

Notice of Meeting

Resources and Performance Select Committee



Date & time	Place	Contact	Chief Executive
Thursday, 18 March 2021 at 10.00 am	REMOTE MEETING	Kunwar Khan, Scrutiny Officer kunwar.khan@surreycc.gov.uk	Joanna Killian We're on Twitter: @SCCdemocracy



Due to the COVID-19 pandemic, this meeting will be taking place remotely.

**A live webcast of the meeting can be viewed here:
<https://surreycc.public-i.tv/core/portal/webcasts>**

Elected Members

Mr Nick Harrison (Chairman), Mr Will Forster (Vice-Chairman), Ms Ayesha Azad, Mr Mark Brett-Warburton, Mr Tim Hall, Mr Naz Islam, Mr Graham Knight, Rachael I. Lake, Mr Wyatt Ramsdale, Dr Peter Szanto, Mr Chris Townsend and Mrs Hazel Watson

TERMS OF REFERENCE

The Committee is responsible for the following areas:

- Finance
- Orbis Partnership Functions including Orbis Public Law
- HR&OD
- IT and Digital
- Business Ops
- Property
- Procurement
- Equalities and Diversity
- Internal/External Communications
- Legal and Democratic Services
- Customer Services

AGENDA

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS

To receive any apologies for absence and substitutions.

2 MINUTES OF THE PREVIOUS MEETINGS: 21 JANUARY 2021

(Pages 5
- 18)

To agree the minutes of the Resources and Performance Select Committee held on 21 January 2021 as a true and accurate record of proceedings.

3 DECLARATIONS OF INTEREST

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- I. Any disclosable pecuniary interests and/or
- II. Other interests arising under the Code of Conduct in respect of any item(s) of business being considered at this meeting.

NOTES:

- Members are reminded that they must not participate in any item where they have a disclosable pecuniary interest.
- As well as an interest of the Member, this includes any interest, of which the Member is aware, that relates to the Member's spouse or civil partner (or any person with whom the Member is living as a spouse or civil partner).
- Members with a significant personal interest may participate in the discussion and vote on that matter unless that interest could be reasonably regarded as prejudicial.

4 QUESTIONS AND PETITIONS

To receive any questions or petitions.

NOTES:

1. Due to the Covid-19 pandemic all questions and petitions received will be responded to in writing and will be contained within the minutes of the meeting.
2. The deadline for Members' questions is 12:00pm four working days before the meeting (*12 March 2021*).
3. The deadline for public questions is seven days before the meeting (*11 March 2021*).
4. The deadline for petitions was 14 days before the meeting, and no petitions have been received.

5 COVID-19 FINANCIAL UPDATE

(Pages

Purpose of the item: To provide the Committee with an update on the financial impact of COVID-19 (CV-19)	
6 DIGITAL BUSINESS AND INSIGHTS UPDATE	(Pages 29 - 38)
Purpose of the item: To provide an update on the Digital Business & Insights programme	
7 IT AND DIGITAL UPDATE (EXCLUDING DB&I)	(Pages 39 - 84)
Purpose of the item: To provide the Committee with an overview of the IT & Digital Service, in respect of its financial context, areas of delivery and service risks and challenge	
8 PERFORMANCE REPORT	(Pages 85 - 112)
Purpose of the item: To provide an overview of Surrey County Council's performance in the areas within the Select Committee's remit	
9 TASK GROUP UPDATES	(Pages 113 - 150)
Purpose of the item: To agree the report and recommendations of the County Hall Move and Agile Programme Task Group	
10 RECOMMENDATIONS TRACKER AND FORWARD WORK PROGRAMME	(Pages 151 - 164)
Purpose of the item: For the Select Committee to review the attached Recommendations Tracker and Forward Work Programme, making suggestions for additions or amendments as appropriate	
11 PROPERTY PROGRAMME UPDATE	(Pages 165 - 182)
Purpose of the item: To provide a progress update on the Asset and Place Strategy 2019	
12 EXCLUSION OF THE PUBLIC	
Purpose of the item: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting during consideration of the following item of business on the grounds that it involves the likely disclosure of exempt information under the relevant paragraphs of Part 1 of Schedule 12A of the Act.	
13 PROPERTY PROGRAMME UPDATE	(Pages 183 - 200)
Purpose of the item: To provide the Part 2 sections of the update on the Asset and Place Strategy 2019	
Confidential: Not for publication under Paragraph 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
14 DATE OF THE NEXT MEETING	
The next meeting of the Resources and Performance Select Committee	

will be held on 24 June 2021.

**Joanna Killian
Chief Executive**

Published: Wednesday, 10 March 2021

MINUTES of the meeting of the **RESOURCES AND PERFORMANCE SELECT COMMITTEE** held at 10.00 am on 21 January 2021 as a REMOTE MEETING.

These minutes are subject to confirmation by the Committee at its meeting on Thursday, 18 March 2021.

Elected Members:

- * Mr Nick Harrison (Chairman)
- * Mr Will Forster (Vice-Chairman)
- Ms Ayesha Azad
- * Mr Mark Brett-Warburton
- * Mr Tim Hall
- * Mr Naz Islam
- * Mr Graham Knight
- * Rachael I. Lake
- * Mr Wyatt Ramsdale
- * Dr Peter Szanto
- * Mr Chris Townsend
- * Mrs Hazel Watson

(* = present at the meeting)

1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS [Item 1]

Apologies were received from Ayesha Azad.

2 MINUTES OF THE PREVIOUS MEETINGS: 18 DECEMBER 2020 [Item 2]

The minutes were agreed as a true record of the meeting.

3 DECLARATIONS OF INTEREST [Item 3]

Rachael Lake declared a personal interest as a family member is an employee of Surrey County Council.

4 QUESTIONS AND PETITIONS [Item 4]

None received.

5 FINAL 2021/22 BUDGET [Item 5]

Witnesses:

Anna D'Alessandro, Director of Corporate Finance
Mel Few, Cabinet Member for Resources
Mark Hak-Sanders, Strategic Finance Business Partner
Nicola Kilvington, Director of Insight, Analytics and Intelligence
Becky Rush, Deputy Cabinet Member for Resources
Rachel Wigley, Director of Financial Insight

Key points raised during the discussion:

1. The Chairman reminded the Select Committee that it had reviewed the draft budget in December 2020 and the comments, conclusions and recommendations of all four select committees would be presented to

the Cabinet at their meeting later in January 2021. There was one recommendation from this Select Committee, which concerned working with each district and borough council to agree assumptions about the collection fund and receipts of council tax and business rates to ensure the Council's 2021/22 budget was based on robust figures.

2. The Chairman noted that these final proposals being presented to the Select Committee highlighted the changes from the December 2020 figures, how the budget gap of £18.3m was to be closed, and provided further information requested from the December 2020 meeting.
3. The Director of Financial Insight shared slides and explained that the budget, which stood at circa £1bn, was now balanced and did not require any contribution from reserves. At the draft budget stage, there had been a circa £18m gap, which had been closed following the provisional settlement from central government. Moreover, the directorate position had improved by £3.3m since the draft budget, and two additional reserve contributions of £9m and £4.9m respectively had been made in special educational needs and disabilities (SEND) and Covid-19. The council was expecting the government to confirm details on collection fund losses soon; it was expected that central government would underwrite a 75% share of irrecoverable collection fund losses.
4. The Director of Corporate Finance described Surrey County Council's close relationship with the district and borough councils within Surrey. The Director of Corporate Finance and Director of Financial Insight attended regular Treasurer meetings with district and borough councils' Chief Financial Officers and collected information on collection rates from district and borough councils on a monthly basis, which was then sent to the Cabinet Members. Collection assumptions had been reviewed regularly throughout 2020/21. The Council had received a directive from central government allowing it to spread 2020/21 collection fund losses over the next three years. The Council currently had a £21m collection fund deficit (before the impact of grant funded retail and nursery reliefs of £19.2m), which had decreased from £37m over the course of the development of the 2021/22 budget. The numbers could continue to change until the final budget, when Surrey County Council would receive confirmation from district and borough councils. The most up-to-date estimate for the 2021/22 collection fund deficit was £12.8m (again, before the impact of grant funded retail and nursery reliefs of £19.2m).
5. The Director of Corporate Finance explained that Central Income and Expenditure was different from a corporate resources budget; it was central and not allocated to individual service areas. In 2021/22 the Central Income and Expenditure budget totalled £83.2m. The number was proportionate to the relatively large size of Surrey County Council. Over the course of the Medium-Term Financial Strategy (MTFS), the largest contributor to the changes in the budget requirement in Central Income and Expenditure was the additional cost of the capital programme.

6. The Director of Corporate Finance stated that Earmarked Reserve would increase to £186.5m by the end of 2020/21, due to an increase in the budget equalisation reserve. Also, the general fund had been increased compared to previous years in order to provide more resilience. The Covid-19 reserve stood at £9.9m and any of this funding not used in 2020/21 could be carried forward into 2021/22.

Graham Knight joined the meeting at 10:29am.

7. A Member noted that the additional funding required because of the deterioration in assumed council tax base, updated collection fund loss assumptions (offset by business rate relief grant) and 'Covid-19 75% share of irrecoverable collection fund losses' were all listed in the report as 'to be confirmed'. If they were confirmed and involved more expenditure or less income, how would this be dealt with? The Director of Corporate Finance replied that the Council had been in a surplus position in 2020/21, so a reserve had been put aside to smooth any impact if more expenditure was required. The Cabinet Member for Resources provided assurance that it was unlikely there would be a significant difference between expenditure required and funding available.
8. A Member expressed confidence in the budget overall, but requested more information about the £9m additional contribution to the SEND reserve. The Cabinet Member for Resources explained that SEND expenditure was limited to the budget envelope agreed to by services, and these extra funds had therefore been put in as an added contingency. The Council was trying to reduce costs by providing in-county placements for people with SEND. The Director of Financial Insight stated that there was already a £24m contribution to the SEND overspend on the high needs block. SEND was undergoing an extensive transformation programme that included sufficiency of placements, inclusion of SEND children in mainstream schools where possible, preparation for adulthood, and partnership working. There was also an increase in the grant for 2021/22, but this was not sufficient to cover increased costs and demand. It would be necessary to find efficiencies of around £22m, which could be challenging. Therefore, the £9m reserve had been put aside in case the £22m efficiencies could not be made. The Council's position with regards to the High Needs Block was challenging, as it was not possible to contribute money to it directly. The offsetting reserve was a contingency factor. The Council was lobbying government for more central funding to be allocated to the High Needs Block.
9. A Member asked why the £27m Eco Park reserve was needed and whether it was sufficient. The Cabinet Member for Resources stated that work on the Eco Park had not yet been signed off. The amount referred to was not a reserve but a sinking fund, which would be used to offset the expected running costs once the full project had been certified as operational. The Director of Corporate Finance added that reserves were matched against risk and that there were ongoing pressures in SEND, waste, and environment, transport and infrastructure. The numbers were proportional to the budget. Covid-19 risk and uncertainty also needed to be taken into account.

10. The Director of Insight, Analytics and Intelligence outlined the budget consultation process. There were 213 responses to the consultation and opportunities for people to contribute to broader engagement activities prior to that. Thousands of residents were involved in the Community Impact Assessment research.
11. A Member expressed concern that only 213 people had responded to the budget consultation and suggested that the method of consultation might need to be re-examined. The Director of Insight, Analytics and Intelligence replied that there were multiple avenues to the consultation. More participatory consultation exercises were costly, and their value should be weighed up against this. The principle of meaningful consultation and engagement were important when setting the budget.
12. The Select Committee remained concerned about the low response rate and expressed the opinion that the budget consultation had been unsuccessful for this reason. The Director of Insight, Analytics and Intelligence stated that Surrey County Council did base its consultation on examples of best practice from other local authorities. It was important to note that recruiting a representative sample would require contracting an agency, which would be costly. It was agreed that the Director of Insight, Analytics and Intelligence would return to present an item to the Budget Sub-Group on the budget consultation early in the process in order to take into account Members' views.
13. In conclusion, the Select Committee thanked the Cabinet Members and officers for their work in successfully developing a balanced budget for 2021/22 and had no new recommendations for the Cabinet. The Select Committee also concluded that the updated information provided assurance on the robustness of the council tax and business rates budget for 2021/22.

Recommendations:

1. The Select Committee recommends that a report on the budget consultation is presented to the Budget Sub-Group early in the consultation process, and that Members' views are taken into account when conducting the consultation.

6 TREASURY MANAGEMENT STRATEGY [Item 6]

Witnesses:

Anna D'Alessandro, Director of Corporate Finance
Mel Few, Cabinet Member for Resources
Mark Hak-Sanders, Strategic Finance Business Partner
Becky Rush, Deputy Cabinet Member for Resources

Key points raised during the discussion:

1. The Strategic Finance Business Partner stated that the purpose of the Treasury Management Strategy (TMS) was to set a strategy for the prudent management of surplus cash and for managing borrowing costs. The Council consulted treasury advisor Arlingclose for advice on the external economic background and on the strategy. The Strategic Finance Business Partner explained that the strategy and fundamental approach in the 2021/22 TMS remained generally

unchanged since the 2020/21 version. The aim was to maximise the Council's use of its available cash to avoid borrowing. Given low interest rates at present, using the Council's available cash instead of borrowing was currently more cost-effective than investing cash.

Borrowing in the short term entailed an average 0.5% interest rate at the moment, whereas longer term borrowing through the Public Works Loan Board (PWLB) averaged a 1.5% interest rate. The Council currently held its surplus cash in money market funds, which were completely liquid. Moreover, the 2021/22 TMS proposed to remove the £150m limit on money market fund investment, in order to avoid having to hold any excess funds in the Council's current account on the rare occasions that that amount was exceeded. The limit on any one money market fund was £25m, in order to spread the risk of the investment over a number of parties.

2. The Strategic Finance Business Partner continued to explain that the Council had changed its approach to minimum revenue provision (MRP) in response to advice from its external auditors, Grant Thornton. Currently, Halsey Garton (the company owned by Surrey County Council through which the Council invested in property) owed debts to the Council on a long-term maturity basis. The proposed change was that, if any investment property fell below its carrying value in terms of the outstanding debt owed by Halsey Garton, Halsey Garton would start to make a principle payment immediately on that loan, thereby giving Surrey County Council the cash it would need to repay the external debt.
3. The Strategic Finance Business Partner informed the Select Committee that the other change set out in the 2021/22 TMS was an increase in planned borrowing over the course of the Medium-Term Financial Strategy (MTFS), increasing the proportion of borrowing costs against net revenue budget from 6% by 2024/25 in the 2020/21 TMS, to 8% by 2025/26 in the latest TMS. This figure was in line with other counties; the average proportion of borrowing cost was 7% and the range was 4-10%. In terms of the £0.2bn increase in borrowing, the majority of that figure represented borrowing that would generate income, such as investment in Extra Care Housing and Independent Living schemes, which would result in rental income and efficiencies, offsetting borrowing costs. Finally, the risk profile had been reduced in 2021/22 compared to 2020/21. The Council had the option of borrowing long-term at a fixed rate of 1.5% from the PWLB if desired. This rate had reduced by circa 1% during 2020/21.
4. The Select Committee thanked the Strategic Finance Business Partner for his comprehensive introduction. A Member asked what the main differences were between borrowing from the PWLB and borrowing through the UK Municipal Bonds Agency (UKMBA). The Strategic Finance Business Partner replied that the PWLB provided more certainty as the Council was guaranteed access to it; the PWLB published its rates, and the Council could draw funds from the PWLB on the same day with the rates fixed for up to 40 years. When borrowing via the UKMBA, the agency would put together a bond issuance for the Council with other local authorities, and the bond would be issued to the market. Whilst borrowing through the PWLB the Council would be responsible for its own debt and nothing else,

through the UKMBA, the Council would be signing up to a collective share of the risk of the whole bond. In order for the Council to consider borrowing from the UKMBA, it would need to see that the agency was able to offer a better rate than the PWLB.

5. A Member remarked that the Council aimed to minimise long-term debt, yet it was borrowing £100m for the Your Fund Surrey project. The Member suggested that the Council should borrow in order to invest in areas that would reduce future expenditure, rather than investing in new projects that might not help the Council to save money. The Strategic Finance Business Partner responded that the TMS aimed to set out how the capital programme would be financed through the use of cash balances and borrowing strategy while minimising the amount the Council would have to borrow; the TMS was not involved in the setting of the capital programme itself. Furthermore, the Council prioritised its capital expenditure, with a balance of schemes maintaining current assets and new developments. A large proportion of the capital programme would reap benefits in the long term. The Deputy Cabinet Member for Resources added that, with regards to Your Fund Surrey, the Council would not borrow £100m upfront; rather, funds would be borrowed as and when required. This was a long-term scheme.

7 CABINET MEMBER PRIORITIES UPDATES [Item 7]

a CABINET MEMBER FOR CORPORATE SUPPORT UPDATE [Item 7a]

Witnesses:

Zully Grant Duff, Cabinet Member for Corporate Support

Key points raised during the discussion:

1. A Member asked the Cabinet Member what the role of the County Council was in the new Tech 4 You service model. He raised concern that there had been several high-profile failures of this sort of model; what were the failsafes to ensure that the technology did not overlook people who needed help? He also asked whether Tech 4 You would be offered in addition to providing human contact, which was important. The Cabinet Member responded that the Tech 4 You project involved piloting tried and tested technology that was already in wide commercial use in a number of residential and supported living settings. The role of the project was to enable residents to live longer, more independent lives by understanding their individual needs. Surrey County Council was leading on the design of the service and monitoring the project to ensure its safety, while Mole Valley District Council would pilot the service. The pilot would begin in late January 2021 in the Mole Valley area and would last for a number of months, and then the service would be modified as needed based on the pilot. The pilot would be scrutinised by the Adults and Health Select Committee.
2. A Member noted that there was a national Test and Trace service covering the whole of Surrey, as well as a local Test and Trace service covering Elmbridge, Epsom, Runnymede and Spelthorne boroughs. How would the Council overcome the issues that had been experienced with the national Test and Trace service, ensuring the whole of Surrey had a functional system? The Cabinet Member replied

that when the Test and Trace success rates for the local and national services in Surrey were combined, the success rate stood at 85%. Surrey County Council was working in partnership with district and borough councils and using local knowledge to maximise chances of successful contact. Recently, there had been a significant increase in infection rates across Surrey, which had increased the caseload; there had been six new staff members recruited in Surrey County Council customer services to tackle this. At the end of January 2021, Woking and Surrey Heath would join the local Test and Trace system, and the remaining districts and boroughs would join the local system by mid-February 2021.

3. Regarding agile working arrangements within the Council, a Member commented that, according to the results of the travel survey recently conducted amongst staff whose administrative base had been relocated to Woodhatch Place, many staff intended to travel to the new office by car, the new journey entailed an increase in average journey time compared to the journey time to staff's previous administrative base, and most staff anticipated that they would travel into Woodhatch Place to work two days a week. Based on this, what was the total number of parking spaces at Woodhatch Place, how many staff would have Woodhatch Place designated as their administrative base, and would there be corporate WiFi installed throughout the buildings on the site? The Cabinet Member stated that there would be 473 standard parking bays, 11 disabled parking bays and 45 bicycle parking bays at Woodhatch Place. It would be the administrative base for 1,165 staff, whose different categories of work modality would determine how often they came to the site to work. The office space available at Woodhatch Place was based on a calculation of 40% of venue-based staff wanting to use office space at any one time post-Covid-19 pandemic, which amounted to 384 staff members. During the pandemic, however, only 192 staff members would be able to work at Woodhatch Place at any one time. There was currently no specific allocation of parking at Woodhatch Place. The office was designed with agile working in mind; it had no fixed workstations. Corporate WiFi, Gov WiFi and guest WiFi were installed at Woodhatch Place.

Naz Islam left the meeting at 11:46am.

4. Noting that 75% of staff anticipated that they would travel to Woodhatch Place in a single occupant car and only 2% of staff anticipated sharing a car to travel there, a Member asked how the Council could facilitate and encourage car sharing post-Covid-19 pandemic, as car sharing was cheaper and better for the environment. The Cabinet Member agreed that car sharing was positive and should be encouraged once it was safe to do so after the pandemic.

b DEPUTY CABINET MEMBER FOR RESOURCES UPDATE [Item 7b]

Witnesses:

Becky Rush, Deputy Cabinet Member for Resources

Key points raised during the discussion:

1. A Member asked which risks in the 2020/21 budget were currently RAG (red, amber, green) rated red and whether some risks that had

previously been red had now been rated black. How did this affect the position with regards to risks at year-end? The Deputy Cabinet Member replied that a £3.2m deficit was currently forecast for the end of the 2020/21 financial year. There had been little change in the forecast delivery of efficiencies in the last few months. Black rated (undeliverable) efficiencies stood at £4.6m at month 8 of 2020/21, and red rated (at risk) efficiencies stood at £5.5m. The majority of these risks were related to efficiencies in special educational needs and disabilities (SEND). All efficiencies were regularly reviewed within the transformation programme, and as well as this a review was being conducted on the effect of the current Covid-19 lockdown.

2. A Member requested to see the year-on-year level of Adult Social Care debts. The Deputy Cabinet Member stated that a full report was being compiled for the Adults and Health Select Committee and once the information was available, she would share it with the Resources and Performance Select Committee.

Chris Townsend left the meeting at 11:54am.

3. A Member requested that the monthly deep dives reported back to the Transformation Board also be reported to the Resources and Performance Select Committee on a monthly basis. The Deputy Cabinet Member agreed to share this information with the Select Committee monthly.
4. A Member asked what the modernisation review was, as mentioned in the report. The Deputy Cabinet Member responded that this was a monthly meeting with procurement, whereby discussions took place about how improvements could be made to procurement processes. The new Digital Business and Insights (DB&I) project would provide a new procurement programme. Also discussed at the modernisation review were a renewed emphasis on business partnering, changes due to Britain's exit from the European Union, and increased focus on climate change.
5. A Member enquired what the key risks in the Resources portfolio were and what issues the Deputy Cabinet Member would address once she became Cabinet Member for Resources from 26 January 2021 onwards. The Deputy Cabinet Member said that she was working closely with the current Cabinet Member for Resources and the finance team to ensure a smooth handover. The main budgetary risks included SEND and waste, as well as the agile office programme, agile IT, the relocation of the County Hall to Woodhatch Place and staff retention. Project governance, risk management, interim workplace solutions and regular communications led by the Executive Director of Resources mitigated these risks. Moreover, Covid-19 had impacted services, leading to staff sickness and redeployment, for example. Reprioritisation of the transformation programme and of critical functions within teams helped mitigate this risk. The focus at present was on delivery of the budget at 2020/21 year-end. The Deputy Cabinet Member commended the abilities of the team and the governance within the Resources directorate.

6. The Select Committee was informed that Mel Few, Cabinet Member for Resources, and Zully Grant Duff, Cabinet Member for Corporate Support, would be stepping down from their Cabinet roles from 26 January 2021 onwards. The Select Committee thanked these Cabinet Members for their work and diligence in these roles.

Actions/further information to be provided:

1. Deputy Cabinet Member for Resources to share the report on Adult Social Care debts (being compiled for the Adults and Health Select Committee) with the Resources and Performance Select Committee;
2. Deputy Cabinet Member for Resources to share monthly Transformation Board deep dives with the Select Committee.

8 EQUALITY, DIVERSITY AND INCLUSION [Item 8]

Witnesses:

Jackie Foglietta, Director of HR&OD

Zully Grant Duff, Cabinet Member for Corporate Support

Nicola Kilvington, Director of Insight, Analytics and Intelligence

Katie Stewart, Executive Director of Environment, Transport and Infrastructure

Adam Whittaker, Strategic Lead – Policy and Strategy

Key points raised during the discussion:

1. The Executive Director of Environment, Transport and Infrastructure explained that the new draft action plan on Equality, Diversity and Inclusion (EDI) covered both the Council's workforce and Surrey residents. The draft action plan aimed to be radical in its approach. Staff feedback on EDI had been collected in autumn 2019 and it indicated both some key areas of good practice across the organisation and some areas where the EDI agenda was not prioritised or where staff did not feel sufficiently supported. While the Council was not necessarily organisationally biased, it still had much to do in order to be seen as an organisation that took EDI seriously. The Covid-19 pandemic had also affected communities differently and evidenced the need for support for certain communities. Recently, the government had announced that they would be reviewing the national EDI agenda, and the Council wished to reflect this national agenda, while taking into account the views of the Select Committee.
2. Noting that a speech made recently by the Minister for Women and Equalities had implied that the EDI agenda should look beyond the legally protected characteristics, a Member asked for witnesses' comments on the minister's views. The Executive Director replied that, while it was too early to know the full implications of the minister's speech, the Council did share the desire to make a significant improvement in EDI and the minister's evidence-based approach was encouraging. The Council recognised that inequality went beyond the protected characteristics but that there was still a need to focus on protected characteristics. The Council's Equality Impact Assessments (EIAs) were designed to capture protected characteristics as well as other inequalities. However, there was currently no sign that central government would make changes to the Council's legal duties.
3. A Member enquired what support Members might need in order to be equipped to provide collective leadership and champion EDI.

Moreover, how would the whole of the Surrey community be engaged in EDI? The Executive Director responded that Members were key to the EDI plan and were seen as crucial representatives within the community. Locality profiles had been developed, which could help Members to understand the makeup of their division. Members could facilitate in reaching communities, and promote and celebrate diversity, by promoting LGBT+ history month or black history month, for example. The Director of Insight, Analytics and Intelligence agreed to send locality profiles to Members and added that the Community Impact Assessment (CIA) measured engagement with residents with protected characteristics, as well as other groups such as carers. The Select Committee requested that the Director of Insight, Analytics and Intelligence provide a briefing note on the CIA. Furthermore, there were communities transformation programmes such as Your Fund Surrey, and these encouraged engagement between residents and partners. The Surrey minority ethnic forum fostered engagement with the black, Asian and minority ethnic (BAME) community. The Director of Insight, Analytics and Intelligence attended a monthly forum attended by over 100 voluntary organisations, showing partnership working and gathering of information across the system.

4. A Member emphasised the importance on concentrating on digital exclusion, particularly amongst older residents. The Cabinet Member for Corporate Support concurred that digital inclusion was important in tackling health inequalities and it was at the forefront of her agenda. One example of action the Council was taking was to maintain access to computers in libraries as much as possible throughout the Covid-19 pandemic.
5. Members remarked that refreshed EDI training for Members should concentrate on what Members can do in practical terms, with case studies and examples of best practice.
6. A Member asked how the Council could ensure it monitored its improvement. The Executive Director replied that there was an annex in the report setting out how the implementation of actions would be measured. Quantitative measures were important in measuring the implementation, and the Council was ambitious with its aims for this and hoped to be held to account. Members should also inform officers whether the Council was doing well in meeting its aims. The Council should be taking accessibility, inclusion and the EIA into account for service design and transformation from the start. Other ways in which success could be measured was by measuring how representative the Council's workforce was across all levels, and by measuring staff satisfaction.
7. A Member questioned whether ensuring the workforce was representative was helpful – since the Council's workforce was a small proportion of the overall population of Surrey, this may not be particularly helpful. Instead, it could be more helpful to encourage a universal attitude shift towards equality and inclusion, rather than pushing specific ratios within the workforce. The Executive Director stated that, while the cultural aspect was indeed important, ensuring staff had equal opportunities by enabling staff progression within certain protected characteristics was important. Currently,

management within the Council was not proportionally diverse. The Director of HR&OD said that it was key for BAME staff in more junior positions to be able to see successful BAME people in senior management positions. Also, the Council had a low proportion of disabled staff, which it was keen to change. A workforce that reflected the Surrey population was essential for enabling the Council to represent the Surrey population accurately.

8. A Member asked whether there was scope for a Member reference group on EDI. Moreover, how were staff engaged in EDI? The Director of HR&OD responded that there were various routes for Member involvement. For example, there were seven Employee Resource Groups (ERGs) that had been set up by staff for certain affinity groups within the workforce, such as a women's network and LGBT+ network. Each of these groups had a Cabinet Member and Executive Director as sponsors and had recently put in place cross-network meetings with trade unions. These groups were key to staff engagement and helped to highlight areas of concern. The Executive Director echoed the importance of these groups and added that, as well as supporting colleagues, these groups helped shape the corporate EDI policy agenda. The Select Committee supported the notion of establishing a Member group to advise on EDI and inviting Members to informally attend ERG meetings where appropriate.
9. A Member enquired what new opportunities for EDI training there were and whether any of the training was mandatory. The Director of HR&OD replied that unconscious bias training for all staff had been introduced in 2020 and was mandatory for all staff. Training for staff about reverse mentoring, anti-racism training and bystander training were being explored. At the Select Committee's draft report meeting, Members suggested implementing mandatory EDI training for all Members, and with the Select Committee's support officers would look at implementing this.
10. A Member asked whether the Council was looking to the training offered at other local authorities for examples of best practice. The Executive Director said that the Council was looking at good practice and wanted to take inspiration from this where appropriate, but Surrey County Council was ambitious to be the best local authority in terms of EDI training. The Strategic Lead – Policy and Strategy added that a number of local authorities had been mentioned in the report and officers would meet tomorrow (22 January 2021) with the Greater London Authority to discuss an advisory panel that had been set up with the Mayor of London. The Local Government Authority excellency framework had guided the EDI action plan, as had best practice from companies in other industries, such as Sky and Bloomberg. On a more practical level, the Council was starting to have conversations with voluntary sector colleagues and Surrey Police, coming together as a system to develop shared priorities for EDI.
11. A Member suggested that EDI training should be conducted jointly for staff and Members, which would help build bonds. Also, she requested assurance that the Council would look to acquire an accreditation in EDI. The Executive Director expressed appreciation for Members' ambition in this field and took the Member's comments on board, while

stating that caution was needed when approaching accreditation as some accreditations varied in terms of value, and acknowledging the different challenges faced by Members and staff due to their different roles.

12. A Member requested that the mention in the report of 'minimising bias' be changed to 'eradicating bias'; to minimise bias was not ambitious enough. The Executive Director agreed to make this change.

Recommendations:

1. ED&I training for Members should take place after May 2021 and be made part of induction process for all Members; similar consideration to be given to such training for officers;
2. To help achieve the goal of a successful reassessment within the Local Government Association (LGA) Equality Framework in the first quarter of 2022, a survey of staff, residents and Members be carried out and results shared with this Select Committee;
3. Relevant key performance indicators be developed (enhanced in line with the action plan if already in place) and reported to this Select Committee as part of its existing regular performance monitoring report;
4. An update report be presented to this Select Committee as outlined under 'next steps' of the report;
5. On page 51, Appendix B of the report, under 'How we'll meet our commitment' – our commitment should be to 'eradicate bias', instead of merely minimising it;
6. To explore and remove any barriers to take part in the LGA Equality Framework as soon as possible;
7. There appear to be some anomalies in terms of the approach between officers and what the Minister for Women and Equalities is saying in her speech and these should be articulated and reconciled wherever possible;
8. All Members to be included in a Member level group to encourage collective leadership on ED&I. All Members to train on ED&I alongside officers and invited to participate in engagement activities.

Actions/further information to be provided:

1. Director of Insight, Analytics and Intelligence to provide locality profiles to Members of the Select Committee;
2. To receive a briefing paper by email about the Community Impact Assessment, including monitoring and review arrangements for the proposed action plan;
3. Executive Director of Environment, Transport and Infrastructure to look at the possibility of inviting Members to informally attend ERG groups.

9 TASK GROUP UPDATES [Item 9]

The Select Committee agreed the recommendations of the Customer Experience Task Group.

The Select Committee noted the notes of the recent County Hall Move and Agile Programme Task Group meeting.

10 FORWARD WORK PROGRAMME AND RECOMMENDATION TRACKER [Item 10]

The Select Committee agreed that it would consider the transformation deep dive reports (mentioned in paragraph 3 of item 7b) once it had seen the monthly reports informally.

