to assist with delivery of the civic HQ project and arts centre.



## **Appendices**

Appendix 1- Office Analysis per Locality

Appendix 2 – Back Office Requirements

Appendix 3 – High Level Site Option Appraisals

Appendix 4 – Office Accommodation Rationalisation Programme



Kinglass SWO, Bo'ness (1/2 premises)	34	41	39	50	313	9		F
Sealock House	80	88	106	224	1359	17		B
Municipal Chambers, g/mouth	38	39	61	103	1284	34		S
Grangemouth SWO	44	51	66	12	878	20		F
G/mouth OSS & Office	40	45	60	33	636	16		F
<b>Total</b>	<b>1685</b>	<b>1885</b>	<b>1963</b>	<b>3289</b>	<b>30730</b>	<b>18</b>		

#### SPR Recommendation Categories

	Retain & Invest
	Further review as specialist property/purpose
	Dispose or repurpose
	Review as back office location

Back Office Requirements		Appendix 2	
Office Properties per Locality	Office Nos From Sept 17 (FTE)	Office Nos From Sept 17 (Staff)	Usage Comment
Rossvail & JITB	111	130	
Muni Blgs & CC, Falkirk	210	250	Excludes allowance for HQ Function/Members
Abbotsford House	225	242	
The Forum	220	231	
Leaving Care Tm, St Johns	9	10	
Falkirk Stadium - Suite 1A (int Lse)	64	72	
Falkirk Stadium - Suite 2A/B	21	23	
Callander Square	75	86	Excludes allowance for Central Advice Hub Team
Laurieston SWO	14	17	
Meadowbank SWO, Polmont (L)	16	18	
Falkirk Bus Hub	2	2	
Dawson Centre(1/2 Community centre)	6	6	
Camelon Education Centre(excl Com Ce	43	51	
Denny Town House	24	24	
Denny Business Centre (Int Lse)	92	104	Some of these staff may go to Locality Hub facilities?
Sealock House	80	88	
<b>Total</b>	<b>1212</b>	<b>1354</b>	

## High Level Site Option Appraisals

## Site Options - Municipal Buildings Site

Site size – c 4 hectares (40,000m<sup>2</sup>)

**Advantages**

- Good transport links
- Large site
- In control of Council
- Opportunities for parking

**Disadvantages**

- Edge of town centre
- Limited town centre footfall
- West Bridge Street needs major junction improvement
- Potential for residential redevelopment foregone



## Site Options – Grahamston/Melville St

Site size – c 2.8 hectares (28,000m<sup>2</sup>)

**Advantages**

- Good public transport links
- Close to retail park and town centre
- Developer interest
- Council has some ownership
- Potential to encourage regeneration & redevelopment of station

**Disadvantages**

- Site assembly required (possible CPO)
- Restrictions in terms of working beside/over railway
- Town centre car parking needs re-provided
- Needs significant roads scheme
- May lead to further gravitation of town centre to retail park



## Site Options – Callendar Square

Site size – c 0.74 hectares (7,400m<sup>2</sup>)

### Advantages

- Good transport links
- Within town centre and adjacent car park
- Redevelopment of brownfield site/failing shopping centre
- Developer interest
- Good potential to regenerate east end of town centre

### Disadvantages

- Site in private ownership (although owner keen to work with Council)
- Relocation of existing businesses in centre may prove problematic and increase timescales
- Requires demolition strategy



## Site Options – East End/Bus Station

Site size – c 1.0 hectares (10,000m<sup>2</sup>)

### Advantages

- Good transport links
- Within town centre and adjacent car park
- Redevelopment of brownfield site/failing shops and bus station
- Good potential to regenerate east end
- Developer interest

### Disadvantages

- Site in private ownerships, although owners keen to work with Council
- Relocation of existing businesses and leases in centre may prove problematic and increase timescales
- Site will require demolition strategy
- Solution for bus station and transport improvements required



**Office Accommodation Rationalisation programme:**

**Table 3: Office Accommodation Rationalisation programme:**

	<b>Asset</b>	<b>Recommendation</b>
<i>Front-facing offices:</i>	Grangemouth Hub	Retain
	Carronbank House	Retain & Invest
	Falkirk Library	Retain & Invest
	Kinglass social work office, Bo'ness	Repurpose (shared with NHS, consider repurposing for early years)
	Stenhousemuir social work office	Dispose or repurpose (consider repurposing for early years)
	Stenhousemuir One Stop Shop	Dispose or repurpose
	Bonnybridge Finance Office	Declared surplus
	Dawson One Stop Shop (part of Dawson Centre)	Dispose or repurpose – consider as part of community asset transfer
	Callander Square	Relinquish lease
	Falkirk Registrars	Further review
<i>Back offices</i>	Rossvail site	Dispose or repurpose
	Laurieston social work office	Repurpose – shared with NHS
	Meadowbank social work office	Repurpose – shared with NHS
	Camelon Education Centre	Dispose or repurpose – excluding community centre element
	Denny Town House	Dispose or repurpose – common good asset
	Denny Business Centre	Revert to lettable business
	Sealock House	Dispose or relet
	Municipal Building site	Review as back office location. Dispose if not used for new build option
	Abbotsford House	Review as back office location. Dispose if agreed to move to new build option

	Forum	Review as back office location. Dispose if agreed to move to new build option
	Falkirk Stadium	Retain & Invest
Specialist facilities	Brockville	Front facing facility - Retain
	Grangemouth social work office	Front facing facility - Retain
	Social work unit – Community hospital	Retain (shared with NHS)
	Criminal Justice, Graham's Rd	Further review
	Leaving Care team, St Johns	Further review
	Falkirk Business Hub	Relinquish lease (on completion of THI)