11 DATE OF THE NEXT MEETING [Item 11]

The next meeting of the Resources and Performance Select Committee would be held on 18 March 2021.

Meeting ended at: 1.05 pm

Chairman

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RESOURCES AND PERFORMANCE SELECT COMMITTEE



18 March 2021

COVID-19 Financial Update

Purpose of report: To provide the Committee with an update on the financial impact of COVID-19 (CV-19)

Introduction:

1. The financial impact of CV-19 in 2020/21 has been monitored closely throughout the year and Directorate budgets have been subject to a number of resets to mitigate its effect and safeguard business as usual (BAU) budgets. The most recent reset at M6 (September) distributed a total of £52.5m of CV-19 emergency funding to Directorates, covering the CV-19 costs, lost income and unachievable efficiencies reported at the time.
2. Funding for CV-19 falls into three main categories:
 - **CV-19 emergency grant** – this represents funding paid to local authorities from the Ministry of Housing and Local Government (MHCLG) to “help address pressures faced in response to the pandemic across all the services delivered”. It is un-ringfenced and is intended to cover any costs that are not met by ring-fenced CV-19 grants provided for specific activities. The emergency grant was received in four tranches, set out in section 7. Any amounts unused in 2020/21 can be carried forward to 2021/22. Although MHCLG used a number of different approaches to distribute tranches one to three, tranche four included an adjustment such that the total of all four tranches was distributed by reference to a CV-19 Relative Needs formula. The CV-19 formula is based on modelling of the data submitted to MHCLG in the first few months of the pandemic, including population and deprivation and an adjustment to take account of the varying cost of delivering services across the country.
 - **Income Compensation Scheme Funding (ICS)** The ICS is an MHCLG scheme to partially compensate local authorities for irrecoverable and unavoidable losses from sales, fees and charges income. The 2020/21 scheme is based on claims at Month 4, 8 and 12. ICS will cover circa 47% of our reported losses.

- **Specific Grant Funding** – This represents a range of grants from government departments and reimbursement of costs from the NHS, details of which are set out in Annex 1.
3. The overall forecast impact of CV-19 at Month 9 consists of:
- Gross Directorate spend and lost income of £131.7m
 - Offset in part by specific grants from government of £75.8m
 - **Leaving a net of £56.1m to be met from emergency funding and the ICS**

4. The £56.1m forecast at Month 9 (M9 December) results in a £3.6m deficit against the £52.5m budget. This will be monitored for the remainder of the financial year and any remaining deficit at outturn will be funded from the balance of CV-19 emergency funding (as set out in paragraph 8).
5. The remainder of this report sets out the emergency funding received and provides details on the picture for each Directorate.

Covid-19 Emergency Funding and Income Compensation Scheme:

6. The Council has received four tranches of CV-19 emergency funding totalling £58.7m; the first in 2019/20 and the following three in 2020/21.
7. In addition, the Council has claimed £4.6m through the Income Compensation Scheme (ICS), covering lost sales, fees and charges. The main elements of the ICS claim are as follows (note that the complexity of the scheme means that the ratio between lost income and amount compensated varies from service to service). To date:
- £0.9m Registrars and Trading Standards (against a £1.4m loss to M8)
 - £0.8m for Schools Catering (against a £1.5m loss to M8)
 - £0.7m for Culture (against a £1.1m loss to M8)
 - £0.6m for Surrey Outdoor Learning and Development (SOLD) (against a £0.9m loss to M8)
8. This brings the total CV-19 funding from central government to £63.3m. £0.9m of Tranche 1 was used in 2019/20, with the balance carried forward. In 2020/21, £52.5m has been distributed to Directorates and the Local Resilience Forum (LRF) Cells. A balance of £9.9m, consisting of Tranche 4 and the ICS is currently held in a reserve for CV-19.

Tranche	Received	Value £m	Used in 2019/20 £m	Used in 2020/21 £m	Balance in Reserve £m
1	March 2019	25.2	0.9	24.3	-
2	April 2020	21.8	-	21.8	-
3	July 2020	6.4	-	6.4	-
4	October 2020	5.3	-	-	5.3
	Total	58.7	0.9	52.5	5.3
ICS	November 2020	4.6	-	-	4.6
	Total	63.3	0.9	52.5	9.9

Table may not sum due to rounding

Directorate Forecasts

9. The table, below, shows the forecast impact of CV-19 at M9 on each Directorate; showing the gross spend, the amount funded by specific grants and other income and the total to be met from the CV-19 budget reset.
10. From the reset at M6 through to M9, the CV-19 forecast has increased by £3.6m; this represents the difference between the budget reset and the current forecasts.

Directorate	Gross Impact Forecast at M9 £m	Specific grants and other income at M9 (Annex 1) £m	Net Forecast at M9 £m	CV-19 Budget at M9 £m	Variance at M9 £m
Adult Social Care	67.0	(56.4)	10.6	10.6	0.0
Public Health	11.1	(10.8)	0.3	0.3	0.0
Children, Families and Lifelong Learning	16.4	-	16.4	13.8	2.6
Environment, Transport and Infrastructure	13.5	(5.8)	7.7	6.3	1.4
Community Protection	0.7	-	0.7	0.5	0.2
Community and Transformation	4.1	(0.6)	3.5	3.0	0.5
Strategy and Commissioning	1.2	-	1.2	1.0	0.2
HR and Communications	0.4	-	0.4	0.4	0.0
Deputy Chief Executive	0.0	-	0.0	0.0	0.0
Resources	8.8	(2.8)	6.0	7.0	(1.0)
Central Income and Expenditure (incl Local Resilience Forum Cells)	9.8	(0.7)	9.1	9.5	(0.4)
Total	133.0	(77.1)	56.1	52.5	3.6

Table may not sum due to rounding

Directorate Forecasts

11. **Adult Social Care (ASC)** forecasts a gross impact of £67.0m, offset by £56.4m specific funding; largely from government Infection Control, Rapid Testing and Workforce Capacity funds, and NHS Integrated Care System and hospital

discharge funding. This leaves a total of £10.6m to be funded from the emergency grant. There is no variance against the CV-19 budget at M9. The £10.6m forecast against the emergency grant primarily relates to support payments made to providers early on in the pandemic prior to specific CV-19 funding streams for ASC being made available, and additional staffing and care package spend that is not funded by the specific ASC grants.

12. **Public Health** forecasts £11.1m of costs, offset by £10.8m of specific funding; mainly the Contain Outbreak Management Fund and the Test and Trace Support Grant. This leaves £0.3m to be met from the emergency grant, unchanged since the reset.
13. **Children, Families and Lifelong Learning** forecasts £16.4m of gross impact, all to be met from the emergency grant. The main areas are increased referrals and costs for supporting Looked After Children, additional Special Educational Needs and/or Disabilities (SEND) High Needs block costs, supplier support and lost income. The Directorate's forecast has increased by £2.6m since the reset as a result of further loss of income, additional staffing costs and higher costs of SEND due to the continuing lockdown.
14. **Environment, Transport and Infrastructure** forecasts a £13.5m total impact, offset by £5.8m of specific grants (for bus operator support, school transport and active travel). This leaves a net call on the emergency grant of £7.7m, predominantly relating to increased waste volumes, CV-19 measures at Community Recycling Centres and lost income. The forecast has increased by £1.4m since the reset as a result of further increases in waste volume and further lost income relating to the continuing lockdown.
15. **Community Protection Group** forecasts £0.7m of CV-19 impact, funded from the emergency grant. This relates mainly to protective and training equipment in Fire and Rescue and the cost of tackling CV-19 related scams and lost income in Trading Standards. The forecast has increased by £0.2m since the reset.
16. **Community and Transformation** forecasts costs of £4.1m, offset by specific grant funding of £0.6m to support the Clinically Extremely Vulnerable. The remaining £3.5m predominately relates to £3m of lost income in Registrars and Culture; with £0.5m for additional staffing costs for the LRF, and the Community Helpline. The forecast has increased by £0.5m since the reset due to increased loss of income.
17. **Strategy and Commissioning** forecasts total costs of £1.2m, a £0.2m increase from the reset. The forecast includes extra transport requirements including school holidays and key-worker journeys. There are also costs associated with creating additional refuge spaces in Surrey that will help the demand in

response to the pandemic, Surrey Youth Focus and expanded summer holiday camp provision to meet expected demand. The position includes £0.6m of hardship funding to the Voluntary, Community and Faith Sector to help mitigate the impact of the pandemic.

18. **HR and Comms** forecasts total costs of £0.4m, unchanged from the reset, consisting of funding for the public information campaign, online webinars and training sessions for managing wellbeing, bereavement and managing through crisis and additional resources to support communications.
19. **Resources** forecasts £8.8m of total costs and lost income, £2.8m of which is funded through the CV-19 Winter Grant Scheme and Local Authority Emergency Assistance Grant used to support those most in need of food and other essentials. The remaining £6m – a £1m improvement since the reset – relates mainly to lost income, the costs of operating buildings safely, increased legal costs and provision of IT equipment.
20. **Central Income and Expenditure** forecasts a total cost of £9.8m including £6.4m costs of the Local Resilience Forum Cells (offset by £0.7m Infection Control Grant) mainly covering Personal Protective Equipment (PPE), Death Management and Resident Welfare and Volunteering Cells. The remaining £3.4m relates to reduced commercial income and hardship fund allocations. The forecast has improved by £0.4m since the reset due to additional grant income.

Covid-19 Budget Impact for 2021/22

Spending Pressures

21. The budget for 2021/22 was approved by Council on 9th February 2021. The budget includes £20m of CV-19 government funding for Directorate expenditure and £31m to partly mitigate the impact of reduced Council Tax and Business Rate Funding.
22. The £20m grant has been allocated to Directorate pressures as follows, with £4.9m retained in a specific CV-19 contingency to meet any costs that were not anticipated when the budget was set.

Directorate	CV-19 £m
Adult Social Care	0.0
Public Health	0.0
Children, Families, Lifelong Learning and Culture	10.8
Environment, Transport and Infrastructure	2.5
Community Protection	0.0
Resources	1.1
TPP Services	0.6
Total Directorates	15.1
Contingency	4.9
Total Net Expenditure	20.0

23. The Directorate pressures of £15.1m represent the 2021/22 full-year estimate of the impact of CV-19, based on the information available when the budget was set. It was assumed that ASC and Public Health pressures continue to be met from specific grant income such as the Contain Outbreak Management Fund (COMF). It has since been confirmed that COMF funding will continue until at least June 2021, although our allocations are yet to be confirmed.
24. The risk of the approved budget being exceeded, or unanticipated pressures emerging are managed through the following mitigations:
- A CV-19 specific contingency of £4.9m has been set aside in 2021/22
 - Based on M9 forecasts, circa £6m of 2020/21 CV-19 emergency funding will be held in reserve
 - The budget assumes no further receipts from the Income Compensation Scheme; however, this has been extended into 2021/22 and so it is likely that claims will be made. The budget indicates a CV-19 pressure of £3.1m for lost income in Culture (included in the £15.1m) above.
 - A general (non-CV-19) budget contingency of £53.8m could be called upon if CV-19 costs exceeded available funding.

The impact of CV-19 will continue to be monitored and reported to the Corporate Leadership Team (CLT) and Cabinet throughout 2021/22.

Funding

25. CV-19 has adversely affected the Council's receipts from Council Tax and Business Rates in 2020/21, both of which are collected on our behalf by the District and Borough Councils. Regulations ordinarily require the Council to

budget for any surplus or deficit on collection in the following financial year. To assist with the impact of CV-19, government changed the regulations to require the 2020/21 element of the deficit to be spread over three financial years from 2021/22 to 2023/24. This does not mean the entire deficit can be spread over three years, since some of the deficit relates to 2019/20 and so falls outside of the regulations.

26. The collection fund deficit is built into the budget for 2021/22 as follows:
 - Council Tax: £8.9m
 - Business Rates: £22.7m
 - **Total £31.6m**The latest data from the District and Boroughs confirmed a final Council Tax Deficit of £3.9m; the £5m difference will be transferred to reserves to mitigate the remaining two years of the spreadable deficit, which is currently under review.
27. The government provided a £19.2m grant to cover the 2020/21 Business Rates loss (relating specifically to Retail and Nursery reliefs) and have committed to providing a further grant to cover further elements of the Business Rates and Council Tax losses (amount is yet to be confirmed but estimated at £3.4m in the 2021/22 budget).
28. Funding for 2021/22 has also been adversely impacted by CV-19, with a reduction in Business Rates of £5.9m by comparison to 2020/21. Similarly, the tax base for Council Tax would typically grow by 0.5%, but this year dropped by 0.9%. This circa 1.4% swing from expectation results in an £11m reduction in funding, of which £8.6m is met by a government grant aimed at compensating reduced Council Tax Receipts.

Conclusions and Next Steps:

29. The overall impact of CV-19 is managed through a series of specific grants and the emergency grant funding tranches. Given the ongoing lockdown and uncertain route to easing restrictions, the situation remains fluid and will continue to be closely monitored in 2020/21 and 2021/22.
30. Any unused CV-19 Reserve at year-end will be carried forward to 2021/22 to mitigate ongoing costs and income loss. The Council is currently planned to carry forward some elements of the Contain Outbreak Management Fund and Test and Trace grant to support expenditure in 2021/22. Confirmation has been received that both grants can be carried forward.

Report contact

Anna D'Alessandro, Director of Corporate Finance

Contact details

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Sources/background papers

[2020/21 Month 9 \(December\) Financial Report](#) (item 49/21 of linked Cabinet meeting) to Cabinet, 23 February 2021

[2021/22 Budget and Medium-Term Financial Strategy to 2025/26](#) to Council, 9 February 2021

Annex 1 – Specific Grant and Other Income for CV-19

Grant	Description	Total Amount Allocated £m	2020/21 Forecast use at M9 £m
Adult Social Care			
Adult Social Care Rapid Testing Fund	Supports increased testing in care homes	4.7	4.7
Workforce Capacity grant	£120m fund for local authorities to support staffing levels	2.0	2.0
NHS Funding	NHS funding from Integrated Care System and hospital discharge; provisional funding subject to confirmation	15.4	15.4
Infection Control Fund Tranche 1 and 2	The primary purpose of this £35m fund is to support Adult Social Care providers, to reduce the rate of CV-19 transmission in and between care homes and support wider workforce resilience. £0.7m infection control is contained in the LRF cells	34.3	34.3
	Adult Social Care Total	56.4	56.4
Local Resilience Forum Cells	LRF element of Infection Control, above	0.7	0.7
Public Health			
Contain Outbreak Management Fund	Funding to support delivery of interventions to support the CV-19 response. £17.2m has been allocated so far, with funding expected to continue into 2021/22	17.2	10.8
Test and Trace Support Grant	A grant provided to develop and action plans to reduce the spread of the virus	3.5	2.0
	Public Health Total	20.7	12.8
Environment, Transport and Infrastructure			
COVID Bus Service Support Grant	To protect bus services for people who need to travel, for example to get to work or buy food	1.8	1.8
Home to School and College Transport	Funding to create extra capacity and allow more students to use alternatives to public transport, while social distancing measures remain in place	3.2	3.2
Emergency Active travel	The emergency grant funding supports local transport authorities with producing cycling and walking facilities and the installation of temporary projects for the CV-19 pandemic	0.8	0.8
	Environment, Transport and Infrastructure Total	5.8	5.8
Community and Transformation			
Clinically Extremely Vulnerable (CEV)	Funding to support Clinically Extremely Vulnerable (CEV)	0.6	0.6
	Community and Transformation Total	0.6	0.6
Resources			
CV-19 Winter Grant scheme	Funding made available in early December 2020 to support those most in need with the cost of food, and other essentials	2.1	2.1
Local Authority Emergency Assistance Grant	For local authorities to use to support people who are struggling to afford food and other essentials due to CV-19	0.8	0.8
	Resources Total	2.9	2.9
		87.1	79.1

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RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 March 2021



Digital Business & Insights Programme Update

Purpose of report: To provide an update on the Digital Business & Insights programme

Introduction:

1. This report provides an update on delivery progress by the Digital Business & Insights (DB&I) programme since the last update to the Resources & Performance Select Committee in October 2020.
2. The Digital Business & Insights programme was initiated in July 2019 and successfully completed the procurement of a Software-as-a-Service (SaaS) Enterprise Resource Planning (ERP) system and associated implementation partner services in August 2020. Following Cabinet approval in July 2020, the contract was awarded to Unit 4 for provision of their SaaS ERP software, implementation services and to commence implementation. The implementation services are being delivered by Embridge Consulting, Unit 4's preferred implementation partner.
3. Following contract award, the implementation programme started to mobilise on 7th September 2020 with the aim of delivering go-live by December 2021 and is structured into three phases as follows:
 - Phase One – Implementation of a 3rd party solution Proactis including Supplier Relationship Management, Sourcing and Contract Management for go-live on 1st June 2021 as a standalone (i.e. non-integrated) solution.
 - Phase Two – Implementation of the main Unit 4 ERP modules for Finance, transactional Procurement, HR and Payroll as a fully integrated solution including integration with Proactis for go-live on 1st December 2021.
 - Data Archiving – Procurement and implementation of a solution for archiving legacy data held in the current SAP system, which needs to be retained but will not be migrated to the new Unit 4 ERP system. The target timeline for go-live for this solution is March 2022, following completion of the Phase Two migration to Unit 4 ERP. This phase also includes the implementation of future archiving requirements within the Proactis and Unit 4 ERP solutions.

4. In summary, the programme is currently on track having completed the Design stage before Christmas as planned and is now progressing the Build stage, which is on target to complete in early May before the programme progresses to Testing. The programme governance and organisation presented to this Committee in October have now been implemented in full and both the Council and supplier teams are working collaboratively and effectively together to deliver in line with the agreed plan. The remainder of this report provides further information on the current progress and updates on the plan, budget and next steps. An update on key programme risks is included in the annex.

DB&I Progress Update

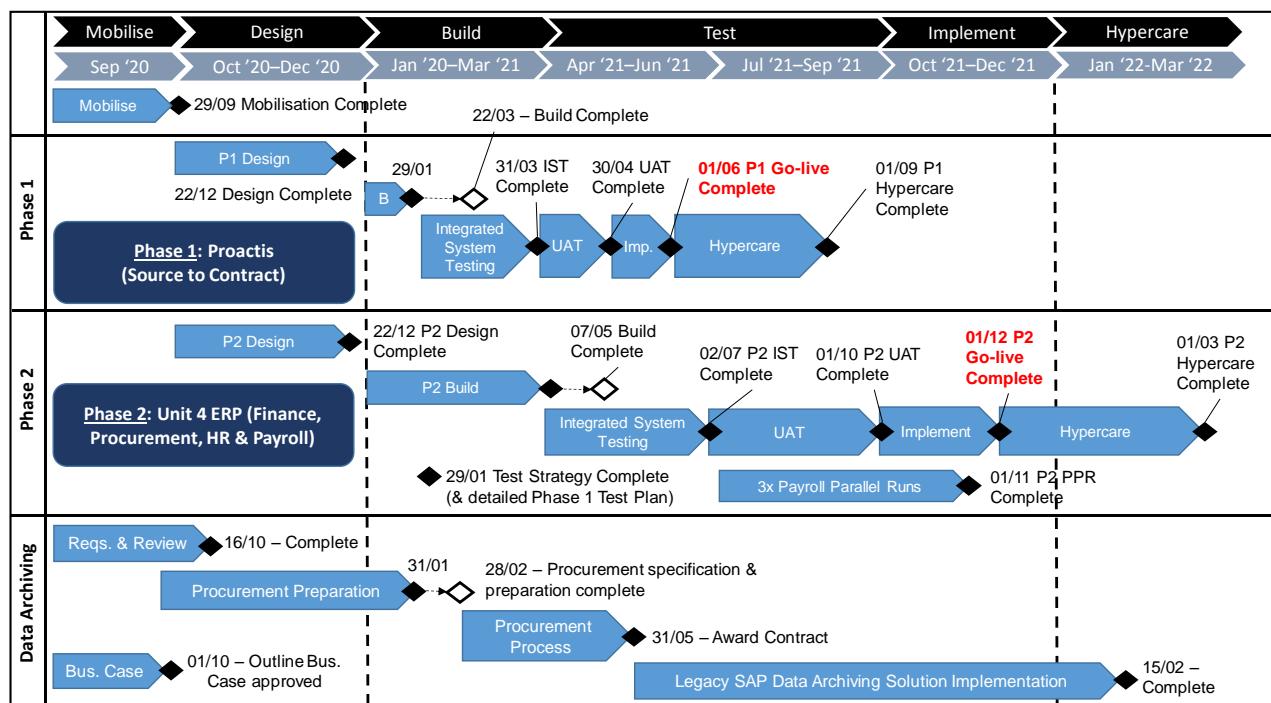
5. The Design stage formally closed on 7th January with Gateway approval at the DB&I Strategic Programme Board, following completion of all required design deliverables to the Council's satisfaction. The current state of progress for each phase is as follows:
 - Phase One – On track. Approval for the Proactis prototype was gained before Christmas prior to Build activities commencing in January, which have involved several reviews of the solution configuration. There was a delay to completing Build to 26th February due to some outstanding design questions that required resolution. The Build stage is now on track for formal closure on 22nd March.
 - Phase Two – On track. All solution design documents were completed and agreed before Christmas and the team is now progressing though Build, which is on track to complete on 7th May. A consultancy, Glue Reply, have been appointed to provide additional integration development expertise and capacity, and the focus is now to complete detailed planning and to progress the development of required integrations between line-of-business systems and Unit 4 ERP.
 - Data Archiving – On track. Work has continued to prepare to procure a data archiving solution and this work stream is on track to publish an Invitation to Tender in early March.
6. An approach for identifying and tracking the benefits of the new solution has been approved by DB&I Strategic Programme Board and an initial register of the benefits identified during the Design stage has been completed. The next step will be to prioritise the benefits in conjunction with DB&I Strategic Programme Board before quantifying them and agreeing appropriate benefit owners, who will be responsible for realising any efficiencies enabled by the programme.

Updated Plan

7. The programme is continuing to deliver in line with the agreed overall plan, as shown in the graphic below. There have been some agreed changes to the following three milestones as follows:

- Phase One Build Complete – This milestone has moved to 22nd March as some outstanding design questions required answers prior to finalising the Proactis solution build at the end of February. This delay has not impacted on wider timescales.
- Phase Two Build Complete – This milestone has moved from 2nd April to 7th May to enable the use of planned contingency time to complete additional required build prior to the start of Testing.
- Data Archiving Procurement Preparation Complete – This milestone has slipped to provide additional time for preparation in advance of issuing the Invitation to Tender. This delay is not expected to have an impact on the target completion date of 31st May for the procurement.

DB&I Programme – Outline Implementation Plan



Programme Budget Update

8. The forecast spend over the two-year life of the programme is currently within the budget approved by Cabinet in July 2020, which is summarised in the paragraphs below.

9. The total capital cost of the implementation is £14.8m over two years, comprising £3m in staffing and £11.8m in non-staff costs. Of the total capital cost, £6m will fall during 2020/21 and £8.8m during 2021/22. This capital requirement has been added to the capital programme, following approval of the Cabinet paper in July 2020.
10. The total revenue cost of the implementation is £1.9m over two years, comprising £1.3m in staffing and £0.6m in non-staff costs. Of the total revenue cost, £0.6m will fall during 2020/21 and £1.3m during 2021/22. The revenue costs for 2020/21 are being contained within existing budgets and a draw down from the Digital Business & Insights programme reserve, which was set up for this purpose as part of the 2019/20 outturn recommendations.
11. The revenue and capital implications of DB&I have been approved by Full Council as part of approving the Council's budget for 2021/22 on 9th February 2021.

Next Steps

12. Deliver all required Phase One activities in advance of go-live on 1st June. In summary, this includes training preparation and delivery, user acceptance testing, data migration and cutover to the new solution. Work to assess the business impact and readiness of the organisation to transition to Proactis will also continue to ramp up including required communication with suppliers to ensure their readiness in advance of go-live.
13. Complete the Phase Two Build activities to develop and finalise the solution configurations for Finance, transactional Procurement and HR and Payroll by May in readiness to start Testing. Further preparation for User Acceptance Testing, which is scheduled to start in early July, will be completed which will build on the detailed business resource planning for this activity that has already reached an advanced stage. Business change activity to assess the impact on the organisation of moving to Unit 4 ERP and to ensure readiness across corporate functions and directorates will continue to ramp up. In parallel, training needs will be analysed and training materials developed over the coming months in preparation for delivering training in advance of go-live.
14. The Data Archiving procurement process will commence in early March with a target completion of the end of May. Detailed implementation planning will be completed over the coming months but the aim following contract award will be to complete go-live to the new archiving solution for legacy SAP data by the end of March 2022. Over the coming months work required to implement archiving in Proactis and Unit 4 ERP will also be progressed.

15. The next update will be provided to the Resources & Performance Select Committee in October 2021 following completion of User Acceptance Testing. An additional final update will be provided to the Committee in February 2022 following final go-live and completion of two of the three months of post go-live support.
-

Report contact: Andrew Richards, Interim Digital Business & Insights Programme Director.

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Sources/background papers:

- DB&I Full Business Case Cabinet Report (July 2020)
- DB&I Outline Business Case Cabinet Report (October 2019)

Annex - Key risks:

No.	Category	Risk Description	Pre-mitigation Rating	Mitigation Activity	Owner
1	People	There is a risk that that Covid-19 significantly impacts programme team member availability	High	Ongoing monitoring of lockdown impact on team and offering flexibility where possible to accommodate home schooling. Covid 19 risk assessments have been undertaken as required for high risk individuals prior to use of any office space.	DB&I Programme Director
2	Strategic	There is a risk that the quality of the solution design is poor if the right business representatives are not engaged effectively	Medium	Optimise business subject matter attendance at Show & Tell and configuration review sessions during Build. Ensure close collaboration with consultants throughout Build. Clear design principles including adoption of standard Unit 4 Public Sector Model build.	DB&I Process Leads

3	People	There is a risk that there is resistance to change from staff including adoption of the standard best practice SaaS processes	High	<p>Emphasise agreed DB&I design principles to reinforce communication of the strategic ambition.</p> <p>Recruit and retain the right DB&I Process Leads and Subject Matter Experts, who are empowered to make decisions.</p> <p>Ensure ongoing effective governance to effectively control decisions on any customisation requirements.</p>	DB&I SRO
4	Strategic	There is a risk that there are conflicting interests within the organisation with differing objectives and a lack of consensus of strategic direction relating to implementation and associated business change	Medium	<p>Programme Board sign-off the programme success criteria.</p> <p>Strong communication and engagement with the Vision and design principles to inform workshops.</p> <p>Business sign-off of Impact Assessments and associated business change plans.</p>	DB&I SRO
5	Strategic	There is a risk that the programme is unable to demonstrate sufficient measurable benefits	Medium	<p>Ensure a focus on benefits delivery and reporting to DB&I Strategic Programme Board throughout the programme, aligning with the Corporate Benefits Realisation approach.</p> <p>Early establishment of SCC Benefits Governance Board.</p>	DB&I SRO

6	Strategic	There is a risk that there is a capacity issue in the corporate business, IT & Digital and directorates to be able to meet their required time commitment to deliver the programme.	High	The business case is based on a dedicated and fully resourced core council project team. Additional business resource requirements for User Acceptance Testing, Implementation & Early Life support have been agreed and recruitment is underway.	Strategic Programme Board Leads
7	Strategic	There is a risk that dependencies on integration with directorate systems are not effectively identified and implemented, impacting the delivery of end-to-end processes with directorates and benefits realisation.	Medium	Focus on ensuring all integration requirements are identified to inform planning. Directorate representatives are engaged in the programme to ensure dependencies are effectively managed.	DB&I Directorate Leads
8	Strategic	There is a risk that dependencies between DB&I and other wider Corporate Transformation initiatives are not managed effectively, impacting delivery & causing confusion.	High	Alignment in communication and engagement and business change management approach between DB&I and wider corporate transformation initiatives. This is managed via DB&I team attendance at Business Partner & Change Network and coordination with the Transformation Engagement Lead.	DB&I SRO (Corporate Portfolio Manager)

9	Operational	<p>There is a risk that there will be a drop in the level of service from Business Operations for the Council and other customers during the implementation and early life of the new system</p>	High	<p>Effective business change management and communication with customers to manage expectations throughout delivery of the programme</p> <p>Additional Business Operations resource requirements for User Acceptance Testing, Implementation & Early Life support have been agreed and recruitment is underway.</p>	Assistant Director of Business Operations
10	Financial	<p>There is a risk that the completion of the implementation phase slips into Q4 2021/22, which will result in the council potentially incurring the full cost of SAP support & maintenance for 2022 (£700k), which becomes due in January 2022.</p>	High	<p>Provide notice to SAP by September 2021 to end support & maintenance contract by January 2022. If go-live is delayed, short-term support options will be explored. Risk of slippage will be continuously monitored and reviewed at each delivery stage gateway.</p>	SAP Contract Manager

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RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 MARCH 2021



IT & DIGITAL SERVICE

Purpose of report: To provide the Committee with an overview of the IT & Digital Service, in respect of its financial context, areas of delivery and service risks and challenge

Introduction:

1. This report has been written to support consideration of the IT & Digital service by the Select Committee.

Background:

2. The IT & Digital service is located within the Resources Directorate and is one of the Orbis partnership functions. IT & Digital has been designed to support and enable the operational and strategic priorities of Surrey County Council and the other Orbis partners.
3. The aim of delivering through a partnership function was threefold: to drive out cost by layering and removing role duplication; to provide an enabling service that was responsive to the operational and strategic priorities of each council; to combine the pooled professional and technical expertise to enhance the overall service offer.
4. The IT& Digital service was established in 2015/16, following the appointment of the Orbis Chief Information Officer. Since this time, there has been a strategic and systematic programme of IT service development and enhancement of technology and digital capabilities across Surrey County Council. These improvements have been achieved whilst delivering a systematic and ongoing process of cost reduction and efficiency savings.
5. The Orbis partnership was originally established by Surrey and East Sussex County Councils to deliver efficiency savings from economies of scope, service redesign, and streamlining of processes. There are two years remaining of the current three-year commitment to the partnership and the arrangements for the IT & Digital service are perceived to be working well. These arrangements have delivered both financial and non-financial benefits, with continued delivery of

efficiencies, continuous service optimisation and bringing value into Surrey County Council by applying learning from working across multiple large local authorities.

6. The IT & Digital service is responsible for the delivery and support of the full spectrum of technology, data, and digital services across the three councils within the Orbis partnership. The span of responsibilities includes support for 20,000 internal service users, delivery of schools' IT support and data centre traded services, support for circa 1,600 line of business systems, connectivity to 510 sites, and the management of 2 x Tier 3 data centre facilities (ISO27001 accredited).
7. Alongside the mission critical operational support activities, the IT & Digital Service been a major contributor to the Council's Transformation Programme playing a leading role in the Agile and Digital transformation programmes.

Financial Context:

Revenue

8. There are two revenue budgets associated with the cost of delivering IT & Digital (IT&D) services: those service elements that are integrated with East Sussex County Council and Brighton & Hove City Council as part of the Orbis partnership (part of the Orbis Joint Operating Budget (JOB)) which is £20m (2020/21) of which £10.8m is the Surrey share; and the Surrey County Council sovereign IT&D budget, which is £10.3m (2020/21) for those elements, such as support and maintenance contracts, that pertain only to Surrey County Council.
9. The IT & Digital service has achieved significant levels of savings and in doing so has contributed to the financial sustainability of the wider Council. These efficiencies have been delivered whilst also ensuring that it provides enabling and responsive services that underpin the delivery of the Council's operational and strategic priorities.

The table below provides details of the savings plan for the current three-year period (2019/20 – 21/22).

Budget	2019/20 (actual) £m	2020/21(projected) £m	2021/22 (target) £m
JOB (SCC share)	0.5	0.266	0.263
SCC Sovereign	1.7	0.7	0.8

The table below shows the total and percentage savings between 2015/16 - 2021/22.

Budget	Total Net Savings (£m)	Percentage Reduction
JOB	£4.2m	20%
SCC Sovereign	£2.8m	21%

10. The IT&D JOB savings have been achieved with a reduction of circa 50 FTE (full-time equivalent) positions, the vast majority at PS13 and above, across the partnership footprint; this involved redundancies in the first few years and subsequently holding vacancies and designing vacant posts out of the structure. The SCC sovereign budget savings have been achieved by moving to different technology platforms for example from Lotus Notes and Novell to Microsoft, and removal of solutions such as Mobile Iron with new capabilities that have been made available by existing solutions. Additionally, there has been a significant move from revenue to capital funded transformation and funding from the Transformation Support Unit (TSU) which has enabled the reduction of circa £2m.

Capital

11. The IT&D service also manage the delivery of a recurring capital programme of circa £6m in 20/21 and ongoing throughout the MTFS period. The capital investment ensures the appropriate IT infrastructure is in place across the Council and has recently included the roll out of new laptops as part of the Windows 10 refresh project. In addition, the capital budget for the Agile programme is funding the provision of hybrid devices to front line workers supporting the transformation of the way that they work.

Project delivery and enabling transformation:

12. Alongside the support role provided by IT & Digital, a significant focus for the service is providing expertise and delivery capability into the Council's transformation programme and delivering a vast portfolio of ongoing business as usual service projects.
13. Through the Agile Programme, the IT & Digital service has been implementing a step-change in technology capabilities to support the Council's vision for a highly agile workforce with the ability to work from any location and deliver services through multi-disciplinary teams. This programme deliverables include: the roll-out of new mobile working equipment such as iPhones and laptop

devices running Windows 10; enhancements to the IT infrastructure such as increasing network capacity and resilience, extended use of Wi-Fi including the implementation of Gov Wi-Fi; deployment of Microsoft Teams and other features within the Microsoft M365 platform to enable virtual collaboration and service delivery. Please refer to Annex 1 for further details of programme and capabilities delivered by the IT & Service.

14. The Digital Programme is another key pillar of the corporate change programme. The resulting work has put in place the technology foundations to support the business-led transformation that is changing internal and resident facing service delivery. The tech and digital capabilities deployed include: a data integration platform that enables the linking of data from different sources, this has proved to be an essential capability in the Council's COVID response; a data management platform that supports the single view of resident and asset information; advanced data analytics and automation solutions that provide self-serve datasets and dashboards used to support the creation of strategic and operational insights; process automation technology, enabling automation of repetitive tasks to free up staff time; chatbot, smart form, and webchat technology that has enabled an improved access to services for residents when they contact the Council online. Please refer to Annex 2 for further details of the digital programme and developments within the IT & Service, and to Annex 3 to see further details of the examples of where the IT & Digital service has been creating and applying data analytical tools and capabilities.
15. In addition to the project work undertaken through the Agile and Digital programmes there are 30 IT projects currently in delivery (none of which come with additional funding for resources) and with 18 projects completing during 2020/1. These projects represent a proportion of the overall demand, with 91 requests for new projects being made during 20/21. These requests are investigated to understand relative business priority, complexity, and resource requirements. Responding to this level of project demand is another operational challenge that is proactively managed through engagement with stakeholders. Please refer to Annex 4 for further details of the IT project portfolio.
16. Of the 475 FTE staff base within IT & Digital, circa 200 FTE are Surrey employees. Within the Project Delivery team there are currently seven project managers working on the projects that appear in Appendix 4. A project manager will often lead multiple projects to ensure that their expertise is fully utilised. There are additionally four Business Analysts who are involved in the delivery of the projects. There are no other dedicated project resources, with the technical needs of the projects met from technical staff within the SCC staff base.
17. Alongside the permanent staff base, temporary or agency staff are employed to assist with the design and delivery of projects where there is a need to draw

upon specialist skills, for a defined task and time-frame, to assist with the implementation of new technologies and development of new delivery techniques, or to provide additional capacity at demand peaks that may exceed the steady state resource capacity. A good example is the Digital and Agile Programmes, which are using contractors to supplement, enhance or support, short term, our existing teams.

Enabling better support and service satisfaction:

18. A key responsibility of the IT & Digital Service is to provide a responsive and enabling support to the Council in its use of IT and digital. To ensure this aspect of the service can perform effectively and efficiently there has been a programme of continuous service improvement. With a focus on reviewing and optimising the processes and systems used to deliver this support, with a particular focus on the service hub, which manages incidents and service requests. The aim has been to provide a much greater level of self-service capability for staff, a smoother and responsive experience and improved data insights into end-user satisfaction and potential pain points.
19. To support this process of improvement there has been investments in three IT system capabilities:
 - Cherwell: The core IT call logging and management platform and the end-user portal referred to as MyServiceHub. The implementation of this system also included the review and improvement of processes that reduced 127 processes and forms, across the three councils, into a consistent, set of 26 and achieved an operating cost reduction of £185k per annum
 - Comarround (referred to as KnowHow!): This is an online knowledge library enabling service users to browse for user guides, videos and helpful articles and links. It contains 75,000 pre-written articles from Microsoft as well as guides and videos written by IT experts
 - Happy Signals: the customer experience engine that provides real-time analytical insights into the ‘happiness’ of the userbase and assists in targeting continuous service improvement.

IT infrastructure innovation:

20. IT & Digital has been actively working on the roll out of its Core Infrastructure Architecture (CIA) strategy. This strategy sets out a step-change in the provision of IT infrastructure services and makes use of the very latest technologies and industry best practice. The aim is to drive up the availability of

systems within the data centres, bring data centre server hardware up-to-date and enhance the overall disaster recovery capability for the Council.

21. There is a regular schedule of Disaster Recovery (DR) for infrastructure component testing at the two data centres, this includes regular mains power out testing and generator tests. In terms of business systems, the recovery sequence is prioritised through the corporate risk and resilience governance. Each system (e.g. SAP, Liquid Logic, Norwell, Vision etc) has their own unique recovery scenario with testing processes agreed with services and delivered throughout the year. In the case of SAP, for example, there are two DR tests a year, where the system is closed at the primary data centre and restored at secondary site. Other systems such as Liquid logic are tested in different ways to fit into the patterns of service delivery and in order to minimise disruption; typically, intra-site recovery would be tested as part of an upgrade.
22. It should be noted the traditional concept of full data centre or application shutdowns to test DR are now very dated and the core infrastructure strategy is providing a pathway towards high-availability using cloud and on-premises infrastructure arrangements.
23. A key feature of this high-availability strategy is the use of Hyperconverged Infrastructure (HCI) which is the current industry standard in the context of providing high performing computer services within data centre environments. This technology simplifies a previously complex set-up involving large disk storage, servers, and networking components. Hyperconvergence also provides the flexibility to use of the Council's data centre housed hardware in conjunction with cloud-based services (e.g. Microsoft Azure and O365).
24. In addition, the fabric of the data centres is maintained to ensure optimal performance and security. With the latest refresh of systems enabling the re-accreditation, for the fifth time, to the ISO 27001 information security standard.
25. The infrastructure capabilities put in place will provide a high availability, cyber secure infrastructure capable of underpinning a 24/7 digital delivery of council services and have already provided the foundation that has enabled the vast majority of the workforce to work remotely during the COVID-19 pandemic.

Service Performance:

26. The IT & Digital service performance reporting is captured as part of the Resources directorate performance dashboard under the 'Digital, Agile Working & Moving Closer to Residents, providing the technology to support agile and digital working' performance item. This is reported using three indicators: provision of devices; provision of and attendance at relevant training sessions; and access to and use of key software packages.

27. These metrics were developed in response to a requirement to make visible the progress of Windows 10 device deployments which became a critical enabler for staff to work from home during the COVID pandemic. Linked to this, the training metric was targeting the remote training provision to equip staff in the use of the new productivity and collaboration capabilities made available on Microsoft M365 including Teams and OneDrive. Finally, the use of key software packages is a metric that reports on the volumes of staff that are remotely accessing council systems. This metric was put in place to assist with monitoring and detecting any issues with connectivity or systems access when working from home for an extended period during the COVID pandemic.
28. Alongside these corporate performance metrics, over the last couple of years, the IT & Digital service has introduced Experience Level Agreements (XLAs) in preference to traditional SLAs (Service Level Agreements) which tended to measure volumetrics and did not provide qualitative or service satisfaction insights. Please refer XLAs.
29. As part of a drive for continuous improvement there is a desire to demonstrate that the IT & Digital service is changing as part of the Council's transformation as well as supporting it. This change can be seen in the way that potential risks are managed, with a shift from a risk adverse approach to a proportionate and enabling one; and with a reduced emphasis on technical controls and a greater focus on setting out personal responsibilities and using behavioural controls to manage risk.
30. The Pivot Programme, the IT & Digital service improvement programme, has been set-up to build on the emergent changes in behaviour and approach, with a specific workstream focusing on culture and behaviour. The ambition is to establish the behaviours and ways of working needed to support a highly agile and digitally enabled organisation.

Risks and Challenges:

31. As with other council services, there are operational and strategic risks that are owned and actively managed by the IT & Digital service. Annex 6 sets out the current service strategic risks. The two most significant risks, with high residual scores, are for the cyber threats facing the Council and the impact of COVID-19 on staff availability.
32. Cyber threat is a live issue for local government with the most recent attack at the London Borough of Hackney still causing problems to the council and its residents. Due to the corporate nature and severity of the cyber risk it is included within the Council's corporate risk register. The IT & Digital service remains vigilant to the threat and continues to invest in technology capabilities to detect and respond to a potential cyber compromise. In addition to the tools,

several staff have been trained and qualified to an expert level in information and Systems security. The service is also a member of the South East WARP (Warning, Advisory and Reporting Point), a consortium of public sector bodies where intelligence on cyber is shared and experiences are learned from.

33. The impact of COVID-19 upon the workforce is another live challenge that is being closely managed. Staff within the service are following national and council-specific guidance and where individuals or teams do need to be in an office, they are adhering to COVID secure measures. The service business continuity plan was also tested in October 2020 as part of steps to prepare for staff absences.
34. A broader challenge faced by the service, which will be common with all IT and digital functions, is that technology products and solutions are developed at a constant and rapid rate. The development of new technologies makes available opportunities to do new things and transform the way that councils work and how residents lead their lives. The flipside to the benefits of innovation is built-in obsolescence and a shift from an ownership model to a lease or "as-a-service" model for infrastructure (e.g. cloud storage) software products and services (e.g. Microsoft M365).
35. To take advantage of the opportunities and to manage time-limited product life cycles there is a requirement for the service to maintain a vigilant and active review of the broad technology marketplace, trends and learning from others. This vigilance has enabled the Council to identify and invest in a comprehensive set of enabling technologies, manage product and service maintenance and retirement without detriment to council service delivery, and to put in place diligent business and financial planning.
36. All the above involves significant effort to establish and maintain connections across a broad technical and professional network, to review analysis and predictions of technology trends and risks, and regular engagement with critical and strategic suppliers and specialist advisory services and consultancies.

Responding to COVID-19:

37. There are no parallels or precedents for the level of demand that has been placed on the IT & Digital service during the COVID-19 lockdown period. The pressure and demand grew in line with organisational preparedness for the anticipated heightened levels of remote working and working as part of the local resilience partnerships.
38. The response from individuals and teams from across IT & Digital has been outstanding. The supporting processes have adapted well and are coping with

the ongoing need for a dynamic response to new and emerging needs both enabling remote worker groups and enabling the provision of services to the most vulnerable in our communities. The support response includes:

- Deploying circa 800 laptops, providing mobile phones and softphone solution enabling contact centre and other critical resident-facing services to continue to operate away from the office
- Adding additional resilience to the data network connections to the data centres to minimise the risk of overloaded connectivity and risk service disruption caused by limited access to council systems and data
- Enabling staff to use Citrix to access council systems and information from their home devices
- The rapid deployment of Microsoft Teams supported by a programme of virtual training
- The development of new data and digital solutions to support the COVID response by the Council and its partner agencies within the Surrey Resilience Forum. More details are provided in Annex 3.
- Rapid response to provide IT facilities and devices to support the mobilisation and operation of COVID test and vaccination sites

Conclusions:

39. The IT & Digital service successfully delivers support, manages a complex and mission-critical IT infrastructure, and drives digital innovation. This is all achieved against a backdrop of substantial ongoing financial efficiencies, high levels of project demands placed on the service and an ever-present cyber threat.
40. The service continues to review and enhance its own systems and processes to provide responsive and enabling services to the Council. The digital technology leadership provided by the service is equipping the Council with the IT and digital capabilities needed to achieve the Council's ambitions for workforce agility and digital service delivery.
41. The digital enablement of the Council's COVID response exemplifies how the new capabilities can provide real value and impact to the delivery of services to residents and businesses within Surrey.

Recommendations:

42. For Members to note the ongoing processes to optimise service support and the underpinning IT infrastructure, and the development of new service and council capabilities as part of the Agile and Digital Programmes.
43. For Members to comment on the service achievements and recommend where the committee can provide support and guidance.

Next steps:

44. For the leadership of the IT & Digital service to reflect upon the feedback of the committee and build this into the continuous service improvement programme as part of the Resources Directorate Improvement Programme.

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Annex 1: Agile Programme

Enabling our workforce to work in an agile way is important to the Council's transformation, allowing us to rise to ongoing challenges in a more effective and efficient manner, optimising our resources. The Agile Programme will be putting in place the enabling capabilities to support the vision for a highly agile workforce.

Current Scope

The programme is working to deliver:

1. An enhanced IT infrastructure to support a greater proportion of mobile staff, allowing them to work and provide services in more locations and enable SCC to maximise the use and productivity of its workspaces.
2. Conferencing technology at SCC offices to enhance remote collaboration, a reduced need to travel and support for modern space design in SCC workspaces.
3. Extending mobile devices to create an increasingly mobile and flexible workforce to build more resilient, agile and digital services.
4. A transition to Unified Communications with software telephony, supporting services not previously able to work virtually. Creating opportunities for enhanced digital services, increased recruitment opportunities and workspace needs.
5. A tailored mobile working offer for community-based workers to support them to provide their services in a more digital, efficient way.
6. A new personalised intranet and digital staff workspaces re-design to give a strong foundation for virtual, collaborative and digital ways of working that will support the organisation's structures and working practices to be agile and for staff to better promote their skills and work.
7. Training and new mechanisms to develop digital skills for staff and support them to maximise their use of key digital workplace tools.
8. Recommend and develop digital solutions to streamline the user experience around work admin to free up staff time for other, more valuable work and provide insight to the organisation on its use of resources (incl. booking and accessing resources, leave, expenses).
9. A digital post-room and extended hybrid mail capability and, where needed, undertaking digitisation of related records and processes to support staff to work remotely, optimise the use and cost of post and paper and provide more flexibility in the use of buildings.
10. New ways to communicate and engage staff by using our collaboration technologies, modelling their use as part of the delivery of the programme to understand needs and receive input; encourage peer to peer support to embrace new tools and practices; and to communicate changes and promote the benefits of our new technologies.

Benefits

The deliverables from the programme are expected to support a range of changes to culture, work activity, travel, and how we use our resources such as paper and properties.

The types of benefits we expect to see over time are listed below:

- Reduce travel
 - % decrease in travel expenses
- Improved staff wellbeing, morale, and inclusion
 - % decrease in commuting time
- Change of use in property
 - % utilisation of flexible spaces (quantitative)
 - Reduction of properties needed due to higher utilisation (quantitative)
 - No of workspaces redesigned as agile, without fixed workstations (quantitative)
- Increased staff productivity
 - Increased regular access of corporate systems and information e.g. e-learning, intranet (quantitative/qualitative)
 - A shift in 'business hours' (quantitative/qualitative) Staff and Manager report being able to do a wider range of tasks or do them differently e.g. on site (qualitative)
- Collaborating with more impact
 - Able to work with a wider range of people (qualitative) Better access to collaborative systems (quantitative/qualitative)
- Reduce use of paper
 - % reduction of printing (qualitative)
 - % reduction of cost and volume of post
- Improved staff wellbeing, morale and inclusion
 - % decrease in commuting time
 - % improved sense of professionalism (qualitative)

The impact of the programme to-date

We deployed SD-WAN (software defined wide area network) technology into our major buildings, localised distribution services for Microsoft patches and updates to mitigate performance bottlenecks and uptime on our existing networks.

Our new SCC HQ building, Woodhatch Place (Reigate) opened in January 2021 and is designed to be our agile working test bed with high spec network switches, future-proof category 6 cabling, monitors with ethernet hubs to reduce cabling and ubiquitous Wi-Fi. Every meeting room in the building will be equipped for hybrid meetings, with the installation of 20 Logitech-based Teams Rooms setups and 23 Microsoft Surface Hubs. The solutions Audio/Visual solutions are 'portable' and can easily flex their location based on demand.

We expanded our Wi-Fi offer to staff, partners and the public in our buildings. Our public Wi-Fi solution, previously only available in our Surrey libraries, is now standard across our priority buildings. We replaced our password protected guest Wi-Fi with Gov Wi-Fi to provide seamless, secure connection for our partners in the public sector through a one-off registration process. We adapted our specifications and deployment for Woodhatch Place to allow our Wi-Fi to be used by the COVID 19 vaccination centre that is based there. We are currently looking at our card access management systems to identify how better to unify that offer across our 14 maintained office buildings in the county.

We have deployed 5,700+ laptops and hybrid devices since January 2020 with always-on VPN (AOVPN). During the first COVID lockdown in Spring 2020, we pivoted quickly, adopting a COVID-safe deployment process and rolled out an additional unplanned 700 devices as part of our COVID response to staff. During this time, we asked our supplier to provide 100 laptops from our stock to colleagues in Barking and Dagenham Council to help their staff react to the lockdown.

A total of 1,368 hybrid devices have been deployed to our community-based staff in adults' and children's services. Its 4G, tablet touchscreen and stylus features have allowed this staff group to do work in situ, in a way that they were unable to do before. They are now able to work anywhere between visits without having to return to the office, while also reducing their use of paper, printing & scanning, and annotating photos – all increasing staff productivity. The ability to immediately order equipment on site and take electronic signatures while with clients has sped up processes, improving client experience.

The table below shows how customer experience has changed with the hybrid device deployment from their own words.

Role/ Place	In the past	Now
Senior Social Care Assistant Frimley Park Hospital	When talking to clients I used to draw the hospital curtain for privacy & possibly speak loudly if they were hearing impaired and no hearing aids/devices to support communication. This limited confidentiality & did not promote best outcomes for patients.	I am now able to write onto the device to communicate with hearing/sight impaired clients this promotes client confidentiality. Being able to write/type on the hybrid and enlarge the text is very useful.
Occupational Therapist Surrey	I used to take pictures of equipment on my work mobile phone and email it to myself. I would draw on paper of what needs to be changed e.g., placement of handrails. I would then open the picture in a Word document when back at the office and draw placement of	I am now able to take photos and draw measurements on photos when out in client's house saving time drawing diagrams and can send the pictures straight to Millbrook for ordering. I find the pen useful for drawing directly

	handrails in Word. I would then write measurements etc in a text box and upload the word document to Millbrook with the order.	onto pictures that I have taken for equipment.
Social Worker Transition Team	I used to print off forms prior to going on a visit that needed signing. I would hand write these on the visit and then ask admin to scan these in and once this was done, I would then associate into Wisdom. In the event that I forgot the forms I would have to complete these in the office and then send out the paper forms to be signed and then returned, which would often take a long time to receive back, and I may have to post out multiple times because the client or carer had misplaced or thrown these away.	It is really useful having the stylus pen, now I am able to obtain signatures directly onto forms when out in the community and I can now process the form directly into Wisdom which removes the need for admin staff to process back in the office. I now have remote access; this means I can look up information when out on visits/meetings with my clients. The 4G sim card has been really beneficial.

In advance of a planned implementation of a new mobile data management system we surveyed staff to measure demand for bring your own/add your own device and we are due to promote the new policy and guides shortly. We expect demand and use will grow with the increase in use of our O365 applications (e.g. Microsoft Teams), the launch our new ERP solution that is being delivered by a separate programme, and as our staff become more mobile once COVID 19 restrictions are lifted.

As part of a review of our telephony offer and the development of a new omni-channel strategy we are reviewing the use of landlines and exploring the expansion of smartphones and software phones to so that we see coverage of circa 7,800 of our staff and the impact it could have on our services.

Our deployment of Microsoft Teams coincided with the Spring 2020 COVID lockdown and as a result we undertook the training through virtual classrooms, hosted by remote dedicated trainers using Teams as the channel. Training was available to all users, and sessions were mixed in terms of services and job roles to allow cross-pollination of feedback and ideas. To date we have delivered 10 different online modules across Teams and O365 tools and have had circa 4,300 training attendances. In the last 30 days we have reached 8,891 total active users on Teams, circa 92% of our staff.

Building digital skills in the staff base is a key workstream in this programme and although it has started in Teams, we have recognised the need to evolve ongoing solutions. We are now using new approaches on virtual, on site and peer to peer

learning and expanding the activity of existing teams within our IT and property-based facilities services.

We have used Teams and other technologies we are developing to engage staff further in the programme to model the broader culture change we are enabling. We videoed staff talking to colleagues about the benefits of hybrids to promote their use. We created virtual work hubs around our projects, change champions, and key issues (e.g. coronavirus) on our collaborative platforms to interact with staff in a more immediate way. Leaders created blogs and hosted live events taking questions from staff around our transformation and responding to COVID. Our umbrella programme (Agile Organisation Programme) undertook extensive workshops to collect requirements and reflections on the practical and cultural changes needed going forward.

We are now focussed on expanding, curating and developing our digital workspaces. Our intranet is being redesigned to become a personalised home page for our staff with dynamic feeds that push relevant content while still promoting corporate news and information. This ‘single view of work’ will help reduce information noise and create a single pane of glass to the digital workplace. Our collaborative workspaces will increasingly become central to how we do our work and encourage ‘working out loud’, redefining how we organise our information and share knowledge.

Currently, we are procuring a new mobile working platform for staff working out in the community. This will create another type of ‘single view of work’ for those staff allowing for real time staff rostering; making it easier to access and input information in situ; enabling staff to keep in contact with each other; and facilitating their work and route planning. This should dramatically reduce the need for rework and increase capacity and efficiency of our staff while reducing the environmental, time and cost impacts of travel.

We expect the mobile working platform will also help a broader endeavour to reduce our use and storage of paper. Our research with staff has shown what an anchor paper, paper-based processes and physical records can be, tethering staff to locations and limiting the improvement of work practices. We are currently looking to procure an expansion of our use of hybrid mail to ad-hoc outgoing mail and a digital post room. And we are working towards a greener future by defining a longer-term approach for the digitisation of our records as customer portals capabilities are developed over time in the Council’s Digital Programme.

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Annex 2: Digital Programme

Programme Overview

Surrey County Council's Digital Programme started in 2018 and was delivered through the IT & Digital service. The programme formed part of a wider Organisational Transformation programme and the remit was to respond to the everyday needs of residents living in Surrey and the Council's staff in a quicker and more efficient way. The early phase of the programme focused on putting in place several key technologies enabling capabilities.

The Digital Strategy was developed as part of the programme and approved in 2020 and set out the strategic goal of making Surrey a 'digital council' with an ambition of "Living Digital" by 2025 in which 'digital by design' is one of the key principles. The Digital strategy aimed to address our Digital Strategic Priorities for People, Place, Organisation, Data and Insights. The strategic focus includes:

- Supporting Independence
- Tackling Inequalities
- Investing in Digital Infrastructure
- Connecting Communities
- Agile Workforce
- Empowering Staff
- Data and Insights

The digital programme is now responsible for the delivery of parts of the Digital Strategy and for maintaining alignment to the wider Organisational Strategy.

Digital technology capabilities

The digital technology capabilities put in place by the programme included:

- Automation (robotic process automation and chatbots)
- Data Integration
- Enterprise Data Management
- Resident facing portals
- IOT (Internet of Things)
- Data and Insights (data analytics and visualisation tools)

IT & Digital service capabilities established to support the Digital Strategy

To support the Council's digital ambitions the following areas of service capability have been established and developed.

Technical Digital Skills

- Data Science and Artificial Intelligence Engineering – SCC is now supporting the training of staff with an apprenticeship focused on Data Science and Artificial intelligence.
- Data Analytics – skills that enable the delivery and business team to collect data, create dashboards and interpret data across the organisation.
- Automation Business Analyst – Business analysts that are specialized in analysing the opportunities identified.
- RPA Developer – the developer skill that is focused on delivering the automation projects with Robotics Process Automation tools.
- Rapid Application Developer – developers that are using low-code or no-code technology that enable them to deliver the projects rapidly.

Digital delivery approach

The Digital Programme, working closely with frontline services, has applied digital technology to real service challenges and opportunities. Using a traditional approach of Prince2, this process has helped to build use cases to test and demonstrate the value and benefits of digital capabilities. Where value was identified we further developed the use cases to demonstrate the art of the possible and to begin to meet some of the demand not only within the transformation portfolio but also other organisational requirements.

Once the use cases were established, they were delivered using a combination of Agile and Prince2 project principles and methodologies.

A parallel stream of work was established during the early days of the programme and is now embedded; this is called the Digital Design Team.

Digital Design Team

Our Digital Design team was established during the work that we undertook last year with our strategic partner and is now embedded in the way that we approach key business change. The team uses an Agile approach to the delivery change and are collaborative, working closely with the business. The team currently consists of a mix of contractor digital specialists, internal digital specialists, service SMEs and key leadership roles from both IT&D and the service. Two examples of key pieces of work that grew out of our initial “lightning sprints” are:

- Surrey’s Help Hub – an online tool to support residents’ access Early Help for children
- Joiners, Movers, Leavers – an internal process review that has revolutionised our staff recruitment process

These “projects” have used an agile approach to discovery, design and delivery.

Annex 3 - Data Discovery & Visualisation

This document sets out a set of examples of where the IT & Digital service has been creating and applying data analytical tools and capabilities to support the priorities of Surrey County Council.

A: Supporting the COVID response

The following developments were put in place to support the Council's response to COVID-19:

Automated Data Collection & Interactive Dashboards

These were developed to help with Covid-19 surveillance, including C-19 related crimes, deaths by NHS Trusts, and Public Health England (PHE) Covid data for Surrey.

Benefits

- Time savings: data automation saved Public Health staff hours each day by removing the need for staff to manually collect the data
- Improved data quality: human error minimised by eliminating the need to manually clean and rekey data
- Timely provision of data: data is updated every two hours meaning decisions are made on the latest data
- Big picture view: joined up data provides stakeholders with a holistic view of C-19 related issues across the Surrey geography
- Eliminated the need to share data using spreadsheets which would then need to be explained in order to gain insight
- One version of the truth: presenting the various data stories in a single suite of dashboards means leaders have just one place to go to get all the information they need on the pandemic
- Ability to interrogate data in a simple and informative way
- Improved collaboration and information sharing: Surrey shared its automated data collection methods with neighbouring local authorities such as East Sussex and Brighton and Hove which enabled them to remove the time-consuming manual data collection they were undertaking

CFL Management Oversight Tool

IT & Digital has developed a tool that enables the Children, Families and Learning (CFL) directorate to monitor and track families who may self-isolate and displays staff absence data. The tool displays CFL staff with active Covid-19 sickness codes.

Benefits

- The insight gleaned enables CFL to re-deploy resources to ensure healthy members of staff can progress the agreed safety plans for visiting children

Test & Trace

Produced a suite of eight dashboards based on automated data collection that is used daily by Public Health and provided Covid-19 Common Exposure Site Data for the whole of Surrey.

Benefits

- Enables stakeholders to take insight-led action to tackle the spread of C-19

Supporting Surrey's C-19 Vaccination Rollout

Expeditedly delivered an interactive, localised testing map for residents who will be at the centre of a surge testing operation in the Goldworth Park area of Woking where the new South African strain of COVID has been identified. The tool contains a postcode lookup which indicates whether the resident is in the affected area or not. The tool was viewed 75,000 times with 48 hours of publication.

Benefits

- Ability to monitor the spread of the new variant and the impact of surge testing
- Ability to monitor progress being made on vaccination rollout

BBC Data Automation

Delivered a Tableau data connector requested by the BBC and Tableau to help automate their data collection. The BBC was interested in how SCC managed to automate data collection from Public Health England's Coronavirus Application Programming Interface (API). The Data Analytics Centre of Excellence built a data connector in Tableau that can be used by anyone in the world to grab this data.

Benefits

- Enables the BBC and any Tableau users from around the globe to connect to up-to-date Covid data within a single click in the application.

B: Supporting business as usual services

The following developments are examples of developments and services undertaken to support the Council's day-to-day operations and service delivery priorities:

CLT Performance Dashboards

Delivered a suite of 46 KPI Dashboards that enable the organisation to assess its performance, drive delivery against strategic objectives and the 2030 vision. This supports the work that is underway across Business Intelligence and Strategy to better align reporting with the organisation strategy priorities. Dashboards for the following services areas have been delivered and are being used by Cabinet and the Corporate Leadership Team (CLT) to facilitate performance conversations:

- Adult Social Care
- Public Health
- HR&OD
- Customers
- Community Protection Group
- Environment, Transport & Infrastructure
- Children, Families, Lifelong Learning and Culture
- Transformation
- Resources

Benefits

- Time savings: reduction in officer time by reducing paper-based activity, production of PowerPoint slides for CLT and Cabinet. Estimated time savings of five days per month for data collection, building graphs, developing presentations etc.
- Evidence of progress against organisational objectives: ability to map key performance indicators and Directorate themes to the organisation's strategic objectives to evidence progress in achieving outcomes/vision
- Quick, easy to understand and concise overview of the organisation's performance whilst also allowing stakeholders to deep dive into the reason behind performance against a metric
- Consistency of message: standard report for both CLT and Cabinet, shared message between Cabinet and CLT
- Insight to facilitate performance conversations: triangulation of Performance, Finance and Transformation activity to generate performance discussion centred around monitoring not management
- Timely provision of performance information: dashboards will enable organisation to move from a quarterly to monthly reporting cycle. Data will be timely and accurate

Legal Services Dashboards

The developed solution provides a dashboard that provides a visualisation of a variety of different metrics, using three separate data sources.

Benefits

- Process efficiencies

ASC Front Door: Bounce back Analysis

This was a discovery workstream to explore how (and if) Adult Social Care can monitor resident bounce-back to the contact centre following referral to a preventative service. The activities included mapping the ‘as-is’ contact process and data collection which enabled the recommendation of changes to recording practices along with some systems.

Benefits

- Established the information governance rules about consent and explored opportunities to increase/change the information captured at point of contact
- Recommended changes to the recording practices along with some system changes to enable ongoing monitoring
- Working to establish a baseline using the current data

Domestic Violence: Research Case Study

The Data Analytics Centre of Excellence team worked collaboratively with the Children’s Commissioning Service on a Research case study. The team supported the work around gleaning insight from interviews conducted by Providers that work with SCC to tackle Domestic Violence. The solution transcribes audio recorded interviews files into text documents so that they can then be analysed using Provalis (text mining software).

Benefits

- Time and efficiency savings for Commissioning Services
- Timely information sharing with partners and stakeholders involved in tackling domestic violence

Annex 4 - IT project portfolio

A. Current Project Pipeline Overview

Health, Wellbeing and Adult Social Care

Service	Request	Status
ASC	D01487: Home Based Care – Electronic Monitoring Options	Awaiting BA resource
ASC	D01609: Reablement IT devices	Under Review
ASC	D01614: Reablement Admin Telephony	Under Review
ASC + CFL	D01625: Broadcast Messaging Covid-91	Under Review
ASC	D01627: ASC Front Door	Under Review
ASC	D01707: Remote Call Management Solution	Under Review
ASC	D01715: Community Equipment Service Recommissioning	Awaiting BA resource
ASC	D01720: ASC Improved methods of Communication	Under Review
ASC	D01721: ASC Commissioning Market Management System	Under Review
ASC	D01722: Social Media Integration with Zendesk	Under Review
Health & Wellbeing	D01736: Team Laptops for in-house Residential Services	Under Review

Children, Families, Lifelong Learning and Culture

Service	Request	Status
Education	D01463: Registration Map and Database	Under Review
CFL	D01502: Workforce return SAP changes	Under Review
CFL	D01610: SEND Contracts	Under Review
Public Health	D01612: NVivo software with transcription module	Awaiting PM Allocation
Education	D01615: Registration Appointment booking form	Under Review
CFL+ASC	D01620: Virtual classroom solution for CFL and ASC	Awaiting PM Allocation
CFL	D01622: Children's Finance Cloud	Under Review

CFL	D01636: Recording system and IT devices for Children's Homes	PM / work lead required
CFL	D01639: Junior Citizens Digital Offer	Under Review
Education	D01642: PMOOE Data Collection	Under Review
CFL	D01650: Document and Resources Depositary	Under Review
CFL	D01654: Managing inbox requests for the SCSA	Under Review
Education	D01656: Speed Admin	SRA submitted
Education	D01700: L-SPA Parent Request Forms	Under Review
CFL	D01713: Onboarding game and apps	Under Review
Education	D01732: Year 11/12 Transition Service	Under Review
Education	D01735: MARS Development	New Request

Community Protection, Transport and Environment

Service	Request	Status
SFRS	D01633: SFRS Fleet and Asset Management System	Awaiting PM Allocation
ET&I	D01638: Traffic Signal Request form	Under Review
ET&I	D01641: Request for Mobile Phone Upgrade	Under Review
ET&I	D01643: Waste Contract Management	Under Review
ET&I	D01649: H&T IT strategy	Under Review
ET&I	D01653: MS Teams Integration into TSSE Website	Waiting for SWG approval
ET&I	D01659: Countryside booking system	Requirement being assessed by BA
ET&I	D01703: Equipment booking for Planning team	Awaiting PM Allocation
ET&I	D01710: Countryside Document Storage - Environment	Under Review

ET&I	D01712: Concessionary Travel Appointment booking system-ETI	Under Review
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Resources

Service	Request	Status
Property	D01466: Card Management Software	Awaiting PM Allocation
Property	D01480: Manhattan Workspace System Check in Screens	Under Review
Customer Engagement & Comms	D01621: Cloud Phone System Costing	Under Review
Procurement	D01652: Warehousing tool for PPE	Under Review
IT&D	D01705: Microsoft Bookings for Virtual Genius Bar	Under review against Agile and BAU
Property	D01724: SharePoint to PAMS Integration (Reconciliation)	Under Review
Strategy & Commissioning	D01726: Mobisoft Cloud Hosting Upgrade and Proposal	Under Review
Pensions	D01728: Migration of Pension Administration	Awaiting PM Allocation
Property	D01731: L&P SharePoint Refresh	Solution response in process
Property	D01733: Nedap AEOS and Active Roles	Under Review

Transformation, Partnerships and Prosperity

Service	Request	Status
Customer Services	D01488: Chatbot	Under Review
Comms & Engage	D01504: JiveSurrey support enquiry	Under Review
Comms & Engage	D01629: Support for Design Team Devices	Under Review

HR&OD	D01658: Delivery of Developing Leaders Training Course	Under Review
Comms & Engage	D01719: Online Branded Templating System	Initial meetings with Customer
Coroners	D01729: Teams integration with court conferencing system	Awaiting Supplier Response

Covid - 19 Pipeline

Service	Request	Status
Legal Services	D01497: Zoom Recordable Video Conferencing for Child Protection	Under Review
Communities	D01730: Community COVID-19 Testing Programme IT Support	Under Review

B. Projects Overview

Health, Wellbeing and Adult Social Care

Project	Status	Service
P01232: Residential Care Home System	Scoping & Planning	ASC
S01485: Call Alarm Installation	Implementation	ASC
P01452: Service Delivery eRoster	Project Initiation	ASC

Children, Families, Lifelong Learning and Culture

Project	Status	Service
P01232: Residential Care Home System	Scoping & Planning	ASC
S01485: Call Alarm Installation	Implementation	ASC
P01452: Service Delivery eRoster	Project Initiation	ASC
P01125: Citizenship Appointment and Ceremony Booking System	Build	CFLLC
S01304: Adult Learning Communication & Data Sharing	Handover to BAU	CFLLC
P01455: EHM Access for External Users	Handover to BAU	CFLLC
P01411: Library Management System	Project Initiation	Library Services
P01404: Libraries Staff PC Upgrade	Implementation	Library Services

P01125: Citizenship Appointment and Ceremony Booking System	Build	CFLLC
P01628: Finance Improvement Project	Project Initiation	CFL
P01716: Implementation and support of the Lorensbergs system	Project Initiation	Libraries
S01723: Implementation of CareCubed for Children's Services	Build	CFL
P01706: SAL Online Forms Project	Project Initiation	CFL
P01125: Citizenship Appointment and Ceremony Booking System	Build	Culture
P01628: Finance Improvement Project	Project Initiation	CFL

Community Protection, Transport and Environment

Project	Status	Service
P01050: Replacement Hardware for Vision 4 HA Resilience	Build	SFRS
P01106: Civica Cx Implementation	Scoping & Planning	Trading Std
P01267: Additional function request to van permit database	Handover to BAU	Environment
P01407: Gym Maintenance Improvement	Build	Environment
P01236: LAB Management System	Build	Highways
P01493: Procurement of Capita 999Eye	Project Initiation	SFRS
S01416: Firewatch FC20 Environment	Project Initiation	SFRS
P01503: ANPR & Van Permits Phase II	Design	Environment
P01632: P21	Scoping & Planning	SFRS
P01490: Highways Extend	Scoping & Planning	Highways
S01630: Rural Mobility DRT Solution	Build	Highways
P01050: Replacement Hardware for Vision 4 HA Resilience	Build	SFRS

P01503: ANPR & Van Permits Phase II	Design	Environment
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Resources

Project	Status	Service
P04007: ICasework GDPR Implementation	Implementation	Info Gov
P01177: New customer feedback system	Implementation	Customer Services
P01261: Commercial Services Chromebooks	Design	Commercial Serv
S01443: Body Worn Cameras for the Technical Team/Land & Assets	Build	Property
P01454: Property Asset Management System (PAMS) 2021	Project Initiation	Property
P01275: W7 to W10 Upgrade	Scoping & Planning	IT&D
P01301: Windows Server 2008 upgrade	Implementation	IT&D
P01428: Lotus Notes decommission	Build	IT&D
P01478: ODC BMS Update	Implementation	IT&D
P01479: ODC CCTV Update	Implementation	IT&D
P01616: iPhone Refresh & Intune Implementation	Implementation	IT&D
P01718: SCC WiFi SSID	Project Initiation	IT&D
CIA - C.I.A. Programme	Active	IT&D

**Listening to your feedback,
increasing your Happiness & Experience**

IT & Digitals XLA

Page 67



Working in partnership



What is Happy Signals?



- Happy Signals is a Feedback analytic tool that is linked to our IT ticketing system and provides real-time (live) feedback

Please rate your service experience by clicking on the score below; where 0-6 is poor, 7-8 is neutral and 9-10 is excellent. All comments are read by the Service Assurance Team.



- Gives our customers a voice and allows IT to measure the happiness and productively of our employees.

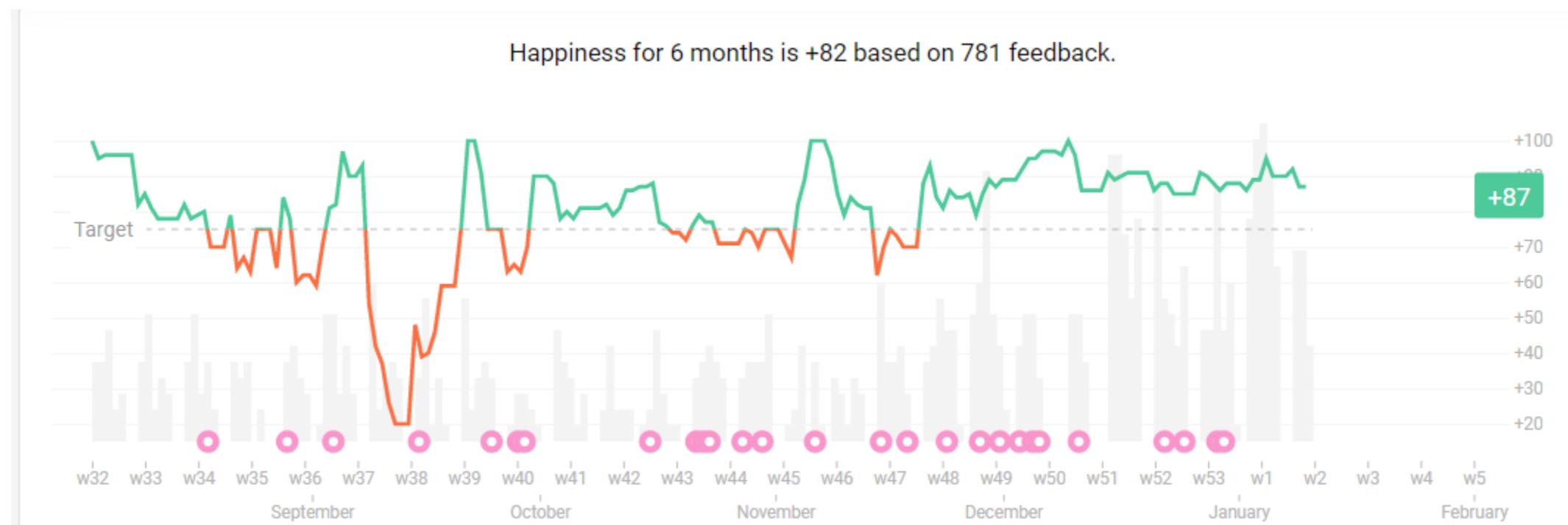


Benefits

- Live feedback information (Real-Time) – Monitored daily by Service Assurance
 - Positive feedback is passed onto staff and line managers (Motivation for our IT staff)
 - Negative feedback is passed over to the team leads to respond and speak to the person that provided the negative feedback.
 - Live wall boards – Live information displayed on screens around the office (On hold due to COVID)
- Adding Value by Analysing the Data
 - Drill down into the details of the areas our users are not happy with in order for further investigation and Tangible Service Improvement initiatives to be setup. (See iPhone Example)
 - Monthly summary reports are produced that highlight trends and make recommendation for the leadership team to implement

Example: iPhone Process Improvement

- Calculated approximate £460,000 savings per year (through better reporting & management)
- 2 new support engineers recruited
- Approximately 4,000 iPhone deployed (3-4 Months)
- Overall Happiness score improved from +57 to +82 (Min Target +75)
- Process, Policies, Stakeholder Engagement, Roles & Responsibilities defined, Reporting and Overall Support improved



SLA vs XLA

Service Level Agreements (SLA) – Measure the Processes	Experience Level Agreements (XLA) – Measures the Outcomes and Values
Measure the output of IT	Measure the outcome of IT
Measure the Processes	Measure the added value and productivity of services
SLAs focus on high level objective, that can easily be met. However do not paint an in-depth picture of what is really happening within IT.	Bring focus directly to end to end users experience and needs
Traditional 'So What' Metrics e.g. Server up 99.9% for January	
SLA show you if IT is delivering projects within the right time frame and budget – ignoring the true success of projects	With XLAs you can bring business value and increase productivity of end users
Focus on sanctions	Focus on rewards
Measurement stays the same	Measurement target levels constantly change

Current status on KPIs, XLAS

KPI ID	Description	Baseline	Target	Status
001	To improve the current happiness score by +5 happiness score through out Apr 19/ May 20	+65	+70	Completed End of Year average of +70
002	To improve the current happiness score by +5 happiness score through out Apr 20/ May 21	+70	+75	On going – currently at +85
003	To maintain and improve a feedback response rate average of 15% through out Apr 20/ May 21	10%	15%	On going – currently at 17.16% will change the target to 20% in April 2021
004	To maintain and improve a Happiness Score average for staff working from Home due to COVID. Mar 20 \ end of pandemic	+42 March – April 2020	+50	+56 – Feb 2021

IT Profiles

- Allow us to tailor the way we Interact & Support our Customers

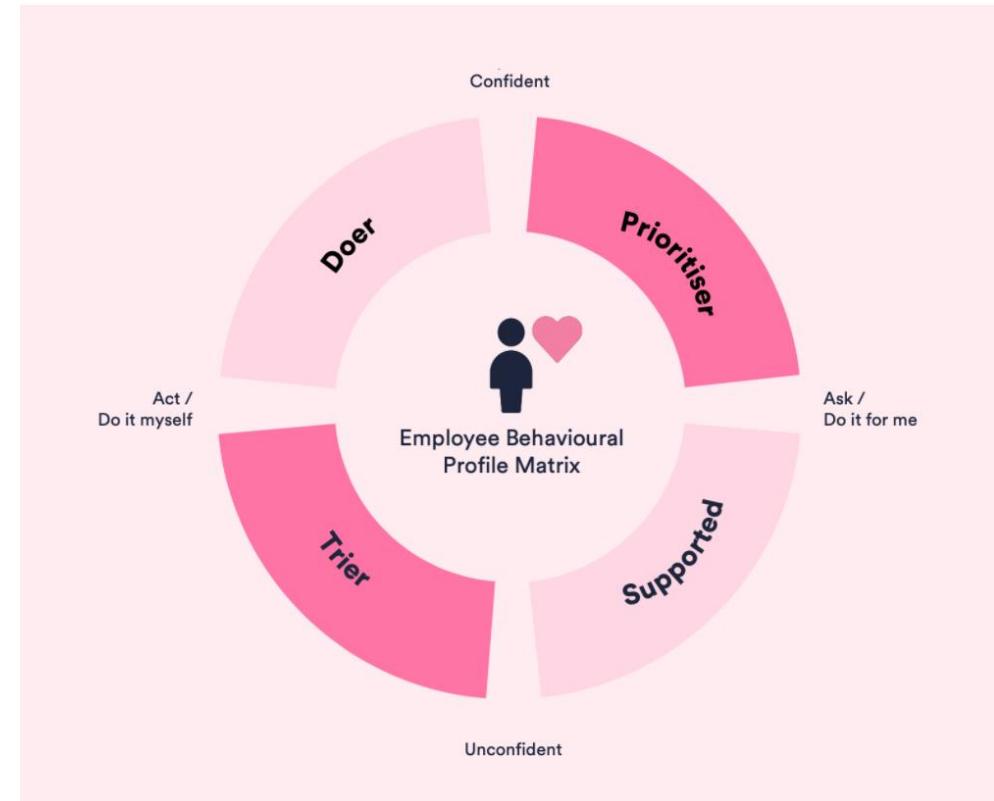
How would you describe your IT skills

- I often need help with IT
- I rarely need help with IT
- I help others

Second question determines employee's usual way of getting support:

When I have a problem with my IT tools, I most likely

- Try to solve the problem by myself
- Just contact support
- Ask a colleague



IT Profiles



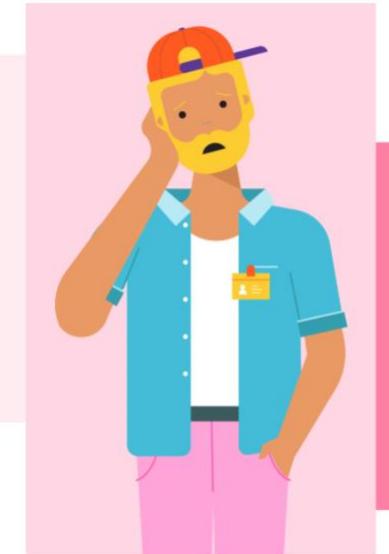
Doers

are capable of solving problems themselves by utilizing self-help tools, often helps also colleagues.



Prioritiser

is familiar with IT but does not want to use own time with IT issues, expects service desk to do it



Trier

tries to fix IT issues themselves but usually can't, prefers personal help and wants to learn from it.



Supported

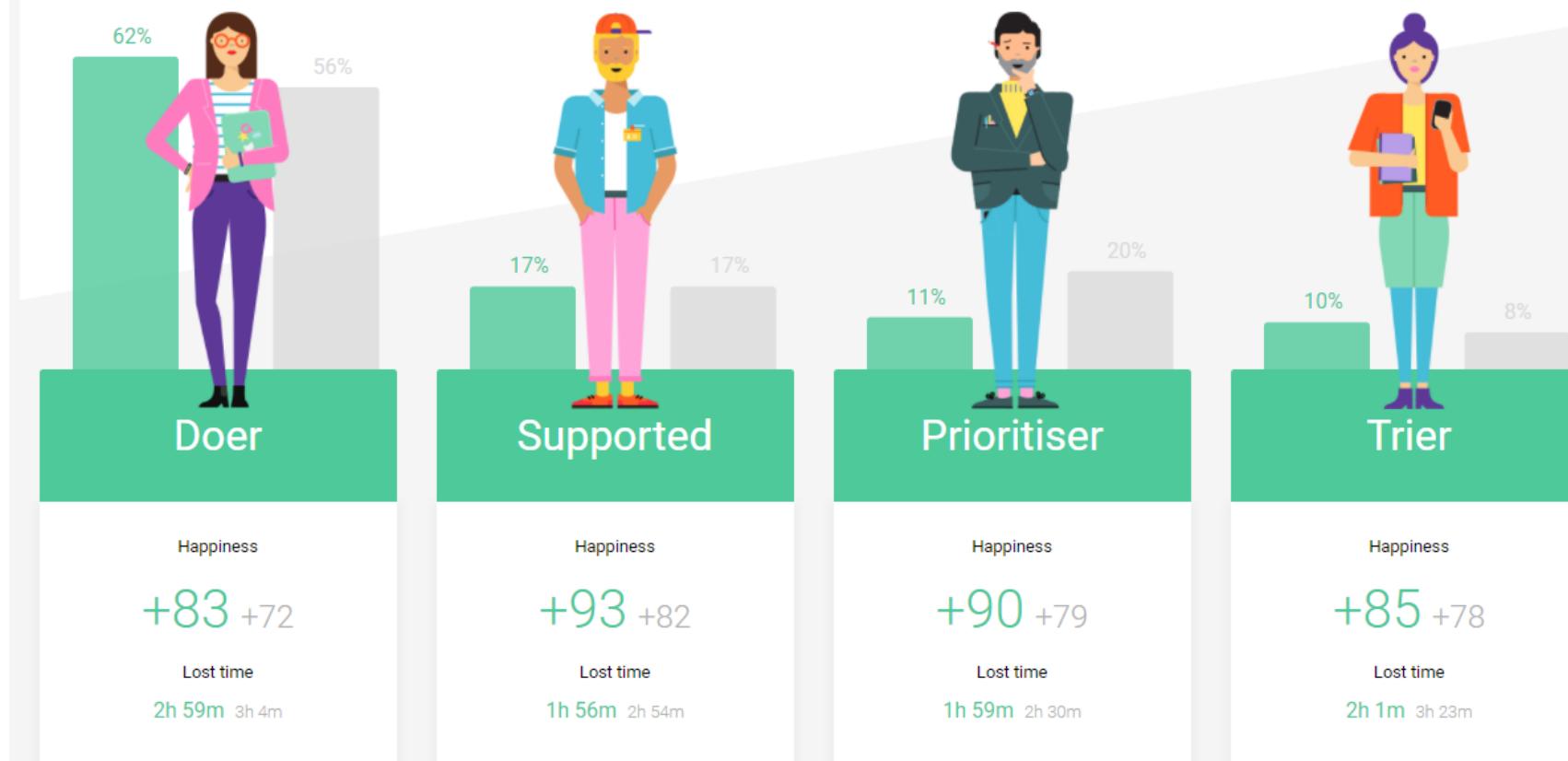
is not comfortable with computers, not willing to read instructions or learn to use self-services

IT Profiles – Globally Benchmarked*

Profiles - Wow! The most demanding technical profiles are happy!

You are multitalented!

Page 75



*Consistently above Global Benchmark – 130 countries & over a million employees

Next Steps

- New KPI in April 2021 to Increase baseline from +75 to +80
- Working closer with our Business Partners
 - Better understanding of our Customers' top 3 IT Priorities
 - Set new Baseline and improve these priorities
- Customers Communication - To request more feedback



Annex 6: IT & Digital Strategic Risks

Reference	Risk	Pre Mitigation			Risk Control	Post Mitigation			Risk Owner	Action Owner
		Impact	Likelihood	Score		Impact	Likelihood	Score		
ITD001	<p>Collaboration tools, and other cloud hosted software, sourced externally by partner organisations (e.g. Zoom) may have security vulnerabilities, inadequate controls and user guidance on use increasing risk of security breaches and GDPR non-compliance.</p> <p>The Covid-19 pandemic has increased the business need for these tools.</p>	3	3	9	<p>The increasing use of cloud hosted software to interact with partners is a growing risk because of inconsistent security controls and risk assessments (if any). Furthermore, partner organisations can insist on or even mandate the use of specific software to interact with them despite known security risks and vulnerabilities.</p> <p>Carry out Security Risk Assessments for all new requests for external collaboration tools and other cloud hosted software on a case-by-case basis and review risks as use cases and technology are developed. Engage with partner organisation through Strategy and Engagement to understand business needs and offer alternative secure solutions. Escalate to IT&D SLT and Information Risk Governance Board where necessary for</p>	3	1	3	Matt Scott	Andy Grogan / Lorraine Juniper

				technical governance and risk-based business decisions.			
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ITD0002	Limited internal IT training function constrains benefit of implementing new technologies and may impact operational effectiveness.	2	3	6	<p>As part of the Agile Programme temporary trainers have been recruited to provide training and guidance on the best use of collaboration tools like Teams and how to best use these tools to support Agile working practices. Some Floorwalker training is also been provided to support device deployment. There is also provision within the Agile programme budget for further investment in Agile Working in new Digital workplaces and associated processes is required using the provision in the Agile training budget.</p> <p>The Digital Programme will also need to make an investment in training to get to grips with new or enhanced capabilities like RPA, advanced analytics, integrated data management and IOT.</p> <p>Internal IT&D Training is now run using a Learning and Development group model with representation from all IT&D Teams led by a senior manager reporting to SLT to ensure the capture of all essential training requirements and effective delivery.</p>	2	2	4	Matt Scott	Lorraine Juniper / Kris Scruby	

ITD003	Significant rise in global and local Cyber based attacks which are increasing in sophistication in terms of technology and social based insertion methods. Our external technology stack is dependent on vendors ensuring that their products are up to date against the methods employed by internet based threats. Furthermore aside from the technical risks - social engineering based insertion methods (such as legitimate looking emails which trigger viral payloads) are becoming harder to identify and filter. The Covid-19 pandemic has increased the need to carry out many additional functions virtually and remotely and there are more requests to relax security controls with services more likely to take risks on the technology they procure and how they use it.	5	4	20	IT&D use modern security tools to help monitor network activity and identify security threats. These tools have proved their value in quickly tracing, isolating and recovery from significant malware attacks over the past year and in preventing many more. IT&D continues to invest in new tools which uses AI and machine learning to identify threats by analysing network traffic and patterns for abnormal behaviour. The increasing use of Software-As-A-Service adds additional risk for the user outside of the corporate data centre and core managed platforms, solutions to assist with the management of this threat are being looked into but require investment. IT&D maintain up to date anti-viral and protective measures across all SCC computing devices and mobiles. Regular system patching schedules have been implemented. This requires systems to be taken offline to apply security patches and can affect operations but is essential to combat today's malware attacks. New controls have been proposed into the Organisational Resilience risk (LR6) on the SCC Leadership Risk Register. These include investment into a high-availability IT approach, a refresh of staff IT security and information	4	4	16	Matt Scott	Andy Grogan	

				management awareness, strengthened governance processes over externally hosted systems. IT&D performs security risk assessments on all relevant new technology and changes and maintain a Cyber risk register and operational risk registers.			
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ITD0004	<p>Failure to comply with software licensing leads to financial impact</p> <p>Risks around MS and SAP and others</p>	3	3	9	<p>Continual review of our Microsoft Estate annually via the "True Up" process.</p> <p>Continue to work closely with our suppliers, complete audits when appropriate.</p> <p>Review growth in SCC users to understand impact on budget for additional licenses.</p> <p>Restart asset management project. In addition, to key corporate software such as Microsoft, SAP and LAS/LCS also regularly review smaller software packages to ensure that they are still necessary and licensing costs are well managed.</p>	3	2	6	Matt Scott	Andy Grogan / Kris Scruby
ITD0005	<p>Implementation of General Regulations for Data Protection (GDPR) in 2018 may require changes to legacy technology and processes to ensure SCC remains compliant with Data Protection legislation.</p> <p>The transformation programmes introduce new technologies, processes and ways of working which come with new associated data risks, e.g. AI data ethics</p>	3	3	9	<p>Follow advice of SCC Corporate Information Governance and maintain systems and processes set up as part of the GDPR compliance project including DPIA assessments and information asset register.</p> <p>Create dedicated Data Manager role to handle all of the different data risk/impact threads running through the Transformation programmes</p>	3	2	6	Matt Scott	Lorraine Juniper

ITD006	<p>Ongoing pressure on IT&D capital programme and user support processes as a consequence of a growth in the number of computing devices (laptops, hybrids, desktops, iPhones, iPads) requested by SCC services.</p> <p>Although there is a good forward capital plan for device investment, the associated revenue and resources required to manage and support those devices is less well provisioned</p> <p>Covid 19 is creating additional demand for devices to allow working from home and no shared devices. Also, there is the risk that there will be disruption to the supply chain due to Covid-19 and significant additional device costs</p>	3	3	9	<p>Agile Transformation Programme and IT&D Capital Refresh programme will plan over a number of years for funded investment in new devices to meet corporate strategy and for replacement of existing SCC devices as they reach end of life</p> <p>IT&D to request additional funding from SCC services in specific cases for demand following service growth.</p> <p>Device strategy group to maintain device strategy including regular review of device catalogue to ensure value and effectiveness against business need</p> <p>Explore practicalities of Bring Your Own Device to help address short term demand issues as well as medium to long term strategy</p>	2	2	4	Matt Scott Matt Scott / Andy Grogan / Kris Scruby

ITD0007	Staff illness due to Covid-19, including mental health issues, particularly where there are Single Points of Failure could mean reduction in the performance or management of critical IT systems or the inability to respond to urgent business requirements	3	4	12	Assess and manage staff health and well-being regularly and provide support where required. Manage risks to staff health caused by Covid-19 such as working environment Review cover arrangements for key skills and mission critical systems	3	3	9

RESOURCES AND PERFORMANCE SELECT COMMITTEE



18 March 2021

PERFORMANCE REPORT

Purpose of report: To provide an overview of Surrey County Council's performance in the areas within the Select Committee's remit

Introduction:

1. The report is divided into three sections: Performance update, Financial update, and Transformation Programme Update. Within the sections the information provided is the January 2021 position (month 10 of the current financial year), but where January data is not available earlier data is provided.

Performance Update

2. The service areas included within this section of the report are:
 - Customers
 - Human Resources & Organisation Development
 - Resources
 - Transformation
3. For each performance indicator the report shows (where available):
 - **the latest result**, a RAG (Red, Amber or Green) rating to demonstrate performance relative to the agreed target
 - **the change from the previous result**, a RAG (Red, Amber or Green) rating to show whether performance has improved from the previous period, and an arrow to shows whether the result has increased or decreased from the previous period. Arrows can be pointing down and green if the measures are 'good to be low' and vice versa.
 - **a bar chart to show the performance trend over the last three months** [and results from the same period in the previous year where available]
 - **where KPIs are highlighted as 'Red'** (performing under target), narrative has been provided for context and overview.

Financial Update

4. This section shows the full year predicted spend against the annual budget, in order to demonstrate whether there has been any over/under spend, and progress against the full year efficiency program.

Transformation Update

5. An update on the full range of Transformation programmes is also included which highlights key achievements, the forward plan and efficiencies achieved to date.

Performance Overview

6. The distribution of ratings in this report is as follows (data shown is the latest available as at the end of January 2021):

6.1 2 indicators are rated as red. These are:

- HROD 08: Apprenticeship levy 12 months forecast spend (excluding schools)
- HROD 07: Apprenticeships as % of workforce

6.2 6 indicators are rated as amber.

6.3 16 indicators are rated as green.

6.4 10 indicators have no target in place, of which 3 also have no RAG. 1 KPI is in development or the data is not currently available.

6.5 8 project-based indicators are marked as complete.

Next steps:

Actions raised in relation to the Performance Report will be delegated to lead officers and updates/resolutions will be provided to the committee Chairman.

We are reviewing the report to ensure it meets the requirements of the 2018 public sector accessibility regulations. Any amendments which need to be made will be agreed with the Chair.

Report contact

Gary Strudwick

Head of Business Intelligence

Insight, Analytics and Intelligence

Contact details

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Resources & Performance Select Committee

Performance Report

Surrey County Council

18 March 2021

Performance update

Performance Highlights

The distribution of ratings in this report is as follows (data shown is the latest available as at the end of January 2021):

2 indicators are rated as RED. Of these:

- 1 indicator has shown performance improvement from the previous position
 - HROD 08: Apprenticeship levy 12 months forecast spend (excluding schools)
- 1 indicators has shown no change in performance from the previous position
 - HROD 07: Apprenticeships as % of workforce

6 indicators are rated as AMBER

16 indicators are rated as GREEN

10 indicators have no target in place, of which 3 also have no RAG. 1 KPI is in development or the data is not currently available.

8 project-based indicators are marked as complete

One indicator has been changed in this report in the Customer section:

- **CUST 04: Adult Social Care first time resolution rate**

This is in place of the previous indicator (Adult Social Care first time resolution rate).

Customers

Performance improvement		No change		Performance reduction	
	Value increased since last result		Value unchanged since last result (or changed by <1%)		Value increased since last result
	Value decreased since last result				Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue line =Target, Orange=Actual, blue col = previous year's result)
Customer experience - providing residents and customers with a more consistent experience, maximising our use of digital technology to make the experience seamless, easy & automated where appropriate	CUST 01: % residents satisfied with the customer service they receive (Good to be HIGH)	96.5% Jan 2021	90% Jan 2021	 93% Dec 2020	 The chart shows four bars per quarter. The first bar is blue (target), the second is light blue (2019), and the third is orange (actual). The fourth bar is blue (target) and partially visible. 2019: Nov '20 (blue), Dec '20 (light blue), Jan '21 (orange) 2020: Nov '20 (blue), Dec '20 (light blue), Jan '21 (orange) 2021: Jan '21 (blue)
	CUST 03: Generic Contact Centre first time resolution rate (Good to be HIGH)	84% Jan 2021	80% Jan 2021	 80% Dec 2020	 The chart shows four bars per quarter. The first bar is blue (target), the second is light blue (2019), and the third is orange (actual). The fourth bar is blue (target) and partially visible. 2019: Nov '20 (blue), Dec '20 (light blue), Jan '21 (orange) 2020: Nov '20 (blue), Dec '20 (light blue), Jan '21 (orange) 2021: Jan '21 (blue)
	CUST 02: % of key transactions completed via digital self-service (Good to be HIGH)	65% Sep 2020 (latest available data)	N/A	 64% Aug 2020	 The chart shows three orange bars. The first bar is for Jul '20, the second for Aug '20, and the third for Sep '20. Jul '20, Aug '20, Sep '20
	CUST 04 (new measure): Adult Social Care first time resolution rate (Good to be HIGH)	37% Jan 2021	N/A	 40% Dec 2020	 The chart shows three orange bars. The first bar is for Nov '20, the second for Dec '20, and the third for Jan '21. Nov '20, Dec '20, Jan '21

Residents

Performance improvement		No change		Performance reduction	
	Value increased since last result		Value unchanged since last result (or changed by <1%)		Value increased since last result
	Value decreased since last result				Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue line =Target, Orange=Actual, blue col = previous year's result)																				
Customer experience - providing residents and customers with a more consistent experience, maximising our use of digital technology to make the experience seamless, easy & automated where appropriate	CUST 05: Satisfaction with the way the Council runs things (Residents Survey) (Good to be HIGH)	63.2% Q3 20/21	54% Year-end target	64.4% Q2 20/21	<table border="1"> <tr> <td>80%</td> <td>60%</td> <td>40%</td> <td>20%</td> <td>0%</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>19/20</td> <td>20/21</td> <td>19/20</td> <td>20/21</td> <td>19/20</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q1</td> <td>Q2</td> <td>Q3</td> </tr> </table>	80%	60%	40%	20%	0%						19/20	20/21	19/20	20/21	19/20	Q1	Q2	Q1	Q2	Q3
80%	60%	40%	20%	0%																					
19/20	20/21	19/20	20/21	19/20																					
Q1	Q2	Q1	Q2	Q3																					
CUST 06: Satisfaction that the Council offers good value for money (Residents Survey) (Good to be HIGH)	49.8% Q3 20/21	36% Year-end target	50.4% Q2 20/21	<table border="1"> <tr> <td>60%</td> <td>40%</td> <td>20%</td> <td>0%</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>19/20</td> <td>20/21</td> <td>19/20</td> <td>20/21</td> </tr> <tr> <td>Q1</td> <td>Q2</td> <td>Q1</td> <td>Q2</td> </tr> </table>	60%	40%	20%	0%					19/20	20/21	19/20	20/21	Q1	Q2	Q1	Q2					
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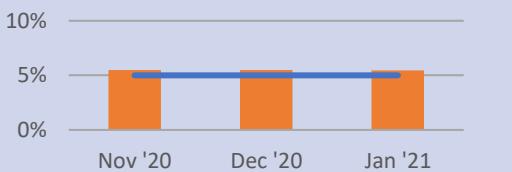
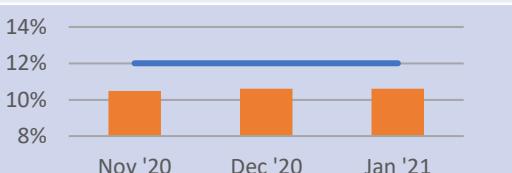
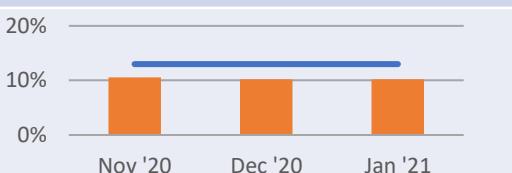
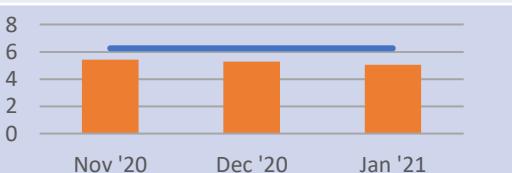
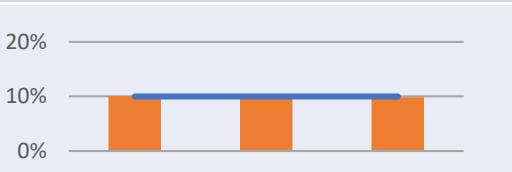
HR and OD

Performance improvement		No change		Performance reduction	
	Value increased since last result		Value unchanged since last result (or changed by <1%)		Value increased since last result
	Value decreased since last result				Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)								
Develop the capacity and capability of our workforce to achieve outcomes for Surrey residents, creating a high performance culture and driving wholesale transformational change	HROD 08: Apprenticeship levy 12 months forecast spend (excluding schools) (Good to be HIGH)	76.1% Jan 2021	100% Jan 2021	71.7% Dec 2020	<p>The chart shows a steady increase from November 2020 to January 2021, reaching 76.1% of the target.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Nov '20</td> <td>~55</td> </tr> <tr> <td>Dec '20</td> <td>~65</td> </tr> <tr> <td>Jan '21</td> <td>76.1</td> </tr> </tbody> </table>	Month	Value (%)	Nov '20	~55	Dec '20	~65	Jan '21	76.1
Month	Value (%)												
Nov '20	~55												
Dec '20	~65												
Jan '21	76.1												
We are currently 24% short of meeting the 100% levy spend target, but are confident this will improve as a result of actions identified within our refreshed Apprenticeship Growth Strategy.													
HROD 07: Apprenticeships as % of workforce (Good to be HIGH)	1.22% Jan 2021	2.30% Jan 2021	1.07% Dec 2020	<p>The chart shows a slight increase from December 2020 to January 2021, reaching 1.22% of the workforce.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Nov '20</td> <td>~0.8</td> </tr> <tr> <td>Dec '20</td> <td>~1.0</td> </tr> <tr> <td>Jan '21</td> <td>1.22</td> </tr> </tbody> </table>	Month	Value (%)	Nov '20	~0.8	Dec '20	~1.0	Jan '21	1.22	
Month	Value (%)												
Nov '20	~0.8												
Dec '20	~1.0												
Jan '21	1.22												
Measures on workforce this financial year have been challenging for all councils, including us, due to the Coronavirus global crisis. Although recruitment of new apprenticeships and young people (the most affected groups hit by the pandemic) was relatively slow at the start of 20/21, our figures improved in September with the new academic year. At the end of January 2021, we had a total of 100 new starters since April. Top 3 Directorates with the highest number of apprenticeships are: Children, Families & Learning (29 in total, 21 in Social Care); Resources (26 in total, 8 in digital technology and AI programmes); Health, Wellbeing and ASC (23 in total, 18 in Social Care). Community Protection Group alone has 12 new apprenticeships enrolled in the Operational Firefighter programme since April, supporting our local communities.													
HROD 01: Number of employees (FTE)		7254 Jan 2021	Target under review	7241 Dec 2020	<p>The chart shows a slight decrease from December 2020 to January 2021, ending at 7254 FTE.</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Value (FTE)</th> </tr> </thead> <tbody> <tr> <td>Nov '20</td> <td>~7400</td> </tr> <tr> <td>Dec '20</td> <td>~7350</td> </tr> <tr> <td>Jan '21</td> <td>7254</td> </tr> </tbody> </table>	Month	Value (FTE)	Nov '20	~7400	Dec '20	~7350	Jan '21	7254
Month	Value (FTE)												
Nov '20	~7400												
Dec '20	~7350												
Jan '21	7254												

HR and OD

Performance improvement		No change		Performance reduction	
	Value increased since last result		Value unchanged since last result (or changed by <1%)		Value increased since last result
	Value decreased since last result		Value unchanged since last result (or changed by <1%)		Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Page 93 Develop the capacity and capability of our workforce to achieve outcomes for Surrey residents, creating a high performance culture and driving wholesale transformational change	HROD 05: Off payroll workers as % of workforce (Good to be LOW)	5.5% Jan 2021	5% Jan 2021	5.5% Dec 2020	
	HROD 03: % staff under 30 (Good to be HIGH)	13.7% Jan 2021	16% Jan 2021	13.8% Dec 2020	
	HROD 09: BAME Staff (%) (Good to be HIGH)	10.6% Jan 2021	12% Jan 2021	10.6% Dec 2020	
	HROD 02: Voluntary turnover (%) (Good to be LOW)	10.2% Jan 2021	13% Jan 2021	10.2% Dec 2020	
	HROD 04: Sickness (days per FTE) (Good to be LOW)	5.06 Jan 2021	6.25 Dec 2020	5.29 Dec 2020	
	HROD 06: Off payroll spend as % of total staffing spend (excluding schools) (Good to be LOW)	9.8% Jan 2021	10% Jan 2021	9.9% Dec 2020	

Resources

Performance improvement		No change		Performance reduction	
	Value increased since last result		Value unchanged since last result (or changed by <1%)		Value increased since last result
	Value decreased since last result		Value unchanged since last result (or changed by <1%)		Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Land & Property Delivery Progress against targets for a range of key areas – Financial: Capital programme spend, Capital Receipts, Investment Portfolio performance. Timeliness: Building Compliance assurance	RES 20: Surrey CC buildings 100 % Health & Safety compliant (SCC full liability) (Good to be HIGH)	97% Jan 2021	100% Jan 2021	97% Dec 2020	<p>100% 95% 90% Nov '20 Dec '20 Jan '21</p>
	RES 16: Deliver within the £27m Revenue Budget (Good to be LOW)	£21.8m Cumulative Apr '20–Jan '21	N/A	- £19.8m Apr-Dec '20	<p>£20M £10M £M Nov '20 Dec '20 Jan '21</p>
	RES 17: Deliver Capital Spend of £64.2m (excluding Woodhatch) (Good to be in line with budget)	£52.2m Cumulative Apr '20–Jan '21	£41.9m Dec 2020	£45.8m Apr-Dec '20	<p>£75M £50M £25M £M Nov '20 Dec '20 Jan '21</p>
	RES 18: Capital Receipts of £20.5m (In line with forecast)	£11.9m Cumulative Apr '20–Jan '21	N/A	£11.9m Apr-Dec '20	<p>£15M £10M £5M £M Nov '20 Dec '20 Jan '21</p>

Resources

Performance improvement		No change		Performance reduction	
	Value increased since last result		Value unchanged since last result (or changed by <1%)		Value increased since last result
	Value decreased since last result				Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)							
Land & Property Delivery Progress against targets for a range of key areas – Financial: Capital programme spend, Capital Receipts, Investment Portfolio performance. Timeliness: Building Compliance assurance	RES 19: Investment portfolio Halsey Garton and Surrey CC (% of rent and service charges received) (Good to be HIGH)	90% Jan 2021	70% Jan 2021	92% Dec 2020	<table border="1"> <tr><td>100%</td></tr> <tr><td>50%</td></tr> <tr><td>0%</td></tr> <tr><td>Nov '20</td><td>Dec '20</td><td>Jan '21</td></tr> </table>	100%	50%	0%	Nov '20	Dec '20	Jan '21	
100%												
50%												
0%												
Nov '20	Dec '20	Jan '21										
RES 21: Planon (new asset management system) implementation is on track v plan	On track Jan 2021	N/A	N/A	On track for delivery								
Digital, Agile Working & Moving Closer to Residents: Providing the technology to support agile and digital working	RES 13: Provision of devices - Windows 10 deployments (Good to be HIGH)	5653 laptops Cumulative Apr '20–Jan '21	N/A	5350 Apr-Dec '20	<table border="1"> <tr><td>6000</td></tr> <tr><td>4000</td></tr> <tr><td>2000</td></tr> <tr><td>0</td></tr> <tr><td>Nov '20</td><td>Dec '20</td><td>Jan '21</td></tr> </table>	6000	4000	2000	0	Nov '20	Dec '20	Jan '21
6000												
4000												
2000												
0												
Nov '20	Dec '20	Jan '21										
RES 14: Provision of and attendance at relevant training sessions – Core Office 365 training (Good to be HIGH)	4508 Attendees at training Cumulative Apr '20–Jan '21	N/A	4070 Apr-Dec '20	<table border="1"> <tr><td>5000</td></tr> <tr><td>2500</td></tr> <tr><td>0</td></tr> <tr><td>Nov '20</td><td>Dec '20</td><td>Jan '21</td></tr> </table>	5000	2500	0	Nov '20	Dec '20	Jan '21		
5000												
2500												
0												
Nov '20	Dec '20	Jan '21										
RES 15: Access to and use of key software packages – number of remote connections (Good to be HIGH)	6776 Daily average - weekdays Jan 2021	N/A	5516 Dec 2020	<table border="1"> <tr><td>7500</td></tr> <tr><td>5000</td></tr> <tr><td>2500</td></tr> <tr><td>0</td></tr> <tr><td>Nov '20</td><td>Dec '20</td><td>Jan '21</td></tr> </table>	7500	5000	2500	0	Nov '20	Dec '20	Jan '21	
7500												
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Resources

Performance improvement		No change		Performance reduction	
	Value increased since last result		Value unchanged since last result (or changed by <1%)		Value increased since last result
	Value decreased since last result		Value decreased since last result		

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Financial management improvements, closure of Finance Improvement Programme & delivery of key Finance Academy milestones, to improve financial management capabilities across the organisation	RES 11: No of budget holders attended the Financial Management Budget Workshops (Good to be HIGH)	380 Cumulative to Dec 2020	N/A	N/A	Completed December 2020
	RES 12: % of Budget Accountability Statements returned	“Indicator in development – data expected next financial year”			

Resources – Project Indicators

Theme	Performance Indicator or Activity	Latest result	Target/Actual delivery date
Business Partnering as a way of working is embedded within Resources and other Corporate teams, to improve culture and outcomes as we work with services, including providing a team around a service	RES 01: Attend Resources & other corporate teams DLTs, and meet all Directors/Heads of Services to ensure engagement with Business Partnering approach	Complete (Delivery date June/July 2020)	
	RES 02: Hold Resources Extended Leadership Forum to communicate Business Partnering approach to wider team	Complete (Delivery date September 2020)	
	RES 03: Set up a Business Partnering Community of Practice and networks	Complete (Delivery date September 2020)	
	RES 04: Design Business Partnering Excellence training and begin to roll out	Delayed due to Covid – date TBC	
Digital, Business & Insights (DB&I) – procurement, implementation and delivery of key milestones to support the Surrey's organisational objectives	RES 05: Manage procurement activity, including supplier demos and detailed stakeholder scoring	Complete (Delivery date July 2020)	
	RES 06: Sign contract with preferred supplier	Complete (Delivery date August 2020)	
	RES 07: Mobilise implementation project	Complete (Delivery date September 2020)	
	RES 08: Design phase complete	Complete (Delivery date December 2020)	
	RES 09: Build complete	April 2021	
Financial management improvements, closure of Finance Improvement Programme & delivery of key Finance Academy milestones, to improve financial management capabilities across the organisation	RES 10: Closure of the Finance Improvement Programme	Complete (Delivery date July 2020)	

Transformation

Performance improvement		No change		Performance reduction	
	Value increased since last result, good to be high		Value unchanged since last result		Value increased since last result, good to be low
	Value decreased since last result, good to be low		Value decreased since last result, good to be high		

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Oversee the delivery of the council transformation programme and achievement of the planned financial and non-financial benefits for 2020/21	TRN01: EFFICIENCIES: Overall planned financial efficiencies are achieved - latest confirmed efficiencies against in-year target. (Good to be HIGH)	£17.9m Jan 2021	£24.2m Full year target	£17.4m Dec 2020	 £m Nov '20 Dec '20 Jan '21
	Transformation efficiencies are currently marked RED as a result of COVID-19 impacts, with 27% of the overall target at risk of non-delivery for this very reason. The TSU is working to maximise the efficiencies that can be achieved this year, though savings that cannot be met will be factored in to the annual transformation programme refresh.				
	TRN 02: COSTS: Overall planned financial costs are on target - latest confirmed costs in-line with budget (Good to be in line with budget)	£9.6m Jan 2021	£22.5m Full year target	£8.6m Dec 2020	 £m Nov '20 Dec '20 Jan '21

Financial update

BUDGET MONITORING POSITION – as at Period 10

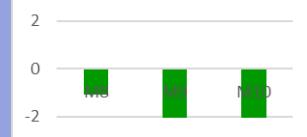
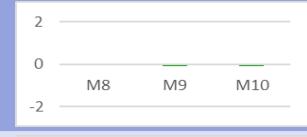
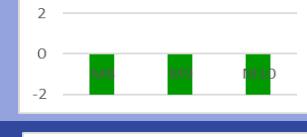
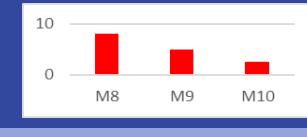
Performance improvement No change Reduction in performance

Directorate	Directorate Budget	Full Year Projection (end of M10)	Change since previous period	Trend Graph	Narrative on change from previous period
Adult Social Care	£383m	£5.8m Underspend	+£1.2m		£1.2m improvement due to further temporary reductions in care package expenditure as a result of the impacts of the pandemic
Public Health	£33m	On Budget			No change
Children, Families and Lifelong Learning Page 100	£200m	£16.2m Overspend	-£1m		£2m increase in overspend, £1.3m due to increased HNB placements and individual pupil support budgets, £0.2m increased staff costs in residential settings; offset by £1m reduction in Corporate Parenting.
Environment, Transport & Infrastructure	£134m	£1.2m Overspend	-£0.3m		£0.3m improvement mainly due to a reduction in concessionary fares expenditure for elderly and disabled
Community Protection	£37m	£1.1m Overspend	£0.1m		The increase relates to minor movements across a number of services
Community & Transformation	£16m	£0.1m Underspend	-£0.1m		Movement primarily due to reduced expenditure on the library service due to the further period of closures for libraries.

This will provide the committee with a summarised view of the full monthly budget monitoring report which is presented to cabinet. Should members of the Resources & Performance Select Committee require more information they should refer to that full budget monitoring report.

BUDGET MONITORING POSITION – as at Period 10

Performance improvement  No change  Reduction in performance 

Directorate	Directorate Budget	Full Year Projection (end of M10)	Change since previous period	Trend Graph	Narrative on change from previous period
Strategy & Commissioning	£55m	£6.3m Underspend	 -£1.2m		£1m further increase underspend on Home to School transport. This is due to continued reductions in school journeys as a result of schools remaining closed after half term.
HR & Communications	£8m	£0.1m Underspend			No change
Deputy CEX	£2m	£0.1m Underspend			No change
Resources	£74m	£1.6m Underspend	 -£0.7m		£0.7m increase in projected underspend due to £0.5m of efficiencies realised in IT across a number of activities & £0.2m reduction in CV-19 costs with IT&D and legal services.
Central Income & Expenditure	£81m	£2m Underspend			No change
DIRECTORATE POSITION	£1,022m	£2.5m Overspend	 -£2.4m		
Central Funding	-£1,022m	£4.7m Underspend			No change
TOTAL COUNCIL POSITION		£2.2m Underspend	 -£2.4m		

This will provide the committee with a summarised view of the full monthly budget monitoring report which is presented to cabinet. Should members of the Resources & Performance Select Committee require more information they should refer to that full budget monitoring report.

Efficiency Programme – as at Month 10



At M10, of the total £38.1m efficiency programme £8.4m are currently projected to be unachievable (black or grey):

- £5.1m reduced SEND GF reserve contribution will not be possible in 20-21 due to the projected overspend on the High Needs Block.

- £1.5m of ETI efficiencies are delayed or un-achieved: bus lane enforcement has been delayed to 21/22; changes to the treatment of the parking surplus are not now expected to happen; waste reductions have been impacted by Covid19; and conversion of street lights to LED is proceeding but contract changes were initially delayed.

- £2m undeliverable from joint placement reviews with health

- Any non-achievement of efficiencies within ASC is forecast to be mitigated by over-achievement against efficiencies for Learning Disabilities / Autism.

Transformation programme update

Programme	Exec Director/ Cabinet Member	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)		
Libraries and Cultural Services	Cab Member: Mark Nuti Exec Director: Marie Snelling	Staff consultation commenced on proposed libraries structure with active support being provided to staff. Engagement with residents on co-design paused due to COVID national lockdown; however discussions continued with key stakeholders, including Members. Secured membership to The Libraries Consortium to improve customer experience at reduced cost.	<ul style="list-style-type: none"> ✓ The programme team are working with officers across the council to address the challenges that COVID-19 presents for co-design to make sure engagement with residents is meaningful. Circumstances permitting, we are hoping to go into our communities soon. The focus over the next 6 months is to start engaging with communities in these locations as part of the co-design work and begin developing co-design plans for other libraries in the county. ✓ The Business Case to be drafted by April for Open Access. ✓ Continue to work with property to develop the capital bid and implementation plan for open access and property redevelopment ✓ Formal consultation on the workforce restructure ended 5th February and the staff appointment process will be taking place between February and June. The new structure is now expected to 'go live' on 1st July now (which takes account of delays relating to COVID-19). ✓ Membership and active engagement in British Library Living Knowledge Network Partnership. 	0.70	0.80
Page Empowering Communities	Cab Member: Mark Nuti Exec Director: Marie Snelling	Good public engagement with Your Fund Surrey and teams across SCC coordinating as dependencies arise. Local Area Coordination scope being fully defined for procurement, with strong ASC and Social Prescribing Lead engagement. Activity mapping and stakeholder engagement progressing for Community Network initial areas.	<ul style="list-style-type: none"> ✓ Successful launch of first funding round for community schemes through the Community Projects Fund in March ✓ Outcome-based Planning Sessions and alignment with EC Vision & Operating Model ✓ Local Area Coordination procurement launched. ✓ Finalisation and re-launch of Social Value Policy & Toolkit. 	0.03	n/a
Customer Experience	Cab Member: Mark Nuti Exec Director: Marie Snelling	Programme re-shaping in response to current context, focusing on business leadership for the digital customer experience omnichannel platform, Home to School Transport improvement, ASC Financial Assessment process improvement project and ChatBot implementation.	<ul style="list-style-type: none"> ✓ Customer Services will continue to extend its front line customer service offer in high volume / priority areas and will implement digital enablers e.g. webchat and chatbots to support customers to successfully self-serve and prevent unnecessary telephone enquiries. ✓ In-depth collaboration with Libraries service to further develop a communities-led approach. ✓ Contribute to the design phase for the new technology platform for customer interactions. ✓ Collaborate with Care Pathways programme, especially in relation to ASC front-door. 	0.32	0.29
SEND Transformation	Cab Member: Julie Iles Exec Director: Rachael Wardell	Strategy, analysis and planning work undertaken with a view of focusing on 4 thematic pillars for the programme. Operational improvement and Front Door are moving from design into delivery. Virtual engagement with families continuing.	<ul style="list-style-type: none"> ✓ The programme of essential activity to improve business as usual across Local Authority SEND operations will be significantly progressed, and impact on quality of service delivery will be visible. ✓ The partnership 0-4 SEND and All-age Autism strategies will be in their final stages of development. ✓ Recruitment to AD for SEND Transformation which will be a critical role in supporting and delivering SEND Transformation. 	2.51	5.10

Programme	Exec Director/ Cabinet Member	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)	£m	£m
Placement Value and Outcomes	Cab Member: Mary Lewis Exec Director: Rachael Wardell	Overarching governance agreed. Programme Manager recruitment undertaken and other resource requirements under review and being mobilized as appropriate. SEND and PFA dependencies being explored.	<ul style="list-style-type: none"> ✓ New Governance structure live. ✓ Programme Manager recruited and in post. ✓ Projects and workstreams developed. ✓ Programme socialised so that stakeholders are aware of start-up and aims. 	n/a	n/a
ASC Practice Improvement	Cab Member: Sinead Mooney Exec Director: Simon White	Strength Based Practice roll-out across Reablement, Mental Health and Learning Disabilities & Autism underway. New Personal Assistant rate for Direct Payment recipients continues. Operational improvements to Reablement continue to progress well. Localised plans for improving Reviews performance in development.	<ul style="list-style-type: none"> ✓ A skilled workforce promoting people's independence and wellbeing, by adopting a strengths based approach across the whole of Adult Social Care. ✓ A developed workforce promoting people's independence and wellbeing, through embedding a strengths based approach across the whole of Adult Social Care. ✓ New standard hourly rate for Personal Assistants fully implemented to enable an effective direct payments Personal Assistant market, to increase choice and control for residents. ✓ An improved reablement service delivering a therapy led and full 7-day reablement offer. ✓ More people with reviewed care and support packages that are appropriate, proportionate and outcome focused to meet needs. 	1.80	6.23
Adults with Learning Disabilities and Autism	Exec Director: Simon White Cab Member: Sinead Mooney	A single service with two area teams and permanent management structure in place. Duty and safeguarding functions developed. Plans for improving reviews performance being implemented. Move on team, targeting cases with potential to move to independent living in early stages of operation.	<ul style="list-style-type: none"> ✓ Learning Disabilities and Autism service established, with a developed workforce promoting people's independence and wellbeing by using a strengths based approach across the service. ✓ Targeting reviews to provide appropriate and proportionate care and support that meets people's needs and achieves positive outcomes for them. ✓ Delivering initiatives providing the right interventions to increase the number of people in independent living. 	0.58	4.64
Emotional Wellbeing and Mental Health	Cab Member: Mary Lewis Exec Director: Rachael Wardell	Procurement of EWMH provider continued, development of new service model and expected improvements developed.	<ul style="list-style-type: none"> ✓ New EWMH service launched – this will begin a period of significant change but will take time to embed. Much will depend on the outcome of the procurement, but we are aware that there will be a much bigger role for our local VCFS organisations and a much stronger focus on Early Intervention support (taking learning from transformation work). 	0.00 - <i>part of Family Resilience</i>	n/a

Programme	Exec Director/ Cabinet Member	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)	£m	£m
Family Resilience	Cab Member: Mary Lewis Exec Director: Rachel Wardell	All workstreams progressing well, consolidating work to improve Children's services, in view of upcoming Ofsted inspection in 2021. This includes agreement on location of the first No Wrong Door hub; clear plan in place for each youth centre; and CSPA-LSPA integration planning underway	<ul style="list-style-type: none"> ✓ Getting-to-Good – continued work towards inspection readiness and preparation for the Ofsted 'Focussed Visit' between now and April. ✓ Youth Offer – the majority of post-consultation decisions on Youth Centres realised. ✓ No Wrong Door - The Service Level Agreement with North Yorkshire County Council for accreditation will be finalised in February and recruitment underway. ✓ C-SPA-L-SPA integration – Service Manager and Programme Manager in place and scoping complete. 	1.35	2.40
Adult Mental Health	Cab Member: Sinead Mooney Exec Director: Simon White	Establishment of the hospital discharge team has been achieved, and agreement reached in principle for the mental health re-structure.	<ul style="list-style-type: none"> ✓ Restructure of Mental Health, including implementation of recommendations from the service models review. ✓ Hospital Discharge and Mental Health Duty teams to be made permanent. ✓ Enabling Independence service to be aligned with the wider Reablement review. ✓ Review of Older Adults team within Mental Health structure. ✓ Targeted reviews to be undertaken with a view to embedding SBA & best practice. 	0.30	0.68
Enabling You with Technology	Cab Member: Sinead Mooney Exec Director: Simon White	Consultancy brought onboard to investigate current state of technology care offer and design possible offer going forward. Findings and recommendations were presented to key stakeholders and work undertaken to plan next steps.	<ul style="list-style-type: none"> ✓ A pilot delivered in partnership with Mole Valley will commence in January 2021 to trial embedding technology as a key consideration when supporting people coming out of hospital into the reablement pathway. ✓ Community of Practice to be set up for Technology Enabled Care comprising of stakeholders from District and Borough Councils, Voluntary Sector Groups, SCC staff and Private Sector Organisations in this sector to share information and ideas. 	0.37	tbc
Accommodation with Care and Support	Cab Member: Sinead Mooney Exec Director: Simon White	<p>Extra Care Housing Pond Meadow Extra Care Housing evaluation process ongoing. Routes to market agreed for Pinehurst and Brockhurst. A further two sites for Extra Care Housing were presented to Cabinet with route to market approval.</p> <p>Supported Independent Living <i>Move On Project:</i> 18 residents found homes in existing Supported Independent Living accommodation. Residents were being sought for 13 vacant units that could be filled following relaxation of C19 restrictions.</p> <p><i>Deliver a programme of deregistration:</i> Work resumed with 7 providers to deregister 13 residential care homes and adjust model of care and support to Supported Independent Living.</p>	<p>Extra Care Housing</p> <ul style="list-style-type: none"> ✓ Contract awarded for Extra Care Housing provider to deliver Pond Meadow scheme identified through Invitation to Tender. ✓ Publish the Invitation to Tender for a further four Extra Care Housing schemes and contracted awarded for all schemes by the end of Q1 2021/22. <ul style="list-style-type: none"> ✓ Pinehurst and Brockhurst – contract award pre April 2021/22 ✓ Salisbury Road and Lakeside – contract award timescales to be agreed ✓ Identify and agree routes to market for further sites identified for Extra Care Housing schemes. <p>Supported Independent Living</p> <ul style="list-style-type: none"> ✓ Continue delivering the <i>Move On Project</i> and <i>Programme of Deregistration Market Development</i> <ul style="list-style-type: none"> ✓ Committees in Common report in December seeking approval for the Procurement Framework. ✓ Market development day on our Shared Lives Strategy in Winter 2020/21 to help us develop a wider marketplace in early 2021. 	0.58	0.80

Programme	Cabinet Member / Exec. Sponsor	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)	£m	£m
Evaluate In-House Services	Cab Member: Sinead Mooney Exec Director: Simon White	Since October 2020 the main focus of the service has been to support residents, their families and the workforce manage the impact and changing requirements of the COVID-19 pandemic. Independent property surveys have taken place and feedback is expected in the next month. Potential consultation options have been finalised, subject to the feedback. The Project is progressing preparatory work, planning that public consultation will take place following council elections and at an appropriate point, determined by the response to the pandemic.	<ul style="list-style-type: none">✓ Continue to focus on supporting residents and workforce during the COVID19 pandemic✓ Recruitment to roles, funded from the Transformational budget, to support Project preparedness given the delay caused by COVID-19	n/a	n/a
Preparing for Adulthood	Cab Member: Julie Iles/Marisa Heath Exec Director: Simon White	Focus was on establishing vocational pathways provision for 2021/22 to plan early and tracking outcomes from 2020/21 cohort. Training and joint working with continuing care practitioners to raise awareness across the system to ensure that we are meeting young people's health needs. Recruitment to Programme Manager confirmed in December and wider programme resourcing has been prioritised since January. There was agreement across health, education and social care to 'Preparing for Adulthood' principles as part of programme refresh for 2021/22.	<ul style="list-style-type: none">✓ Joint working for Children with Disabilities and Transitions team proposal approved to support planning and identification for young people at a much earlier age. Pathway development supported by system changes and workforce development.✓ Collaborative pathway mapping with health to support continuing care, ensuring that there is joint understanding and agreement across the system for young people with additional health needs✓ Vocational and independence pathways commissioned, including launch of SCC SEND Apprenticeship campaign. Planning to support an increased uptake of these provisions for young people starting in Sept 2021.✓ Identification of a cohort of young people that could move back to Surrey to receive educational support and accommodation closer to their local community	0.81	n/a
Domestic Abuse	Cab Member: Sinead Mooney Exec Director: Rachel Crossley	Following some fantastic COVID-19 response work including increased Refuge capacity, momentum is starting to build on the transformation prototypes.	<ul style="list-style-type: none">✓ Increased refuge accommodation in Surrey in response to the anticipated demand in response to Covid-19. This provision will include full wraparound support offered in the existing refuges to ensure survivors are supported fully over a longer period time that they will be living in there.✓ Support the 'Recovery Phase' of the pandemic by ensuring services that can support DA survivors e.g. the roll out of A&E Independent Domestic Violence Advisor (IDVAs) in Surrey's Hospitals are prioritised. The introduction of IDVAs in Surrey's A&E settings will provide DA survivors with an additional opportunity to seek help.✓ Surrey will have for the first time a Domestic Abuse Perpetrator Strategy which will outline how Surrey will work as a Partnership to provided perpetrators with the opportunities to change and hold them to account for their behaviour. There will also be an introduction of a pre-conviction perpetrator programme in Surrey to stop and prevent the cycle of abuse.	0.10	n/a

Programme	Cabinet Member / Exec. Sponsor	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)		
ASC Market Management	Cab Member: Sinead Mooney Exec Director: Simon White	Phase 1 of the programme was moving towards BAU transition, Joint Central Placements Team implemented.	<ul style="list-style-type: none"> ✓ Market Position Statements (MPS)- Revised MPS covering all ASC categories enabling providers to deliver care services that Surrey clients need. ✓ Fees & Uplifts - Application of robust fees and uplift strategy that provides care at the most economic rate. ✓ Joint Central Placement Team with capacity to serve all ASC categories – building on the implementation of the JCPT for COVID-19 discharges and focus on Older People to fully develop and implement an Improved integrated provision of service. 	0.25	n/a

Programme	Exec Director/ Cab Member	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)		
Countryside Enhancement	Cab Member: Natalie Bramhall Exec Director: Katie Stewart	First phase market research complete for families, findings being used to develop future site plans. Second phase research underway focused on disabilities and areas of deprivation. Newlands Corner design proposals complete. Work initiated with property to review existing events booking processes, and review broader estate. Rebranding developed.	✓ Commercial plan for Norbury Sawmill submitted to Cabinet ✓ Website changes and social media comms to support new branding ✓ Infrastructure improvements (signage, benches tables) ✓ Car Park improvements ✓ Assessment complete of countryside property estate & future use	0.32	0.13
Creating ETI	Cab Member: Tim Oliver Exec Director: Katie Stewart	31ten consultancy commissioned to develop blueprint for future directorate. Vision and outcomes agreed with ETI DLT, and work initiated on culture and agile working.	✓ Phase 1 consultation complete (Environment, Network Asset Management and Strategic Transport) ✓ Phase 2 proposals reviewed & refined with workshops and informal staff engagement. ✓ Capability project briefs complete and projects mobilised ✓ Colleague engagement group launched ✓ Review of culture workstream complete	0.20	n/a
Greener Futures	Cab Member: Natalie Bramhall Exec Director: Katie Stewart	Climate Change strategy and investment programme endorsed by Cabinet. Awarded funding for LoCase (£7m investment) across all D&Bs. Awarded £6m funding for Green Jump Surrey to reduce emissions from fuel poor & inefficient homes. Renewable Energy strategy circulated for input.	✓ Projects developed for the Government's £1B Public Sector retrofit fund ✓ 2 nd Design Challenge ✓ Solar PV Business Case ✓ Climate Change training for officers and members embedded	0.46	n/a
Rethinking Transport	Cab Member: Matt Furniss Exec Director: Katie Stewart	EV charging assessment complete, & task force established. Rescoping for a pilot relating to active travel in schools agreed with LGA. Revised Business Case for EV buses approved. Future bus network considerations and proposed next steps prepared. Rail Strategy drafted. £6.4m funding awarded for active travel schemes.	✓ Draft Local Transport Plan delivered ✓ 4 Local Cycling & Walking Plans delivered (additional 6 to be delivered 2021-2023) ✓ Active travel in schools pilot delivered ✓ Healthy Streets design guide completed	0.61	0.87
Rethinking Waste	Cab Member: Natalie Bramhall Exec Director: Katie Stewart	Commissioning Strategy approach approved by Cabinet. Member seminar on infrastructure and collaboration and Surrey Environment Partnership seminars held. Suez lessons learnt review complete. Online CRC booking system trial launched.	✓ Initial Business Case agreed by Cabinet ✓ Planning Application to replace/improve Slyfield CRC submitted, and drafted for other sites/developments ✓ Automatic number plate recognition cameras at CRCs	0.17	0.50

Programme	Exec Director/ Cab Member	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)	£m	£m
Highways Re-procurement	Cab Member: Matt Furniss Exec Director: Katie Stewart	Procurement strategy prepared for Cabinet. OJEU notice issued.	✓ Evaluate OJEU notices & select bidders ✓ Supplier engagement for Traffic Signals and Professional Services	0.41	n/a
Community Protection & Fire	Cab Member: Denise Turner-Stewart Exec Director: Steve Owen-Hughes	Phase 1 delivered, and Phase 2 delivered within response. Statement of Assurance agreed with Cabinet Member and published on website. Covid themed inspection carried out. Health & Safety review complete. New workstream established and funding allocated for Coronial service. Coroners service review completed, key resources recruited & plan established.	✓ Self Assessment finalised with Chief and Portfolio Holder and submitted to HMICFRS ✓ Business case explored regarding new body storage facility (final proposal to be prepared May 2021)	0.91	1.50
Being More Entrepreneurial	Cab Member: Tim Oliver Exec Director: Michael Coughlin	Programme brief & approach for innovation capability agreed with CLT. Business Case agreed for HR traded services to schools, and second paper drafted to propose a broader unification of how SCC sells and markets school traded services. Innovation workshop held and opportunities being reviewed and classified for further development. Shared pipeline established with commercial finance.	✓ Mobilise Adult Learning project ✓ Agree approach & plan for Woodhatch Solar Car Canopy project ✓ Engagement with Guildford BC regarding Highways Advertising ✓ Cultural Services workshop	0.15	0.30
Economy & Growth	Cab Member: Tim Oliver Exec Director: Michael Coughlin	Consultation completed for new structure to deliver Economic Growth ambitions. 10 year ambitions for Economic Growth shared with CLT.	✓ New structure delivered ✓ Underpinning plans to support ambitions drafted	0.04	n/a

Programme	Exec Director/ Cab Member	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	Costs	Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)	£m	£m
DB&I (Digital Business & Insights)	Cab Member: Becky Rush Exec Director: Leigh Whitehouse	Business Analysis work commenced in August 2020. Aligning DB&I and Agile change management so they support each other.	<ul style="list-style-type: none"> ✓ Detailed design and implementation of new ERP underway ✓ Benefits baselining underway in parallel with detailed design ✓ Outgoing data from SAP cleansed and prepared for transfer to new system ✓ Change and Communications Plans ready for deployment ✓ User representative community created 	n/a	n/a
Digital	Cab Member: Becky Rush/Marisa Heath Exec Director: Leigh Whitehouse	Strong capabilities are now built. Improved alignment with People and Place Portfolios. Benefits assessments done for all projects. Elements have been shortlisted as finalists for iESE awards	<ul style="list-style-type: none"> ✓ Deliver a number of outcome driven / improvement digital programmes ✓ Culture shift to delivering benefits-driven projects based on service requests implemented; better engagement with People and Place portfolios ✓ Apply benefits realisation process to the projects ✓ Spend and outputs delivered to plan for the f/y 	4.55	n/a
Agile Capabilities	Cab Member: Tim Oliver Exec Director: Leigh Whitehouse	Accelerated by C-19. All IT projects reviewed. Programme rebranded from Agile Working to Agile Capabilities, reflecting its technical content. Used HROD "Our Conversation" findings to inform wider approach. Forms a key part of the Agile Organisation Programme (AOP - see below)	<ul style="list-style-type: none"> ✓ 'Add Any Device' Policy in place for mobile working ✓ Infrastructure aligned with land & property strategy ✓ Windows 10 deployment complete ✓ Engaging with Land & Property to align approaches to property technology ✓ Make a recommendation for Surrey Digitisation which will enable AOP 	0.97	n/a
Land & Property	Cab Member: Tim Oliver/Edward Hawkins Exec Director: Leigh Whitehouse	Transformation work is in start up while implementation of an Integrated Workplace Management System is in planning. Aligning property technology with IT&D. Forms a key part of the AOP programme (see below)	<ul style="list-style-type: none"> ✓ Implementation of new data management system; phase 1 to be completed to replace PAMS ✓ Culture change embedding ✓ Corporate landlord model implemented 	0.50	n/a

Programme	Exec Director/ Cab Member	Look back (October 2020-January 2021)	Look ahead (February 2021-April 2021)	Costs	Efficiencies
		Summary comments (as at Feb 2021)	To be delivered by April 2021 (position statements)	£m	£m
Data Insights Page 12	Cab Member: Denise Turner-Stewart	Outline Business Case developed and approved. Moving to next phase of detailed design.	<ul style="list-style-type: none"> ✓ The Data Insights programme will build the foundations of this capability across the whole organisation, so that officers and councillors have the data they need in order to make more effective decisions ✓ The programme has five sub-objectives each of which will have its own workstream. The workstreams are; Evidence Base, Resident Insight, Partnership Data Analytics, Social Research & Evaluation and Advanced Analytics Skills. ✓ Champion research and engagement to promote the voice and contributions of residents, with a focus on reducing inequality, ensuring no one is left behind ✓ Objectively analysing the right data and evidence to understand where we need to improve, providing new insight to drive service (re)design 	0.23	n/a
	Exec Director: Rachel Crossley				
Resources Directorate Improvement Programme Page 12	Cab Member: Becky Rush	New programme of works being defined to transform Finance, Procurement, Property, Legal Services, IT&D, Business Ops, Internal Audit. Will be based on Business Partnering model. Work paused as programme manager was redirected to NHS vaccination project	<ul style="list-style-type: none"> ✓ Work recommenced ✓ Clear service improvement plans developed ✓ Business partner ethos further embedded ✓ Improved processes and policies to support front line services ✓ Clear plans for automation and exploitation of new ERP system 	n/a	n/a
	Exec Director: Leigh Whitehouse				
Agile Organisation Programme (AOP)	Cab Member: Tim Oliver	Replaced the MCTR programme and brings together key elements, of digital, L&P, HR workforce and agile technical elements. Phase 1 has delivered the move out of County Hall and the set up the Civic Heart in Woodhatch by end of 2020. Phase 2 is about longer term ways of working for staff and has been started up	<ul style="list-style-type: none"> ✓ Phase 1 is closed and Phase 2 scope is agreed ✓ Change management and Data insights workstreams in place ✓ Provide L&P with space requirements data that informs the Agile Office Estate Strategy ✓ Continue to enable staff to work remotely and effectively; plan for embedding Agile as we exit Covid ✓ Link to revised organisational and workforce strategies to drive modern and effective ways of working ✓ Change management of processes/IT/Leadership/working styles in wider deployment across SCC 	0.73	n/a
	Exec Director: Leigh Whitehouse				

RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 MARCH 2021



COUNTY HALL MOVE AND AGILE PROGRAMME TASK GROUP REPORT

Purpose of the report: To set out the County Hall Move and Agile Programme Task Group's progress to date and agree its final recommendations.

Executive Summary

The County Hall Move and Agile Programme (CHAP) Task Group, established by the Resources and Performance Select Committee, provided Member level scrutiny for the relocation of Surrey County Council's headquarters from Kingston to Reigate; and shift towards agile working. Both these actions have significant financial, organisational, accessibility and social impacts for staff, stakeholders, and residents. The Task Group wanted to play its part in ensuring that the relocation and agile working would improve outcomes and deliver intended benefits as part of the Council's overall transformation programme and its vision.

The Task Group has scrutinised the County Hall move and Agile Organisation Programme at its six meetings (from 14 August 2019 until 2 March 2021) with the aim that the County Hall move and Agile Organisation Programme would deliver value for money; improve service standards and performance for residents, stakeholders and staff; and help the Council achieve its ambitions within the Community Vision 2030.

The Task Group expects that its work, concluding in its ten recommendations set out in this report, will add value, provide an overview, highlight actions, and signpost the Council in ensuring the aforementioned aims are met.

Introduction

1. The County Hall Move and Agile Programme (CHAP) Task Group, formerly known as Moving Closer to Residents Task Group, was set up in August 2019 by the Resources and Performance Select Committee to scrutinise the Council's ongoing programme to move its headquarters into Surrey and adapt ways of working that allow for council services to be more easily accessible to residents and support an agile and flexible approach to working.
2. This report summarises the work of the Task Group to date and the progress of the Council's Civic Heart move and Agile Programme from 2018 to 2021. It also sets out final recommendations of the Task Group in section 35.

Context

3. At the Council meeting in November 2018, the [Cabinet Lead Member for Place reported](#) that the Council was considering '[relocating] its headquarters from Kingston upon Thames to a more central location in Surrey.' At the time, there were no formal plans and work was ongoing to better understand the possible benefits of certain locations.
4. [On 30 April 2019](#), Cabinet endorsed in principle the decision to move the headquarters of Surrey County Council closer to the residents of Surrey and to leave the current County Hall in Kingston upon Thames by the end of 2020. The Council planned to move to a new 'Civic Heart', with either Guildford or Woking chosen as the first choices of location.
5. The proposed move of the Council's headquarters was in pursuit of the [Community Vision for Surrey in 2030](#) and, as part of the Council's ongoing [transformation programme](#), aimed to effect significant cultural changes to the way the Council operates. As part of this process, the opportunity was being taken to move those staff located at County Hall, Kingston, which had been outside the county since boundary changes in 1965, closer to residents and partners. The Council was planning to establish a new 'Civic Heart' within the county, with quality collaborative spaces where elected Members, the Corporate Leadership Team and their respective strategic support teams can work and conduct council business. This was aligned with a wider review of ways of working within the Council, which is known as 'agile' working. This involves more flexibility with regards to where and when work is conducted and an increased focus on digitalisation.
6. The rationale for the decision was that the Community Vision for Surrey in 2030 and the Council's own [Organisation Strategy](#) envisage a quite different and much improved relationship and connectivity between the Council and Surrey residents, and a new way of working for the Council. Therefore, a critical foundational step in the furtherance of both was to locate the headquarters of the Council within Surrey itself. The move (comprising the establishment of a 'Civic Heart' where many of the functions of a County Hall will be located, a workforce increasingly enabled to work in a more agile way and the introduction of new ways of working across multiple work locations) will secure benefits to residents and the Council.
7. The overall programme to move the Council's headquarters and to increase access to agile workstyles was named the Moving Closer to Residents programme (often known as MCTR). The Executive Director of Transformation, Partnerships and Prosperity held responsibility for the programme at the time.
8. Due to the Covid-19 pandemic, changes were made to the programme and from summer 2020 onwards, it was no longer called MCTR, but rather the Agile Organisation Programme. The Executive Director of Resources is now the sponsor of the programme on behalf of the Corporate Leadership Team.

Moving Closer to Residents Task Group

9. Following the above developments, it was decided by the Resources and Performance Select Committee that a Moving Closer to Residents (MCTR) Task Group would be established to scrutinise the programme. On [14 August 2019](#), the Task Group was convened for the first time to agree its scope.
10. The Task Group comprised the following membership: Will Forster (Chairman of the Task Group), Ayesha Azad, Bob Gardner, Nick Harrison and Chris Townsend. (In July 2020, Bob Gardner left the Resources and Performance Select Committee and thus the Task Group. Subsequently, Tim Hall and Rachael Lake joined the Task Group and first attended on 7 October 2020.)
11. On 1 November 2019, the Leader and the Chief Executive of the Council announced that the new Civic Heart of the Council would be based at Midas House in Woking (see Appendix A).
12. The Task Group next met on 8 November 2019, when the Executive Director of Transformation, Partnerships and Prosperity presented slides detailing the MCTR programme management governance structure; key risks, dependencies and mitigations of the programme; and the process and criteria for the selection of premises for the new Civic Heart. The Task Group was also presented with a draft version of a report on the MCTR programme due to be presented to Cabinet on 26 November 2019. At the 8 November meeting, the Task Group emphasised certain aspects of the programme including the importance of supporting staff to adapt to agile working; the need for an independent valuation of the Kingston County Hall; the accessibility of Woking as a location for the new headquarters, particularly for staff and Members travelling from the east of the county; and the necessity of the roll out of digital devices to enable agile working.
13. On [26 November 2019](#), the Moving Closer to Residents: Delivering Our Ambition report was presented to Cabinet by the Executive Director of Transformation, Partnerships and Prosperity. The report included mention of the Council's intention for Midas House in Woking to become the new Civic Heart. The Surrey County Council Cabinet approved the plans for the programme and the Midas House location. The Task Group then presented a short report (Appendix B) to the 26 November Cabinet meeting expressing its concerns following the 8 November meeting and setting out a number of recommendations, which were responded to by the Leader of the Council (also Appendix B) in a supplementary agenda ('responses to questions and select committee reports', item 5 pages 5 and 6).
14. In the months following the Cabinet decision, work continued on the MCTR programme within the Council. Members and officers visited the Midas House site in late 2019.
15. The MCTR Task Group had planned to meet again on 31 March 2020 for an update from the Executive Director of Transformation, Partnerships and Prosperity; however, this meeting was cancelled due to the Covid-19 pandemic.

Cancellation of MCTR programme due to Covid-19 pandemic

16. On 23 April 2020, the Leader and the Chief Executive of the Council announced that, due to the effects of the Covid-19 pandemic, the Council no longer planned to move its headquarters to Midas House, although Woking remained its first choice as the location for the Civic Heart (Appendix C). The reasons given for the cancellation were that, due to the pandemic, it would not be possible to move the current tenants of Midas House out of the building in time, and that the procurement of a contractor to carry out the necessary works on the building would not be possible during the lockdown constraints at the time.
17. The necessity of home and remote working brought about by the Covid-19 pandemic greatly accelerated the Council's move towards agile working, as all of the Council's staff who could work from home started to do so from mid-March 2020 onwards, and have continued to do so for the most part until present. The roll-out of digital technology and video meetings through Microsoft Teams have become commonplace for most teams within the Council. However, the current working situation is not truly 'agile', as home working is necessitated, rather than a choice, but the transition to truly agile working in future should be relatively easy due to the paradigm shift brought about by the pandemic.
18. The Resources and Performance Select Committee considered an item on the decision to cancel the move to Midas House at its 1 July 2020 meeting. [The minutes for the July 2020 item can be found here](#) with the report presented and an additional question asked at a Council meeting at the bottom of the webpage. The Select Committee agreed three recommendations on this item.
19. On 6 August 2020, the Chief Executive of the Council announced that a new site, known as Woodhatch, in Reigate, had been acquired (Appendix D). [The decision to purchase the site](#) had been approved by Cabinet in April 2020, with the site to be used for a new primary school and to provide supported needs residential accommodation. The decision to use Woodhatch as the new Civic Heart came after the decision to purchase the building was confirmed. The Chief Executive's announcement stated that Woodhatch would be used for civic activities by early 2021. It was also confirmed that that the County Hall in Kingston upon Thames was still being actively marketed and the Council aimed for it to no longer be in use by the end of December 2020. The acquisition of Woodhatch was part of a long-term ambition for the Council to have four 'hubs' – properties within the county to enable agile working – as well as for the Council to move its headquarters into Surrey. Engagement with all staff and Members would be conducted on these new plans.
20. The Executive Director of Resources sent an email to all staff on 28 August 2020 (Appendix E) announcing that he was now the executive sponsor of the Agile Organisation Programme, and providing more detail on the anticipated future use of Woodhatch and the engagement that would precede the move of the Civic Heart.
21. Around this time, the MCTR name officially ceased to be used in communications. The programme would now be referred to as the Agile Organisation Programme. Accordingly, the Task Group was renamed the County Hall Move and Agile Programme Task Group (abbreviated to the CHAP Task Group).

County Hall Move and Agile Programme Task Group

22. The County Hall Move and Agile Programme Task Group (formerly known as the MCTR Task Group) met on 7 October 2020 with a revised membership (see paragraph 6). The meeting was attended by the Executive Director of Resources and the Portfolio Lead – Corporate, who oversees the Agile Organisation Programme. At the meeting, officers presented information on the Agile Organisation Programme, the exit from the Kingston County Hall, the move to the Civic Heart and the potential of developing a wider office estate strategy. The Task Group discussed information regarding the recommendations made at the July 2020 Resources and Performance Select Committee meeting. It noted that the situation had changed significantly since July 2020, due to the subsequent announcement on Woodhatch, and agreed to formulate a short report to the Council, which was going to discuss and decide on the move to Woodhatch.
23. The Task Group presented a report to at the Council meeting on 13 October 2020 (Appendix F), highlighting the Task Group's remaining concerns, including travel and access to Woodhatch, communication and engagement, and the hub model. The report recommended that the Council should not make the final decision to designate Woodhatch as its new Civic Heart until it had prepared a comprehensive office estate strategy and travel plans. However, the Council felt that adequate measures were in place or being considered to address the concerns and made the decision to approve Woodhatch as the new Civic Heart.
24. The Task Group next met on 6 November 2020, at which it received an update on Woodhatch, the decant and disposal of County Hall in Kingston, the Agile Office Strategy (Appendix G), and engagement with staff on their new administrative bases.
25. Travel engagement activities had begun in order to assess the needs of residents, Members and staff in terms of travel to Woodhatch. Existing transport routes were being identified in advance of the development of a travel plan. The Task Group was also informed that the Civic Heart and general office space at Woodhatch was on-track to be ready for use by January 2021, and the creation of a Council Chamber at Woodhatch was on-track to be available to use for a Council meeting in March 2021, Covid-19 permitting.
26. The Resources and Performance Select Committee received an update on the County Hall Move and Agile Programme at a public meeting on 18 December 2020. [The minutes for the December 2020 item can be found here](#). At this meeting, the Select Committee agreed recommendations on information to be presented at the next meeting of the Task Group.
27. From 31 December 2020 onwards, access to Kingston County Hall ceased for most staff, as the Council's official Civic Heart moved to Woodhatch, now officially renamed Woodhatch Place. However, as a new national lockdown due to Covid-19 started on 5 January 2021, staff were advised to work from home.
28. The next meeting of the Task Group was held on 13 January 2021, at which the Task Group was presented with the information requested on 18 December 2020 by the Select Committee, namely:

- a) The Agile Office Estate Strategy;
 - b) The results and analysis of the Woodhatch Place travel plan survey and agile workforce programme survey; and
 - c) Details of the County Hall sale and bids.
29. The Task Group was satisfied with the process of the sale of the Kingston County Hall, which had now been sold. Other recommendations were made at this meeting, which have been considered in the development of the final recommendations in this report. The notes of the 13 January meeting were presented to the Resources and Performance Select Committee at its [21 January 2021 meeting](#) (the public version of the notes (Part 2 sections redacted) can be found on page 51 of the supplementary agenda).
30. There was no further access to the Kingston County Hall for any staff from mid-February 2021 onwards. Staff whose administrative base used to be County Hall shifted to their new administrative base, if this had not happened already. However, due to the continued national lockdown, most staff continue to work from home.
31. The Task Group last met on 2 March 2021, at which it agreed this report and its final recommendations.

Conclusions

32. It was anticipated from the start of the programme that the relocation of Surrey County Council's headquarters from Kingston would have significant financial, organisational, accessibility and social impacts for staff, stakeholders and residents and therefore Member scrutiny was vital to ensure that relocation and agile working would indeed improve outcomes and deliver benefits as part of the Council's overall transformation programme and its vision.
33. The Task Group has endeavoured to scrutinise the County Hall move and Agile Organisation Programme at its six meetings with the aim that the County Hall move and Agile Organisation Programme would:
- a) deliver value for money;
 - b) improve service standards and performance for residents, stakeholders and staff; and
 - c) help the Council achieve ambitions within the Community Vision 2030.
34. The Task Group anticipates that its work, culminating in the recommendations below, will add value and signpost the Council in ensuring the aforementioned aims are met.

Recommendations

35. The Task Group recommends that:

- i. The Resources and Performance Select Committee receive the Council's Office Strategy on an annual basis, ensuring in particular that the carbon neutral targets are achieved;
- ii. The Executive Director of Resources studies the cost and size of office estates in statistically similar authorities and report back to the Resources and Performance Select Committee;
- iii. As the Council, after the pandemic, continues to promote agile working, it also discuss and study how attendance at meetings can still be possible remotely. The Leader to lobby the Ministry of Housing, Communities and Local Government for remote meetings to continue and make a case to the relevant Minister, and any other relevant opinion makers, using the County Councils Network or similar organisations as appropriate;
- iv. The Task Group is satisfied with the bidding process for selling Kingston County Hall and that it provides value for money in the current market. However, completion of sale, and the final move out of Kingston County Hall and into Woodhatch Place should continue to be monitored by the Executive Director of Resources, including a settling-in period to ensure as seamless a transition as possible;
- v. The Director of Land and Property continues to work on plans to achieve value for money from the Bittoms car park;
- vi. The Task Group endorses the principle of a bus route between Reigate and/or Redhill and Woodhatch. Before a final decision is taken, Members of the Task Group should be consulted (by email as the Task Group work has now concluded) on the route and frequency. This is to help address transportation concerns and to ensure it is monitored annually as an integral part of the Council's Office Strategy reporting to the Resources and Performance Select Committee by the Executive Director of Resources;
- vii. The lessons from previous strategies similar to the Agile Office Estate Strategy (various past strategies may have been developed but not delivered due to changes in Cabinet membership or staff) are reflected in the Agile Office Estate Strategy;
- viii. It is made clearer in the Agile Office Estate Strategy which buildings could comprise the four hubs, as well as the use of any satellite buildings. The Executive Director of Resources to conduct a review of the overall cost, benefit, and savings by December 2021, including both capital and revenue elements of the Civic Heart move and the four hub arrangements;
- ix. Residents' participation, community engagement, improvement to service standards, and ease of access to Woodhatch Place office buildings, be regularly evaluated by the Corporate Leadership Team/Executive; and
- x. There is a need to encourage discussions with multiple stakeholders to maximize the use of Woodhatch Place.

Next steps

36. To agree the recommendations and present the final report to the Resources and Performance Select Committee at its next meeting on 18 March 2021, and then to the Cabinet.
-

Councillor Will Forster

Chairman of County Hall Move and Agile Programme Task Group

Vice Chairman of Resources and Performance Select Committee

Report contact:

Kunwar Khan

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Sources/background papers:

- [13 November 2018 Council minutes](#)
- [30 April 2019 Cabinet](#)
- [Community Vision for Surrey in 2030](#)
- [Transformation Programme Strategic Summary 2020 Update](#)
- [Organisation Strategy](#)
- MCTR Task Group scoping document presented at [14 August 2019 meeting](#)
- 1 November 2019 email from Joanna Killian: *New Civic Heart will be in Woking* (Appendix A)
- 8 November 2019 MCTR Task Group meeting notes and slides (not public)
- [26 November 2019 Cabinet](#) Moving Closer to Residents: Delivering Our Ambition report (item 10 in the agenda) and supplement with Select Committee report and response (item 5 in the supplement)
- 18 December 2019 Member Development Steering Group notes (not public)
- 23 April 2020 email from Tim Oliver and Joanna Killian: *Update from the Leader & Chief Executive* (Appendix C)
- [1 July 2020 Resources and Performance Select Committee minutes](#)
- 6 August 2020 email from Joanna Killian: *Planning for the future* (Appendix D)
- 28 August 2020 email from Leigh Whitehouse: *Agile – what does the future hold?* (Appendix E)
- 7 October 2020 CHAP Task Group meeting notes, report, and slides (not public)
- 13 October 2020 CHAP Task Group report to Council (Appendix F)
- 6 November 2020 CHAP Task Group meeting notes and report (not public)
- [18 December 2020 Resources and Performance Select Committee minutes](#)
- [13 January 2021 CHAP Task Group meeting notes \(public notes available in the agenda of the 21 January Resources and Performance Select Committee meeting\)](#)
- Agile Office Strategy Report to the [Cabinet](#) on 26 January 2021 (Appendix G)

Appendix A

1 November 2019

New Civic Heart will be in Woking

I am delighted to be able to tell you that The Leader Tim Oliver today (1 Nov 2019) announced that the new Civic Heart will be in Woking.

After many months of searching for a suitable and affordable new building, we hope to start relocating staff into Midas House in phases from summer next year.

It is a modern building close to mainline train and bus links, fit for an agile and dynamic workforce working in partnership with the residents of Surrey.

I know there has been frustration at the length of time it has taken but I am sure you will understand that in the current climate and with so much at stake, it was important we got this right.

I am confident that this new building will herald a new future for the council as we strive to further improve our services and be at the forefront of modern technology.

Midas House, which is in the town centre and close to mainline rail and bus links, can accommodate up to 1500 staff working in an agile fashion. It also has on-site car parking, provision for cycle parking, showers and changing facilities. It will also be very energy efficient.

County Hall, which is 130 years old, would cost millions to bring up to a modern standard. It is also outside the county of Surrey. Maintenance costs for the Victorian building are also high and it leaks, whereas the new base will generate savings of around £700k a year.

Not only does the building encompass all the objectives of our *Moving Closer to Residents* and *Agile Working* programmes, placing services right at the heart of the population we serve but it also underpins our need to be fit for the future, being financially and environmentally sustainable.

As a purpose-built modern facility, it will help us reduce our carbon footprint and its proximity to excellent public transport links is aligned to our green travel agenda.

Some staff will begin to move out of County Hall in phases from spring 2020. Not everyone will be moving to the new Civic Heart. Some will be relocating to SCC council offices in Leatherhead, Guildford and Reigate and a variety of other locations across the county including district and borough council offices. The new building – which will be mainly funded by the sale of County Hall – represents a fraction of the cost it would take to bring the existing building up to modern standards.

The move, which is subject to Council approval, will accelerate changes in the way we work, enabling our staff to work even more flexibly and spend more time with our residents and service users. Preparations to sell County Hall are under way.

We will also be holding a new series of Listening and Staff Engagement events later this year and there are still places to book at some of my remaining Roadshows if you have further questions.

Best wishes

Joanna

Joanna Killian
Chief Executive
Surrey County Council

Appendix B

CABINET 26 NOVEMBER 2019

REPORT OF MOVING CLOSER TO RESIDENTS TASK GROUP (Resources & Performance Select Committee)

Item under consideration: Moving Closer to Residents: Delivering Our Ambition

Date considered: 8 November 2019

1. At its meeting on 8 November 2019, members of the Moving Closer to Residents Task Group considered the Moving Closer to Residents: Delivering Our Ambition report.
2. The Task Group heard from the Executive Director for Transformation, Partnerships and Prosperity, who explained the benefits relating to the proposed relocation of the Council's Civic Heart to Midas House, Woking, and a move to greater agile working, as well as associated risks. Measures put in place to mitigate those risks were explored by Members, who also heard details about other buildings in both Woking and Guildford that had been considered during the identification phase.
3. The Executive Director for Transformation, Partnerships and Prosperity explained that Midas House was chosen as the Council's new Civic Heart due to its close proximity to Woking train station and town centre, the young age of the building and its open plan design, financial considerations relating to both the cost of purchase and refitting, and the good amount of space available. The Task Group heard that there would be enough space for both meeting rooms and 820 workstations, the former of which would be created flexibly by using moveable acoustic screens.
4. The Task Group were informed that a Member Task Group would be established to support the planning and design of civic spaces and functions. They noted their concern that councillors from the east of the county may struggle to get to Woking and feel neglected as a result, and they sought assurance that a wide range of members would be consulted throughout the planning and design phase.

5. The Task Group highlighted risks associated with agile working and IT infrastructure and emphasised the need for the Council to ensure all staff members are fully supported throughout the transformation period. It was noted that the move to Midas House was reliant on there being a widespread adoption of agile working practices by Council staff.
6. Concerns were expressed over the possibility of higher than expected staff attrition and the potential difficulties that could arise when recruiting. The Task Group heard that targeted recruitment local to Woking was going to take place and research had been undertaken regarding the local labour market.
7. A conversation was had about the proceeds from the future sale of County Hall in relation to the costs associated with the purchasing and refitting of Midas House. The Task Group asked about the possibility of an independent valuation being undertaken to ensure that the Council was paying a fair price for Midas House.

Recommendations:

8. The Task Group agreed the following recommendations:
 - a. That an independent property valuation of Midas House is undertaken to ensure best value.
 - b. That the Council ensures all members of staff receive support and training before, during and after the move to Midas House and transformation to greater agile working.
 - c. That the Council consults with other local authorities and organisations that have moved to an agile way of working, including in regard to ranges of fulltime equivalents/desk ratios, to ensure a smooth transition.
 - d. The Task Group asks for assurance from the Cabinet that the future sale of County Hall will raise sufficient funds required to purchase and refit Midas House.
 - e. That the Cabinet Member for Finance brings together all aspects in a full cost benefit analysis for the Cabinet.

Will Forster

Chairman of the Moving Closer to Residents Task Group

Cabinet Response:

I am grateful to the Task Group for their consideration and scrutiny of this hugely important project for the Council. In response to the specific points raised:

- a. An independent valuation of Midas House has been commissioned.
- b. Significant work is being done to communicate with, engage and support staff through the transition to agile working and move to Midas House, e.g. face-to-

face ‘listening and engagement’ events are being held across the County and an active Jive page along with other communication channels and platforms are used to promote dialogue and discussion, as well as the creation of an Agile Champions Group and comprehensive set of FAQs. A new Agile Working Policy Framework is under development, which will include practical support to help staff transition to new ways of working, alongside a new agile leadership development programme designed to support managers leading teams in an agile environment. With regard to technical support, on-line training and specific ‘agile’ IT support will be rolled out in the New Year.

- c. Members of the MCTR project team have been visiting other Councils (e.g. Wiltshire, Westminster) to learn from their experiences. These have already led to some changes in our approach, notably around the proposed office environment, support and best practice tools.
- d. We are doing all we can to ensure that the receipts generated through the future sale of County Hall are maximised, although they will be subject to a number of variables (e.g. planning status, market conditions, future use mixes, etc.). We are working with the Royal Borough of Kingston-upon-Thames on planning matters and are in close contact with an interested potential purchaser. Reasonable, mid-range estimates indicate that receipts generated by the sale of County Hall, some adjacent Council properties and the Bittoms car park should match the acquisition and indicative fit out costs for Midas House, which will be further refined as more detailed survey and design work is undertaken.
- e. A financial analysis has been produced and presented to Cabinet in a Part 2 report.

Reply from Mr Tim Oliver, Leader of the Council

26 November 2019

Appendix C

23 April 2020

Update from the Leader & Chief Executive

Dear colleagues,

We’d like to thank each and every one of you for all your hard work, determination and stoicism over the last few weeks. Every day we are hearing of the huge personal efforts you are making in these extreme circumstances.

Last year we made a promise as we launched our [Surrey 2030 Vision](#) - and that was that ‘no-one would be left behind.’ In spite of our considerable current challenges, we are still managing to deliver on that promise as we continue to operate in the midst of what must surely be the biggest crisis this council, or indeed the whole country, has ever encountered.

At a time when our energies are focussed on the things that really matter – delivering vital services and protecting our vulnerable residents – we do still, however, need to pay attention to the financial side of things.

Financial stability takes on an even more important role in a crisis because we need to ensure that as an organisation we are sustainable when we come out of the other side. And we will come through this, thanks to your tireless efforts.

So we are delighted to give you a positive update about the ‘health’ of the council’s finances.

At year-end the council has delivered a small surplus of £0.2m for 2019/20. This is a considerable turn around given we were forecasting to overspend by £10.3m at the start of the financial year. It is hugely impressive that we have continued to provide vital services for all of our residents, at a time when demand for our services continued to grow. We set out to deliver £82m of efficiencies to balance the budget in 2019/20 (£52m through our [transformation programme](#)). Of this, we actually delivered £72m (88%) of our planned programme, which means we identified a further £10m of alternative one-off initiatives which enabled us to deliver the surplus.

The year-end position has enabled us to create a stronger and more resilient base from which to start the new financial year amid all the uncertainties linked to the current situation. We have also added both to our General Fund Reserve and our Contingency for 2020/21; this will put us in a good place to face adversities in the medium-term. Alongside this, we also received some Covid-19 related funding from Central Government in late March, with another payment due imminently. In February, we set out our goals and objectives for the current financial year, still unaware about the full extent of the challenges we would face during the Coronavirus pandemic. At that time, we were already spending £1.5m a day on social care funding, looking after the vulnerable.

The work we have done to address our financial position means that we will be able to continue deliver care where it is needed the most.

So, thank you to everybody [for your exceptional work](#) during this difficult time. We have shown just what can be achieved in delivering excellent public services when we work together as a team, whilst ensuring that we can also be financially responsible. We will continue to face uncertainty in the coming months and a real need to make sure every penny counts for our residents and businesses, many of whom also face significant challenges along with the rest of the country, but we will rise to that challenge.

Moving Closer to Residents update

The current Covid-19 situation is having a profound effect on our *Moving Closer to Residents* plans. It will not now be possible to move the current Midas House tenants out in time, which also means we can’t get access to the whole of the building to make it suitable for our use. In addition, the procurement and commissioning of a contractor to carry out the necessary works to make it into a new SCC Civic Heart would just not be possible under the current lockdown constraints.

Whilst it is true that many of us have been working well with our technology, equipment and devices, it’s not perfect, and we all are making the best of an extremely difficult set of constraints. We all appreciate that the current lockdown and consequent working

arrangements are extraordinary, and that they will not carry on exactly as they are and that they don't suit everyone. However, there is an upside: many of the new ways in which we are having to work are helping us learn just how agile many staff can be.

To help understand this better, we are continuing to engage with staff to assess what would be helpful to continue in the future. This will help us plan what type of work/meeting/office space we need as a Council in the future. We will also be able to better gauge what works and what doesn't work so that when we enter our post-Covid world, we can look at the right solutions for our workforce.

In those circumstances it seems unlikely that we will need the capacity provided by Midas House, so it is not our present intention to proceed with its acquisition, though Woking is still our choice as the location for our Civic Heart.

Further updates on our staff engagement and the draft proposals that emerge will be provided in the coming weeks. This will take into account not just staff who are currently based in County Hall, but also those whose workbases are elsewhere in the county.

Finally, Covid is causing a tremendous upheaval across the whole organisation, and we are mindful that you are the 'engine' driving our vital services and helping to keep our residents and vulnerable people safe and looked after. Please continue to ensure that you are also looking after **your own** welfare. Please speak to your manager if you have any concerns or issues, or explore the [wellbeing support](#) on the [Coronavirus hub](#).

Once again, thank you for all that you are doing. This is a really challenging time for all of us, whether you are working on the front line, helping to keep our IT devices 'on the road', keeping residents informed or maybe you are having to self-isolate at home, looking after children.

We are both very proud to serve alongside such amazing people.

Best wishes

Tim Oliver Joanna Killian

Leader Chief Executive

Appendix D

6 August 2020

Planning for the future

Dear colleagues,

I wanted to let you know about some of the planning that we are doing to help secure Surrey's future as we move through this phase of COVID and into the autumn.

It is very important that we build on all the hard work of the past two years, stabilising the council's finances, transforming services and helping to shape a council that is fit for the future and all the challenges we might face.

As you know, our goal is to make sure that no-one is left behind, tackling inequalities across the county and ensuring that the most vulnerable members of our communities are safe and looked after. The impact of COVID19 means we must redouble our effort to do so.

Inequalities are widening, the economy is more challenged and the long-term health impacts must be addressed in new ways now. There is much to do.

I am so proud of all that you have achieved over the last few weeks and months. You have worked so hard, in extraordinary circumstances, to put our residents first. You have adapted so well to the need to work remotely, making great use of the technology and tools on offer to keep our services going. I am very grateful.

I know that many of you have valued this way of working and, in some instances, we have been able to spend more time with those residents who need us most. We have adapted well and been responsive to what our residents have asked of us. But I also know that for some of you, remote working is becoming a strain. I also know that the instruction to limit face to face contact with some more vulnerable residents, in community settings, is unsustainable. You want to get back to seeing them in person, not through a screen.

We will never go back to the old ways of working but I do want to enable more of you to be with your clients/residents/families in their homes and communities, where it is right and safe to do so. I also want to enable more opportunities for 'office based' teams to get together and for you to be able to work in a collaborative workspace or office, on an occasional basis, from September 14th. We must plan for this very carefully given the need to maintain social distancing, protect your wellbeing and prevent further outbreaks of COVID19. We will provide more information about the new arrangements next week (subject of course to national and local guidance).

I now want to bring you up to speed on some good news. We recently acquired a new site, known as Woodhatch, in Reigate, to provide the land for a new 600 pupil primary school, in conjunction with the Department for Education. It will also allow us to deliver other key services there too - Extra Care Housing for older people, a new children's' home and other supported needs residential accommodation. The site also provides modern, energy efficient, high quality offices within the grounds.

This planned acquisition is part of a wider strategy to deliver the council's longer-term property and estates ambition. The Reigate site will be one of four hubs within the county, incorporating new-style workspace and meeting spaces, to underpin our agile working policy. We are using staff feedback from the [Our Conversation](#) workshops and survey activity to inform how we design and use these spaces, as well as inform our remote or virtual working plans (Please do take some time to complete the [survey](#), which closes on 10 August, if you haven't already done so).

We still want to move all our workforce back into Surrey, making better use of our existing council and community spaces around the county. As you may know, County Hall is being actively marketed and the building will be closed on the 31st December 2020, with alternative meeting and workspace being sought throughout the county to re-provide some of the space. By early 2021, we will be able to use the new building in Reigate for civic activity - for council meetings, democratic support and leadership meetings, again within the constraints of any social distancing restrictions in place at the time. We will of course consult with all staff affected by these changes. We will also be engaging with Members about the impact for them.

In the autumn, I am also looking forward to seeing more of you at the rescheduled Virtual Roadshow that Tim Oliver and I unfortunately had to postpone last month. Details of how to join will be sent shortly.

Finally, I want to thank each and every one of you for all your tremendous work and support throughout this immensely difficult period. I am very proud of the way that this council and all of you have risen to these challenges, ensuring that vital services continued to be delivered in the most adverse circumstances.

Please continue to ensure that you are looking after your own welfare, and speak to your manager if you have any concerns or issues. There is also a diverse range of [wellbeing support](#) available for you and your family on the [Coronavirus hub](#).

We can't afford to rest on our laurels and we must all remain vigilant, but thanks to your hard work, we have a really good foundation to build upon as we strive to get back to some sort of normality. Thank you again. We will be updating our [guiding principles](#) to reflect any changing circumstances and restrictions.

Best wishes

Joanna

Joanna Killian
Chief Executive
Surrey County Council

Appendix E

28 August 2020

Agile – what does the future hold?

Dear Colleagues,

I'm delighted to have recently taken over as the executive sponsor of the Agile Organisation programme and I wanted to update you about our plans and ambitions for the remainder of the year and beyond.

First of all, I want to thank all of you for your commitment, hard work and flexibility over the past few months. Whether that has meant working out in the community, at our offices, or at home, I know that for different reasons it has been tough for many, but collectively we can all feel proud of what we have achieved during this time, in the most difficult of circumstances.

As you will already know, we intend to close the offices at County Hall on 31 December so that we can push ahead with the marketing and redevelopment of the site. County Hall is now being actively marketed for redevelopment and a public consultation starts on 7 September.

Given this recent announcement, I'm afraid that this message is somewhat County Hall centric, but future messages will take a wider view.

I know the confirmation that County Hall will close has worried some of you, and we are working hard to address the issues that you have raised in response. For example, I know that one concern on people's minds was the time available to clear the building itself, so I am

pleased to be able to confirm that there will be a period of time in the New Year when although the building will be closed for office working, staff will have additional time to collect belongings, and arrange for any archiving, storage and disposal of unwanted items. There will be more details about this process in the coming weeks.

We have heard very clearly that a lot of people who have had to work from home over the past few months have really missed face to face interaction with colleagues and so we hope to welcome more staff back into our buildings and work settings from 14 September, making sure we all adhere to social distancing and Covid Secure guidelines. Initially this will be for up to two days a week, and we will be asking staff to stagger this as set out in [Joanna Killian's email and video](#) last week. For the rest of the working week we are asking staff who can to continue to work from home. For those who are able to work at home, working in office settings will be capped at up to two days a week through the autumn and winter at this stage but again, there will be more detail about this in due course.

We recognise that we are never going to go back to working in the same way as pre-Covid, and we expect that the next few months at least will also feel very different. The need to socially distance for the foreseeable future, until there is a vaccine and/ or the virus is eradicated means we will need to adjust how we work and behave.

For County Hall staff, I know the big question on people's minds is where are they going to be based from January?

Following the decision not to proceed with the purchase of Midas House in Woking, we are developing a comprehensive review of our office estate in the county to ensure that we can provide high quality working environments in accessible locations for teams working across the county. As this work develops, we aim to minimise where possible the additional journey time for those staff who are currently based at County Hall. However, getting this right will take time, and so in the meantime we are concluding work to provide appropriate levels of working space in alternative locations which achieve the same aims. These will include an expectation that most of us will spend more days working remotely than we have done before, but not for every day of the week. We will confirm these locations in September.

This will be informed by what staff have been telling us about their experiences of lockdown, their preferences and dislikes through the lockdown period in both the [Our Conversation workshops and survey](#), and the Team Polls that the Agile programme team are now conducting with County Hall staff. (These polls are ongoing so don't worry if you haven't been asked to take part yet – you will do, very shortly.)

We recently acquired a new site in Reigate (Woodhatch) primarily to provide the land for a new 600 pupil junior school. We are exploring the potential for other key facilities such as Adult Extra Care housing and other supported-needs residential accommodation on the site, which also contains existing offices within the grounds.

Woodhatch is likely to be one of four main office hubs in the county, incorporating new-style workspace and meeting spaces. In light of the move from County Hall we expect to shift our civic activity - council meetings, democratic support and leadership meetings - to Woodhatch, subject to agreement by Council in October. This is an important return of our civic functions back within the county boundaries after an absence of many years, although of course we expect that meetings will remain remote until at least the end of this financial year.

Quadrant Court in Woking is also currently undergoing building work to accommodate more staff, including the C-Spa team from Children's services. Any other changes including infrastructure upgrades at other sites will be looked at once the County Hall closure programme is further under way and other locations identified.

There are a few specific points that people have raised that I wanted to pick up before I finish. Firstly to make clear that Woodhatch is not intended to be a replacement office location for the vast majority of staff currently based at County Hall. Secondly to reassure that whilst our experience through lockdown has changed perceptions and expectations about our ability to work remotely, there are no plans to remove from people the ability and opportunity to work from an office when they need to. Thirdly, whilst we are exploring the potential for Bring Your Own Device (using your own mobile phone) we are continuing to roll out Windows 10 devices to everyone who needs a computer for their work. There is no intention to ask staff members to use their own laptops or PCs as their main device.

We are also producing a new set of FAQs next week which, I hope, will answer any other questions for the time being and there will be a new Agile Jive hub where all of this information will sit in future.

This will include regular updates from me along with booking information for the Virtual Roadshows that Joanna Killian and Tim Oliver will be holding from 8 September onwards as well as the new round of *Our Conversation* Listening staff engagement events, also virtual, and also starting in September. Please keep an eye out on Jive and SCC Daily for any updates and booking dates, as well as in my blogs.

Best wishes

Leigh

Leigh Whitehouse | Executive Director of Resources for Surrey County Council

Appendix F

County Hall move and Agile Programme (CHAP) Task Group Report on the Civic Heart move to Woodhatch

8 October 2020



Purpose of the report:

On behalf of the Resources and Performance Select Committee, to outline the County Hall move and Agile Programme (CHAP) Task Group's conclusions and next steps about the decision to move the current County Hall from Kingston-upon-Thames to a Civic Heart in Woodhatch (Reigate) to be taken at the County Council meeting on 13 October 2020.

Introduction:

1. The County Hall move and Agile Programme (CHAP) Task Group, formerly known as Moving Closer to Residents (MCTR), Task Group has been set up by the Resources and Performance Select Committee to scrutinise the Council's relocation from Kingston-upon-Thames, together with reviewing the progress and implementation of its agile

working transformation programme. Since its inception in 2019, it has received numerous reports, presentations and heard from senior officers and other witnesses.

2. The membership of the Task Group is as follows: Ayesha Azad, Will Forster (Chairman), Tim Hall, Nick Harrison, Rachael Lake, and Chris Townsend.
3. As the County Council is due to discuss County Hall moving from Kingston-upon-Thames to Woodhatch (Reigate) at its meeting on 13 October, the report only covers this aspect of CHAP's work.
4. The Task Group initially met in August 2019 to consider the then proposed County Hall move to Midas House (Woking) and relayed its input to the Resources and Performance Select Committee about the proposed move.

CHAP Task Group review:

5. At its meeting on 7 October 2020, members of the CHAP Task Group considered the County Hall's relocation from Kingston-upon-Thames to Woodhatch in Reigate at the beginning of 2021 and the majority of the Task Group agreed, in principle, with the proposal.
6. At this meeting, the Task Group heard from the Executive Director - Resources and received a presentation from the Portfolio Lead officer - Corporate, who responded to questions posed by Members about the proposed relocation and explained the change in plan – to no longer move the Council's Civic Heart to Midas House, Woking, but rather to Woodhatch in Reigate, in the context of greater agile working.
7. The Task Group considered the proposed move to Woodhatch, as well as associated risks. Potential measures and actions being taken to mitigate those risks were explored by Members, who also raised and heard details about other buildings that had been considered during the identification phase as a potential option for a new County Hall or as hubs across the county, particularly in Woking, Guildford and Dorking.
8. During the deliberation and question and answer session, the Task Group highlighted what they saw as extant risks and issues, while endorsing the move in principle, as well as outlining a positive way forward. Concerns and risks are captured in paragraph 9 and a positive way forward is set out in the conclusion and next steps sections of this report below.
9. The Task Group highlighted concerns and risks as follows:
 - 1.1 **Location – sustainability and access:** Woodhatch is on the outskirts of Reigate and is currently without reliable, frequent and safe (for pedestrian) access links. This aspect needs more information and analysis of the options, including staff and Member travel arrangements (public transport links, walking and cycling). Consideration of the frequency of train services and links to Reigate railway station, regular connecting bus services, cycling and showering facilities. How will this site best cater for everyone in Surrey – east, west, north and south in terms of access and transportation links?;
 - 1.2 **Tangible and non-tangible costs:** Careful consideration of the all-in costs involved – capital, implementation and continuing operational costs is required, including an independent valuation of County Hall in Kingston-upon-Thames and the new site;
 - 1.3 **Communication and engagement:** Communication with and engagement of Members and staff on the proposed move needs to improve;
 - 1.4 **Contingency planning:** There is a need for contingency planning to reduce risks and cope with any slippages - if the County Council was not ready to

- operate in Woodhatch in January 2021 then should it not remain at County Hall until Woodhatch is ready?;
- 1.5 **Staff attrition, retention and recruitment:** Consideration is required of higher than expected staff attrition and the potential difficulties that could arise when recruiting, due to poor accessibility and transportation links. It was noted that it is not intended to move all County Hall staff to Woodhatch so impacting a smaller number of staff;
- 1.6 **Overarching estate, office and local ‘hubs’ strategy:** Greater clarity is required about the location of the Civic Heart in relation to the wider estate strategy and the other three potential “hubs” for residents, staff and Members.

Conclusion:

- 10 Based on the information provided by witnesses, including reports and presentation considered thus far, the Task Group concludes that:
- 10.1 Council agrees that Woodhatch could be the suitable location, in principle, for a new Civic Heart. However, public transport links to Woodhatch are currently poor and this needs to be addressed before the final decision can be taken;
- 10.2 Therefore, Council should not make the final decision to designate Woodhatch as its new Civic Heart at this stage;
- 10.3 Officers are asked to bring back plans addressing the relevant concerns raised in section 9 of the report, particularly around improvement to public transport links - ensuring sustainable, frequent and reliable transportation link and safe pedestrian access to and from Woodhatch, before Council makes a final decision on designating Woodhatch as its Civic Heart;
- 10.4 The Task Group has serious concerns on timing and the move in advance of a comprehensive office estate strategy and other factors as articulated in section 9 of this report. Therefore, a comprehensive estate strategy should cover the identification, purchase and fitting out of new office hubs, creation of a sustainable, long-term civic heart at the heart of the community and the move out and disposal of the current County Hall at the best possible value;
- 10.5 The Task Group strongly recommends robust contingency plans about the disposal of County Hall, move to Woodhatch and other office issues are created and reviewed.

Appendix G

SURREY COUNTY COUNCIL

CABINET

DATE: **26 JANUARY 2021**



REPORT OF: **MR MEL FEW, CABINET MEMBER FOR RESOURCES**

LEAD OFFICER: **LEIGH WHITEHOUSE, EXECUTIVE DIRECTOR OF RESOURCES**

SUBJECT: **AGILE OFFICE ESTATE STRATEGY (AOES)**

ORGANISATION **ENABLING A GREENER FUTURE**

SUMMARY OF ISSUE:

This paper sets out the need for urgent restructuring of the corporate office estate and outlines the proposed solution via a new Agile Office Estate Strategy for Surrey County Council. The draft strategy puts recent decisions around County Hall and Woodhatch Place into context, as well as providing a framework for future decisions on transformation of the council office estate and a catalyst to the implementation of the wider corporate estate transformation.

This paper contributes to enabling a greener future, agile transformation programme, and aligns to Medium-Term Financial Strategy.

Agreement is sought to the overall direction set out in the accompanying Agile Office Estate strategy document and allocation of the investment required to develop the next stage - a full programme business case (to include details of full programme costs, timescales, efficiencies, benefits etc).

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Agree the outline Agile Office Estate Strategy overall direction of travel and its proposal to develop an associated Agile Office Estate Programme.
2. Agree to the allocation of £300k programme budget funding for dedicated external resources required to develop programme detail including a full Programme Business Case.
3. Request that a finalised Strategy and Programme Business Case seeking approval of required resources to deliver the full programme be produced by Q2 2021 for submission.

*To note - Further capital investment is likely be required to either acquire new, or fit-out existing, assets to enable the achievement of the Agile Office Estate Transformation.

REASON FOR RECOMMENDATIONS:

The County Council's office estate has evolved over time with some but not a completely coordinated approach. This has brought about a situation where the current corporate office estate is no longer fit for purpose and subject to several weaknesses. The most striking example of many of these characteristics is County Hall, which has been outside of the County boundaries since 1965.

Specifically, the current corporate office estate is:

- of generally low quality, that does not efficiently support the adoption of Agile modern working practices.
- expensive compared to industry benchmarks and expensive to maintain.
- high in its carbon output with poor energy efficiency.
- relatively poorly located and under-utilised.

This Agile Office Estate strategy proposes to address these issues by adopting a strategically led approach to transforming the County Council's corporate office estate.

Using the move out of County Hall as a catalyst and embracing the principles of the One Public Estate, while recognising that the impact of Covid has created a major step change in the way the organisation operates. The following benefits will be targeted through the work of the strategy:

- Reduce overall spend on the office estate by c£3m per annum.
- Reduce overall space from c50,000m² to c20,000m². ○ All offices to be within County. ○ Carbon emissions to fall from 2,600 tonnes per annum to net zero by 2030.

Key strategic public sector partners will be engaged to identify collaborative opportunities to enable closer and more effective working across organisations as well as delivering financial efficiencies across the public sector in Surrey.

DETAILS:

1. **Location:** Analysis undertaken on the council's existing office estate has demonstrated several shortcomings, which are the result of a failure to manage the estate in a coherent and strategic manner, and which are ultimately resolvable by implementing an evidence based and strategically aligned approach to the development and maintenance of the estate.
2. Against this backdrop, the nature of office space and the requirement for it have changed significantly, with the development of technology that makes being physically 'in the office' progressively less important. The adaptations that have been made in working approaches over the past year due to the restrictions arising from the Covid 19 pandemic have significantly accelerated this agenda, even though the conditions they impose are not a blueprint for the future.
3. The past year has demonstrated the validity of assumptions made in the council's agile working strategy about the ability to work remotely, which leads to a need for significantly less office space, and a change in what office space will be used for.

Summary of Key Drivers

The analysis above sets out a series of key drivers that provide the need and the impetus for the new Agile Office Estate:

<input type="checkbox"/> Financial	The current estate is expensive, with significant and prohibitive backlog maintenance costs
<input type="checkbox"/> Location	The Council's HQ and largest office has been outside of the county for over five decades. Coverage across the County is uneven
<input type="checkbox"/> Environmental	The estate lacks modern environmentally friendly buildings and is a sizable contributor to our overall emissions
<input type="checkbox"/> Quality and suitability	Office quality is generally quite poor, and is not well aligned to our vision of an agile way of working
<input type="checkbox"/> One Public Estate	Our buildings are not set up to allow co-location and collaboration with partners, despite an appetite to explore this.

4. **The Agile Office Estate:** building on the decision to move out of County Hall and to relocate the Civic Heart is the catalyst for a transformation of the office estate. Options include being centred around four main office hubs with a reduced number of satellite offices, which as a rule would make better use of our operational estate and help to respond to the key drivers and to achieve our objectives in relation to the estate.
5. An office hub located in each quadrant will act as a focal point and ensure that SCC have a presence closer to all residents. The programme will review and rationalise

our leasehold estate by exploring the ability to consolidate into the hubs, or to utilise space created by the complementary transformation of our operational estate. In order to facilitate stronger partnership working, the focus will be to explore the potential to accommodate partners within our estate in a way that facilitates closer working and collaboration, through co-location and the provision of collaborative space.

6. Modernisation will allow us to transform the environmental impact of our buildings, and to work towards the target of being carbon neutral by 2030. It will assist with generate efficiencies and avoid a significant future cost by removing the maintenance backlog.

Summary of Key Targets:

<input type="checkbox"/> Financial	Reduce annual running costs by c£3m from £7m to £4m per annum Eradicate the £39m maintenance backlog, and avoid that cost for the County Council
<input type="checkbox"/> Location	Operate from an estate entirely within the County, and with the Civic Heart in Surrey itself.
<input type="checkbox"/> Environmental	Achieve the 2030 target for a net zero (carbon neutral) office estate. Improve the median energy efficiency
<input type="checkbox"/> Quality and suitability	Develop a fully agile office estate. Shifting the balance between fixed desk and collaborative space from 85/15 to 50/50 where possible.
<input type="checkbox"/> One Public Estate	Develop inter-operability for partners within our estate Let space to partners on either VFM or service benefit grounds.

CONSULTATION:

7. In late 2018, the Leader of the Council made a commitment to return the County Council's "Civic Heart" to the county itself, righting an issue that has been present for over five decades since local government restructuring incorporated the area in which County Hall is located into Greater London. As well as moving the county council's functions closer to the residents they are designed to serve, this move has provided a once in a generation opportunity to re-imagine the office requirements for the county council.
8. The Agile Office Estate programme will form part of the x3 core programmes workstreams required to deliver the Agile Organisational programme transforming Surrey County Council:
 - Agile Workforce (operational) programme ○ Agile Office Estate programme
 - Agile Digital programme

As part of the current Agile Organisational programme the change management process was initiated in August and the business requirements process in October 2020. To date the team have engaged teams across all the services based in County Hall, and initiated departmental lead engagement sessions, these are led by the Agile Operational Programme manager and are designed to start sharing the output from our planning processes, this includes space and adjacency, mobilisation and business continuity actions. These sessions will continue up to, through and post

mobilisation to ensure the teams can maintain business continuity at their new locations.

9. The Agile Organisational Programme supported key teams in the sudden transition to remote working following lockdown in March 2020 and began engaging with teams on ways of working and moving to a more agile culture in early summer, in advance of the notification of the County Hall closure date.
10. The workforce focused programme will continue to ensure operational readiness and embed Agile working. Through this engagement the Agile Office Estates programme will be supplied with the service demand and operational detail to enable the development of an estate which enables optimal service delivery.

RISK MANAGEMENT AND IMPLICATIONS:

11. A full robust programme delivery approach will be established with Governance including risk management strategies following public sector best practice Green Book standards and established Programme and Project Management (PPM) principles.
12. There is a risk that rationalisation of the office accommodation could cause disruption to service delivery and staff whilst moving offices – impacts will be considered on a building-by-building basis through a Comprehensive Impact Assessment (CIA) and if appropriate, a business continuity plan will be developed.
13. Staff will be fully engaged and supported throughout the process to minimise disruption. Unions and HR will be involved where appropriate to ensure staff are supported in this transition.
14. There is a risk that too many disposals of assets at once would have a negative impact on service delivery and the market, resulting in deflated prices. To mitigate the impact of this a disposal strategy will be produced, which will phase disposals as new space is completed and consider a cash flow plan to achieve maximum value from exited buildings.
15. There is a risk that the estate will not be ready by 2030 to be carbon neutral – we will be moving towards far more efficient buildings, with all refurbishments and new buildings commissioned through this programme, ensuring they meet high environmental standards, whilst using our ‘green design principles’ to ensure assets are built sustainably, with carbon capture through construction methods, renewables, electric vehicle charging points and sustainable building approaches, including building for an extended 60-year life. Furthermore detailing options for residual emission to be offset by natural or engineered sinks where possible.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

16. Resourcing to procure external specialist resources required to complete the analysis and additional workstream required for completion of the full Programme Business Case is estimated to be £300,000, up to Q2.2021.
17. This funding envelope will be drawn against through fully compliant procurement frameworks based on supplier quotes to stand up an integrated team which addresses strategy/creation/capture/support, business case development/production, programme management (and elements of PMO, subject to SCC capacity), include but not limited to the following activities / specialism:

- Programme / Project Manager
 - Corporate real estate financial analysis / modelling
 - Specialist surveying resources
 - Project Management Office support to develop delivery programme options and support team
18. Cost: From the condition survey reports, the office estate now has a backlog of c£39m in maintenance cost for works and due to budget constraints only compliance works are currently being delivered. If nothing is done, just to address current backlog would require approval to invest c£39m in capital works to remediate these issues.
19. This programme will look to optimise the estate, disposing of leased assets no longer required and developing / acquiring freeholds assets as part of the approach to building a freehold long-term estate fit for the future.
20. The programme will look to continue the development of an office estate which would generate savings of up to £3m annual revenue costs relating to the estate. Savings are also to be driven by reconfiguring the office space to be Agile working and workspace environment to enable an average daily utilisation reduction which is targeting a c60% reduction of the estate footprint.
21. However, savings will only be derived from the transformation of the current estate model, which will require some upfront capital investment to modernise the retained offices, acquired freehold space where required, and exit the current stock of lease offices as the estate footprint is reduced in size over time. In addition, there may be temporary increased revenue costs while the transition to a rationalised office estate takes place. We would look to mitigate these either within the existing Land & Property revenue budgets or by utilising an Invest to Save process.
22. Land and Property will come back to Cabinet (planned for Q1 2021/22) with further details for consideration once the programme team has been stood up, the financial model developed, and the full programme business case completed.

SECTION 151 OFFICER COMMENTARY

23. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium-term financial outlook is uncertain. The public health crisis has resulted in increased costs which may not be fully funded in the current year. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected from next year onward, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
24. As such, the Section 151 Officer supports the draft Agile Office Estate Strategy. The required resources to develop a detailed proposal of £300k will be funded either from within existing resources or will be charged to an invest to save fund, with future efficiencies being required to 'repay' the fund before being able to be realised as ongoing revenue cost reductions within the service. The targeted efficiencies from this strategy, set out above, are factored into the Medium-Term Financial Strategy.

LEGAL IMPLICATIONS – MONITORING OFFICER

25. At this stage the Cabinet is being asked to approve a direction of travel, to agree in principle the need for an Agile Office Estate strategy and the development of an associated delivery programme to address significant issues with the current corporate office estate. Therefore, there are no immediate legal implications.
26. Implementation of the AOE strategy is likely to involve disposals and may also require acquisitions. Under Section 123 of the Local Government Act 1972, the Council has the power to dispose of land in any manner they wish, subject to the disposal being for the best consideration reasonably obtainable. Section 120 of the Local Government Act 1972 empowers the Council to acquire land for the purposes of any of its functions.
27. As plans are formalised and there are proposals to make changes to the corporate office estate, it will be necessary to return such matters before Cabinet for further approval and an assessment of legal implications can be provided in respect of specific proposals.

EQUALITIES AND DIVERSITY

28. There is no impact on the Equality Impact Assessment. This proposal will ensure that the buildings improved upon are compliant to all accessibility regulations and laws and the improvements will be in line with the gender equality standards.

OTHER IMPLICATIONS:

29. The potential implications for the following council priorities and policy areas have been considered. Where the impact is potentially significant a summary of the issues is set out in detail below.

Area assessed:	Direct Implications:
Corporate Parenting/Looked After Children	Meeting rooms used in office buildings for service consultation will have improved privacy and practicality for service use.
Safeguarding responsibilities for vulnerable children and adults	Meetings rooms used in office space for service consultation will have improved privacy and practicality for usage for service use.
Environmental sustainability	Surrey has an ambition to achieve a net zero carbon Corporate Estate by 2030 The program will include consideration of all options to rationalise or invest in the estate to support delivery of this ambition
Public Health	Surrey's council office buildings will all be compliant and safe for both employees and the public

CORPORATE PARENTING/LOOKED AFTER CHILDREN IMPLICATIONS

30. The estate transformation will improve the consultation and working areas required by corporate parenting or looked after children. Specifically, the proposed

programme will target the corporate office facilities utilised by the service to ensure they meet current and future needs.

SAFEGUARDING RESPONSIBILITIES FOR VULNERABLE CHILDREN AND ADULTS IMPLICATIONS

31. The office estate transformation will improve the consultation and working areas for employees and residence of vulnerable children or adults.
32. The office estate programme will be drive from organisational wider engagement with services through the Agile Workforce programme to ensure it is shaped by and meets demand to enable efficient service delivery.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

33. In 2019 Surrey declared a climate emergency and SCC has an ambition to achieve a net zero carbon Corporate Estate by 2030 to support a net zero carbon Surrey by 2050.
34. Annual CO2 emissions across the council are currently over 4,991 tonnes, that's 2.5 million cubic metres a year, approximately the space of 24,683 double decker buses. It would take the annual growth from around half a million trees to offset this carbon footprint. The dated and poorly maintained corporate office estate is a net contributor this carbon footprint producing over 2,600 tonnes of CO2 per year, something which needs to be addressed if the net zero 2030 target is to be reached.
35. We are targeting a carbon neutral estate by 2030. Directly, we will be moving towards far more efficient buildings, with environmental standards in line with the greener future agenda. Our Green design principles will ensure assets are built sustainably, with carbon capture through construction methods, renewables, electric vehicle charging points and sustainable building approaches, including building for an extended 60-year life. Indirectly the estate contributes to carbon production, mainly through staff travel. Through our investment in the modern workplace, linkages with agile working collaboration with touch down spaces, and locating our assets in the right place, well connected to public transport near where people live, we can significantly reduce the associated travel impact of our estate.

PUBLIC HEALTH IMPLICATIONS

36. There are no public health implications.

WHAT HAPPENS NEXT:

37. Upon approval of funding, procurement of external resources required (alongside internal expertise) will be undertaken and programme team stood up to undertake workstreams required for development of a full detailed programme business case.

Contact Officer:

Dominic Barlow, Assistant Director of Corporate Landlord. Tel: 07973768904

Consulted:

All employees based at County Hall have been consulted. All Surrey County Council employees have been informed of current known move dates related to the Agile Organisation Programme elements.

Annexes:

Annex 1 – Outline - Agile Office Estate Strategy 2021-2025

Outline - Agile Office Estate Strategy (Annex 1 to Appendix G)

Introduction

This paper sets out the initial and outline Agile Office Estate (AOE) Strategy for Surrey County Council. The purpose of the outline strategy is to gain agreement for the overall direction of travel in relation to our office estate. Further engagement with services and partners is required to test the hypotheses and proposals set out in the paper, which will lead to a finalisation of a complete AOE strategy in summer 2021.

The strategy sets ambitious targets across a number of different domains which will shape implementation and act as measures of its success.

Steps have already been taken towards addressing the challenges within the County Council's office estate, with the move out of County Hall and relocation of the Civic Heart back into the County of Surrey. The analysis in the strategy uses April 2020 as the baseline position, and therefore provides an overview and a context of the steps already taken towards realising the objectives set out herein.

Summary

The County Council's office estate has evolved over time with some but not a completely coordinated approach. This has brought about a situation where the current corporate office estate is no longer fit for purpose and subject to several weaknesses. The most striking example of many of these characteristics is County Hall, which has been outside of the County boundaries since 1965.

The Agile Office Estate Strategy proposes to address these issues by adopting a strategically led approach to transforming the county council's office estate. Using the move out of County Hall as the initial catalyst, we will work towards the establishment and maintenance of a corporate office estate that is better value, in better condition, supports our Greener Future ambitions, and is better located for its current purposes.

In order to provide adequate coverage for the whole county, a proposed model based on four main office hubs is planned, along with necessary numbers of satellite offices for touchdown or ultra local working requirements. To further develop and refine the strategy, engagement will be undertaken with services and partners to take into account operational impacts as well as specific financial and property considerations. Engagement with key strategic public sector partners is intended to identify the possibility of the county council office estate providing adequate space for those organisations as well as our directly employed staff. This could aid collaboration across organisations as well as delivering shared benefits across the public sector in Surrey.

The strategy will deliver efficiencies in the medium term and on an ongoing basis, but will require upfront capital investment to bring it about, and may also lead to increased revenue costs in the short term before ongoing savings are realised.

The following benefits will be targeted through the work of the strategy:

- Reduce overall spend on the office estate by c£3m per annum
- Reduce overall space from c50,000m² to c20,000m²
- All offices to be within the County

- Carbon emissions to fall from 2,600 tonnes per annum to net zero by 2030

Background and Context

Analysis undertaken on the council's existing office estate has demonstrated a number of shortcomings, which are the result of a failure to manage the estate in a coherent and strategic manner, and which are ultimately resolvable by implementing an evidence based and strategically aligned approach to the development and maintenance of the estate.

Since 1965, Surrey County Hall has been located outside of the County's boundaries, a unique and unwelcome position for a local government body. Beyond this though, the location of offices is imbalanced across the county. Efforts have been made over time to ensure that community based teams are located close to the point of service delivery, and sometimes co-located with delivery partners. However, this piecemeal approach has resulted in a lack of generally accessible office space across large portions of the county.

Furthermore, it has also contributed to a scenario where the cost of the office estate is above the industry benchmark. In part this is as a result of a high proportion of leasehold property in the portfolio, which is generally more expensive than freehold equivalents. Counter-intuitively, despite this high cost, the condition and quality of the estate is poor. There is also a significant maintenance backlog, and this is growing over time.

The importance of energy efficiency and buildings which contribute to the council's climate change agenda has also grown in recent years. The aged and poorly maintained estate is unsurprisingly under performing in this regard too.

Against this backdrop, the nature of office space and the requirement for it have changed significantly, with the development of technology that makes being physically 'in the office' progressively less important. The adaptations that have been made in working approaches over the past year due to the restrictions arising from the Covid 19 pandemic have significantly accelerated this agenda, even though the conditions they impose are not a blueprint for the future. The past year has demonstrated the validity of assumptions made in the council's agile working strategy about the ability to work remotely, which leads to a need for significantly less office space, and a change in what office space will be used for.

Such developments also make it easier to envisage effective co-location with public sector partners, with the possibility of the county council using its capacity and scale to provide a wider public service office estate, beyond its own direct needs.

Our Existing Estate

At the beginning of the current financial year, the council's office estate consisted of the following eighteen buildings:

Site Name	Location	Tenure	Gross Internal Area (m ²)
County Hall	Out of County	Freehold	24,795
Quadrant Court	Woking	Freehold	7,940
Consort House	Reigate and Banstead	Freehold	3,381
Fairmount House	Mole Valley	Leasehold	3,187
Merrow	Guildford	Freehold	2,056

Wray Park	Reigate and Banstead	Freehold	1,569
Epsom Local Office	Epsom and Ewell	Leasehold	913
Ashley park House	Elmbridge	Leasehold	900
Waverley Local Office	Waverley	Leasehold	789
Esher Local Office	Elmbridge	Leasehold	760
Guildford Local Office	Guildford	Leasehold	724
Reigate and Banstead Local Office	Reigate and Banstead	Leasehold	573
Woking Local Office	Woking	Leasehold	331
Surrey Heath Local Office	Surrey Heath	Leasehold	326
Mole Valley Local Office	Mole Valley	Leasehold	299
Oxted Local Office	Tandridge	Leasehold	241
Runnymede Local Office	Runnymede	Leasehold	179
Thameside Centre	Spelthorne	Freehold	47
		Total	49,011

Space

County Hall dominates in terms of space, with 51% of the overall office space relating to that building. Including County Hall, in terms of total space, 81% of the portfolio is Freehold and 19% Leasehold.

In addition, much of the estate has very traditional and now out-dated configurations which are poorly aligned with the sort of flexible space required to support the council's ambition to be an 'agile' organisation. Space per employee is quite generous, but it is based predominantly around fixed desks (making up 85% of office space for employees) with much lower levels of collaboration space.

Value for Money

In cost terms, the ratios are very different: 56% of the cost relates to Freehold, and 44% to Leasehold. The total budgeted annual running cost of the estate is estimated to be just over £7.5m. In addition, the backlog maintenance is current estimated at £39m. Addressing this backlog would result in an annual cost of the estate of around £9.5m per annum

In relation to leased space, 45% of current rentals are above the market benchmark for their area, without evidence of a corresponding high level of quality.

Environmental Sustainability

The County Council has set a target for the County to become carbon neutral by 2050, and for the office estate, which currently produces 2,600 tonnes of Carbon per year, to be carbon neutral by 2030. Significant and rapid progress is required to achieve the target reduction in the next decade. (further detail to be added)

A New Direction

In late 2018, the Leader of the Council made a commitment to return the County Council's "Civic Heart" to the county itself. This ambition sought to right an issue that has been present for over five decades, since Kingston was incorporated into Greater London as part of a redrawing of local government boundaries. As well as moving the county council's functions closer to the residents they are designed to serve, this move has provided a once in a generation opportunity to re-imagine the office requirements for the county council.

Plans are in train for County Hall to be vacated, with the office closing at the end of December 2020, sale plans progressing well, and an aim to entirely vacate the site by the end of March 2021.

Measures to establish the new Civic Heart were well developed by early 2020. A provisional arrangement had been made to acquire a site in Woking (Midas House), which would provide decent space for some staff from County Hall and which would host the in county Civic Heart functions. The acquisition was dependant on a number of related matters which were suddenly thrown into uncertainty by the advent of the Covid 19 pandemic in early 2020. Consequential third party moves on which the acquisition depended were no longer possible, and the proposed deal for Midas House therefore fell through.

Although this presented a material and immediate challenge with regard to the planned timetable for moving out of County Hall, it also presented an opportunity to take a wider look at our estate. Not all staff from County Hall were envisaged to be allocated to Woking as a new base, and numerous other challenges existed within the office portfolio that would have to take a back seat to the Civic Heart development. In Spring 2020, the County Council therefore had the opportunity to take a very different look at its entire office estate.

Key Drivers

The analysis above sets out a series of key drivers that provide the need and the impetus for the new Agile Office Estate:

<input type="checkbox"/> Financial	The current estate is expensive, with significant and prohibitive backlog maintenance costs
<input type="checkbox"/> Location	The Council's HQ and largest office has been outside of the county for over five decades. Coverage across the County is uneven
<input type="checkbox"/> Environmental	The estate lacks modern environmentally friendly buildings and is a sizable contributor to our overall emissions
<input type="checkbox"/> Quality and suitability	Office quality is generally quite poor, and is not well aligned to our vision of an agile way of working
<input type="checkbox"/> One Public Estate	Our buildings are not set up to allow co-location and collaboration with partners, despite an appetite to explore this.

These imperatives will help us to deliver an office estate that supports our refreshed organisational strategy:

Our Focus for the Next 5 Years: 2021 – 26 (design tbc)

Community Vision 2030

We want Surrey to be a uniquely special place where everyone has a great start in life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community and where no one is left behind. Where our economy thrives and grows, in balance with our beautiful natural environment. While many residents and businesses thrive in Surrey, not everyone has the same opportunities to flourish so our focus for the next five years will be guided by the principle of **tackling inequality and ensuring no-one is left behind**

Four priority objectives ('dial up' areas)

Growing a sustainable economy so everyone can benefit Support people and businesses across Surrey to grow during the economic recovery and re-prioritise infrastructure plans to adapt to the changing needs and demands of residents at a time of financial challenges	Tackling health inequality Drive work across the system to reduce widening health inequalities, increasing our focus on addressing mental health and accelerating health and social care integration to reduce demand on services while improving health outcomes for residents	Enabling a greener future Build on behaviour changes and lessons learnt during lockdown to further progress work to tackle environmental challenges, improve air quality and focus on green energy to make sure we achieve our 2030 net zero target	Empowering communities Reinvigorate our relationship with residents, empowering communities to tackle local issues and support one another, while making it easier for everyone to play an active role in the decisions that will shape Surrey's future
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Transforming the council

Customer experience We will get better at seeing things from a resident's perspective, giving customers a simpler and more consistent experience	Stronger Partnerships We will focus on building stronger and more effective partnerships with residents, other public services and businesses to collectively meet challenges and take opportunities	Transformation and reform We will continue our comprehensive transformation programme to improve outcomes for residents, deliver efficiencies and make sure financial sustainability underpins our approach
Digital and Data We will embrace digital solutions and take a data-driven approach to transforming our organisation and services we deliver for residents	Agile, diverse and motivated workforce We will embed new agile ways of working and provide staff with the tools and support to be high performing and outcomes-focussed. We will put equality, diversity and inclusivity at the heart of everything we do, valuing the strength of a diverse workforce	Financial Management We will spend our money in the most efficient and effective ways, so we can have the greatest impact on improving people's quality of life and ensure we provide the best value for money to our residents

The Agile Office Estate – Modernisation Proposal

We want to use the decision to move out of County Hall and to relocate the Civic Heart to act as a catalyst for a transformation in our office estate. We believe that a model centred around four main office hubs, and a reduced number of satellite offices, which would aim to make better use of our operational estate, will help us to respond to the key drivers and to achieve our objectives in relation to the estate.

An office hub in each geographical quadrant of the county will act as a focal point and ensure that we have a presence closer to all residents. We need to review and rationalise our leasehold estate, exploring the ability to consolidate into the hubs, or to utilise space created by the complementary transformation of our operational estate. In order to facilitate stronger partnership working, we want to explore the potential to accommodate partners within our estate in a way that facilitates closer working and collaboration, through co-location and the provision of collaborative space.

Modernisation will allow us to transform the environmental impact of our buildings, and to work towards the target of being carbon neutral by 2030. It can help us generate efficiencies and to avoid a significant future cost by removing the maintenance backlog.

Our targets will be to:

<input type="checkbox"/> Financial	Reduce annual running costs by £3m Eradicate the £39m maintenance backlog, and avoid that cost to the County Council
<input type="checkbox"/> Location	Operate from an estate entirely within the County, and with the Civic Heart in Surrey itself.

<input type="checkbox"/> Environmental	Hit the 2030 target for a net - carbon neutral office estate (this would include residual emission would be offset by natural or engineered sinks) Improve the median energy efficiency
<input type="checkbox"/> Quality and suitability	Develop a fully agile office estate Shifting the balance between fixed desk and collaborative space from 85/15 to 50/50.
<input type="checkbox"/> One Public Estate	Develop inter-operability for partners within our estate Let space to partners on either VFM or service benefit grounds.

Implementing the Strategy

The information about the current office estate set out above uses April 2020 as a baseline position. During this financial year we have already made some decisions that take us closer towards realising the objectives.

Closing County Hall

Since changes to local government boundaries in 1965, Surrey County Hall has been outside of the County's boundaries. In December 2018 the Leader of the Council announced his intention for the council to move back into the county by the end of 2020. In late 2019, a meeting of the Council endorsed this plan.

Work to exit County Hall has progressed through 2020 despite the impact of the Covid 19 pandemic. It closed as an operational office on 31 December 2020. The disposal of the site for redevelopment sensitive to its listing status and historical importance is underway and expected to result in sale by the end of March 2021.

The close of County Hall makes an immediate impact on the targets being pursued via this strategy in the following areas:

Area of Impact	County Hall Contribution
<input type="checkbox"/> Financial	A gross (before re-provision of space) reduction in cost of £2.1m Removal of significant backlog maintenance liability
<input type="checkbox"/> Location	Removal of all out of county office space
<input type="checkbox"/> Environmental	Gross reduction in Carbon Emissions of 804 tonnes per annum
<input type="checkbox"/> Quality and suitability	Removes 24,795m ² of poor quality office space largely unsuited to agile and collaborative working.

Removing County Hall from the council's office estate portfolio makes a significant contribution to the aims of this strategy. The removal such a significant proportion (51%) of overall office space obviously provoked a need for the identification of additional space within the County, as well as a suitable location for the Civic Heart.

As outlined above, the initial plan developed through 2019, and part of the decision at Council to approve the move from County Hall, centred on the acquisition of an office in Woking (Midas House).

County Hall Decant and the Four Hub Model

Review work on the wider estate was beginning in conjunction with the decision not to proceed with the acquisition of Midas House. Only Quadrant Court in Woking was identified as a suitable property within the existing portfolio for a potential future office hub.

Without County Hall, the total size of the office estate reduced to 24,116m², of which 62% was Freehold and 38% Leasehold. Whilst the disposal therefore addressed some elements of the strategy, it worsened other aspects, for example reducing the Freehold proportion of the portfolio. It could not of course address the lack of good quality space elsewhere in the portfolio.

The need to decant staff from County Hall also triggered the requirement for rapid progress on the establishment of space in the north of Surrey in order to provide a smoother transition for staff moving from within South West London. The review also identified a medium term space imperative in the east of Surrey, with a major leasehold property (Fairmount) due to expire in 2024, and an opportunity to develop another freehold property in the area (Consort House in Redhill).

Acquisition of Woodhatch Place

In early 2020/21, the Council was able to complete the purchase of the former Canon HQ in Woodhatch near Reigate. The site was identified as the ideal option for relocation of the Reigate Priory school, as well as providing the opportunity for further service development such as accommodation with care and support for older people.

The offices on site were initially identified as a potential solution to the medium term need for space in the east of the county, providing a solution to the lease expiry at Fairmount, and allowing the potential development of the Consort House site to be progressed. The subsequently renamed Woodhatch Place provided an excellent opportunity to develop an eastern office hub, representing the second in addition to Quadrant Court in the west.

However, following the purchase of the site, and the decision to halt the purchase of Midas House, Woodhatch Place was also identified as the location for the new Civic Heart, and to provide decant space from County Hall, and from part of the Surrey Fire and Rescue Service HQ at Wray Park. The building was therefore refurbished to provide accommodation for these purposes in the first instance and is on track to open in January 2021.

Woodhatch Place will provide 10,178m² workspace fully aligned to the council's vision of agile working. It will act as an initial test bed for agile configuration, which will be used to inform the layout of the rest of the estate. It will also host the Civic Heart. As a Freehold building, it helps reduce our overall average space cost. A more modern building that won awards for its environmental sustainability, it will also help us cut emissions and work towards a more environmentally friendly estate. Ownership means that we can continue to work to improve this over time as well.

The Acquisition of the Dakota Building

A significant search for office space was undertaken in the north of the county in order to meet the separate but potentially complementary objectives of identifying short term decant space for staff from County Hall, and to provide a northern office hub within Surrey.

The Dakota building in Brooklands near Weybridge was identified as an opportunity to meet both objectives. Immediate space of 2,109m² is available, rising to a potential 3,224m² if all tenanted space is released. It is a recently refurbished, modern office space with good environmental credentials.

The building will allow the decant of staff from County Hall, and provide additional space for touch down and collaboration, along with the necessary space to accommodate staff from rationalisation of the wider leasehold office estate.

Summary

The key actions of exiting and disposing of County Hall, and the acquisition and fit out of Woodhatch Place and Dakota as new agile working hubs will see the County Council entering 2021/22 with an office estate that is much closer to the ideal laid out in this strategy, and the platform on which to develop it further.

The next step is to utilise this platform to realise the overall objectives set out within this strategy.

Progressing the Strategy

The establishment of three agile working office hubs in the County addresses the immediate need for space and provides headroom to be able to rationalise our wider office estate. Broadly speaking there are four main areas of opportunity:

East of County

As identified in the original business case for the acquisition of Woodhatch Place, there is a need to provide alternative office space for staff currently based at Fairmount House no later than when the lease expires in 2025. In addition, the freehold ownership at Consort House represents an opportunity to decant staff from that building and to develop the site. The combined space in these two buildings is 6,568m², and total annual running costs are £1.813m per annum. Current staff numbers are 790.

Wider Leasehold Estate

Amongst the eighteen office locations that the county council began 2020/21 with, ten are ‘local offices’ with space leased from Districts and Boroughs. These offices represent a total of 5,135m² office space, and an annual cost of just over £1.5m. Decisions were taken for operational reasons to base teams in these locations. However, the advent of more agile working, plus the potential space at new office hubs, mean that it is timely to review the need for this space, including its cost and the amount of space taken. Work to develop touch down and collaborative space as part of new community hub spaces in the operational estate may offer another alternative source of space.

Ashley Park House – Children’s Social Care

In 2019 the County Council took leasehold space in Walton on Thames to provide accommodation for children’s safeguarding teams supporting communities in the north of the county. The space was taken at above market rates, but the operational importance attached to the use was concluded to justify the premium being paid. That applied in financial terms, but equally in terms of an investment in the improvement of children’s services.

The lease on the space runs until 2029, with an optional break in 2024. There were strong operational reasons for locating the teams at Ashley Park House, and from a service perspective it has made a very positive impact. If there is no change to the wider operational context then any decision to exercise the break at Ashley Park House would not appear to be prudent or attractive in 2024. If however good alternative space exists that achieves the same aims, and the service is able to operationally move, then the option should be reviewed. No decision can be taken on this at

the current time and a full analysis would be required in two to three years' time. The cost of the space at Ashley Park House is £0.45m per annum.

Co-Location with Partners

Through the development of a modern, fit for purpose agile office estate, the county council will be well placed to explore opportunities to co-locate partner functions within our buildings. As partners including Surrey Heartlands NHS, Surrey Police, and District & Boroughs review their requirements for office space, there are likely to be a number of opportunities for the exploration of co-location arising. Sub-letting space to partners is likely to be able to deliver a financial return for the county council, but also to deliver efficiencies for the wider public purse in Surrey. In addition, and with potentially greater return, it could facilitate closer integration and closer working, or just more effective collaboration between different organisations.

The extent to which any of these different options can be progressed will inform the overall amount of space required within the office estate. Further dialogue with partners and analysis of space requirements, office design space and infrastructure implications, including IT standards and digital interoperability, needs to be done on each before we finalise the plan for the office hubs.

Next Steps

This document sets out the components of a new agile office estate for Surrey County Council. It is rooted in the evidence produced from analysis of our existing estate and of the opportunities for new ways of working that are present and further emerging. The strategy is described as outline at this stage because it requires further and detailed analysis of a wider set of issues before the volume and location of space can be finalised. There are set of key dependencies that need to be explored, as set out below:

Activity	Approach	Priority
Review District and Borough leased properties	Work to be led by the Agile Organisation Programme team to engage with staff and teams based in the ten local offices, to identify future working requirements and opportunities for consolidation.	1
Explore Opportunities for Partner Co-location	Engagement with partners led by Land and Property, supported by the development of IT infrastructure design and inter-operability standards led by IT and Digital.	1
Explore potential development of Consort House	Agile Organisation Programme team to engage with staff and teams at Consort House to identify future working requirements	2
Assimilate results of other workstreams to inform search for southern hub	Land and Property to work with Agile Organisation Team in order to identify demand and appropriate space requirements for fourth hub and to produce options for fulfilling	2
Review options for exiting Fairmount	Agile Organisation Programme team to engage with staff and teams at Fairmount in preparation for the end of the lease in 2025	3
Review of children's social teams at Ashley Park House	Agile Organisation Programme to engage with staff and teams at Ashley Park House in order to inform the decision about whether to exercise the break clause in 2024	3

Resourcing and Value for Money Implications

As set out above, the Agile Office Estate Strategy represents an opportunity to avoid significant capital expenditure to make good the maintenance backlog of £39m, and to generate savings of up to £3m in annual revenue costs relating to the estate.

There has already been progress towards the realisation of potential savings through the imminent disposal of County Hall, which will significantly reduce the backlog maintenance.

Whilst the strategy is being implemented, resources will need to be dedicated to its delivery, and costs may in the short term increase as properties are brought on stream in advance of further properties being rationalised. It is proposed to provide resources from earmarked reserves to fund some of these up front costs, with amounts drawn down reported to Cabinet via the regular corporate budget monitoring report.

RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 March 2021



2021 Forward Work Programme (FWP) and Recommendation Tracker (RT)

Purpose of report: To review and agree the 2021 Forward Work Programme (FWP). To track recommendations made by the Select Committee.

Introduction:

1. The Forward Work Programme (FWP) and Recommendation Tracker update is a standing item on the agenda of the Select Committee.
2. The FWP covers the expected activity in 2021. (Annex A).
3. The report also tracks recommendations made by the Committee. (Annex B)
4. The FWP includes regular items, task and finish groups reporting together with additional items the Select Committee would like to engage with in coming months. This approach should enable the Select Committee to consider planning and resourcing for its scrutiny and overview work across the year whilst retaining enough flexibility to consider additional items as needed from time to time. There should be no more than two task and finish groups taking place concurrently.

Recommendations:

5. The Select Committee is recommended:
 - a) To review and agree the attached 2021 Forward Work Programme (Annex A);
 - b) To make any appropriate suggestions for possible amendments including programming of task and finish in-depth reviews and other agenda items; and
 - c) To monitor the update provided in recommendation tracker attached (Annex B).

Next Steps:

The Select Committee reviews its forward work programme and recommendation tracker at each of its meetings.

Kunwar Khan Scrutiny Officer Legal and Democratic Services Surrey County Council Kunwar.Khan@surreycc.gov.uk

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RESOURCES AND PERFORMANCE SELECT COMMITTEE 2021 FORWARD WORK PROGRAMME						
Chairman: Councillor Nick Harrison Scrutiny Officer: Kunwar Khan DS Assistant: Xanthe McNicol						
Dates(2021)	Items to be scrutinised (reports on the following topics)					
21st Jan	2021/22 Final Budget	Equalities, Diversity and Inclusion (EDI)	Cabinet Member Priorities Update	Treasury Management Strategy	CETG Final Report	Task Groups: CHAP: Office strategy (January)
18th Mar	Performance Monitoring	DB&I Update	IT & Digital Update, excluding DB&I	Covid-19 Update	Property Programme Update	CHAP Final (March)
24th June	Induction/Training			Cabinet Member Priorities Update		Budget Task Group - Review/Plan/Update (July)
17th Sep	Performance Monitoring	Data Insights Transformation Programme	HR&OD Update	Strategic and Capital Investments Update	TBC	Budget Task Group - 2022-23 budget preparation (September)
17th Dec	Performance Monitoring	2022-23 Budget	Cabinet Member Priorities Update	Property Programme Update	TBC	Budget Task Group - Draft Plans (November)

Notes: Budget Task Group date in July to be confirmed.

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RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

The recommendations tracker allows Committee Members to monitor responses, actions and outcomes against their recommendations or requests for further actions. The tracker is updated following each meeting. Once an action has been completed, it will be shaded green to indicate that it will be removed from the tracker at the next meeting.

KEY	No Progress Reported	Action In Progress	Action Completed
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Date of meeting	Item	Recommendations/Actions	Responsible Officer/Member	Update/Response
21 January 2021	Final 2021/22 Budget	<u>Recommendation:</u> The Select Committee recommends that a report on the budget consultation is presented to the Budget Sub-Group early in the consultation process, and that Members' views are taken into account when conducting the consultation.	Director of Insight, Analytics and Intelligence	The Director has been contacted and the Budget Consultation will be discussed at the next meeting of the Sub-Group (July 2021).
21 January 2021	Deputy Cabinet Member for Resources Update	<u>Actions:</u> <ol style="list-style-type: none"> 1. Deputy Cabinet Member for Resources to share the report on Adult Social Care debts (being compiled for the Adults and Health Select Committee) with the Resources and Performance Select Committee; 2. Deputy Cabinet Member for Resources to share monthly Transformation Board deep dives with the Select Committee. 	Cabinet Member for Resources and Corporate Support (formerly Deputy Cabinet Member for Resources)	<ol style="list-style-type: none"> 1. The report has been shared with the Select Committee (it can be found in the public agenda of the Adults and Health Select Committee 3 March 2021 meeting). 2. The possibility of sharing the deep dives is in the process of being followed up with the Executive Director of

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KEY	No Progress Reported	Action In Progress	Action Completed

				Communities and Transformation.
21 January 2021	Equality, Diversity and Inclusion	<u>Recommendations:</u> <ol style="list-style-type: none"> 1. EDI training for Members should take place after May 2021 and be made part of induction process for all Members; similar consideration to be given to such training for officers; 2. To help achieve the goal of a successful reassessment within the Local Government Association (LGA) Equality Framework in the first quarter of 2022, a survey of staff, residents and Members be carried out and results shared with this Select Committee; 3. Relevant key performance indicators be developed (enhanced in line with the action plan if already in place) and reported to this Select Committee as part of its existing regular performance monitoring report; 4. An update report be presented to this Select Committee as outlined under 'next steps' of the report; 5. On page 51, Appendix B of the report, under 'How we'll meet our commitment' 	Executive Director of Environment, Transport and Infrastructure Executive Director of Environment, Transport and Infrastructure/Head of Business Intelligence Executive Director of Environment, Transport and Infrastructure	The responses have been circulated to the Select Committee and are annexed to this tracker.

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KEY	No Progress Reported	Action In Progress	Action Completed

		<p>– our commitment should be to 'eradicate bias', instead of merely minimising it;</p> <p>6. To explore and remove any barriers to taking part in the LGA Equality Framework as soon as possible;</p> <p>7. There appear to be some anomalies in terms of the approach between officers and what the Minister for Women and Equalities is saying in her speech and these should be articulated and reconciled wherever possible;</p> <p>8. All Members to be included in a Member level group to encourage collective leadership on EDI. All Members to train on EDI alongside officers and be invited to participate in engagement activities.</p>		
		<p><u>Actions:</u></p> <ol style="list-style-type: none">1. Director of Insight, Analytics and Intelligence to provide locality profiles to Members of the Select Committee;2. To receive a briefing paper by email about the Community Impact Assessment, including monitoring and	Director of Insight, Analytics and Intelligence	<p>1. A link to this information was included in the CIA briefing paper, as in action 2.</p>

RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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KEY	No Progress Reported	Action In Progress	Action Completed

		<p>3. review arrangement for the proposed action plan;</p> <p>3. Executive Director of Environment, Transport and Infrastructure to look at the possibility of inviting Members to informally attend ERG groups.</p>	Executive Director of Environment, Transport and Infrastructure	<p>2. The briefing paper has been sent to the Select Committee.</p> <p>3. The response has been circulated to the Select Committee and is annexed to this tracker.</p>
18 December 2020	Scrutiny of 2021/22 Draft Budget and Medium-Term Financial Strategy to 2025/26	<p>Recommendation: The Select Committee recommends that the Cabinet Member for Resources works with each district and borough to agree the assumptions about receipts for council tax and business rates to ensure the 2021/22 Surrey County Council budget is based on robust figures.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. The Cabinet Member for Resources to provide a briefing and details about the budget consultation; 2. The Director of Corporate Finance to provide, at the 21 January 2021 Select Committee meeting, information on the overall level of reserved, the purpose of 	<p>Cabinet Member for Resources</p> <p>Cabinet Member for Resources</p> <p>Director of Corporate Finance</p>	<p>The recommendation was responded to in the Cabinet response to the scrutiny of this item. The response can be found in the supplementary agenda of the 26 January Cabinet meeting.</p> <p>1. This information was provided at the 21 January 2021 Select Committee meeting.</p> <p>2. This information was provided at the 21 January 2021 Select Committee meeting.</p>

RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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KEY	No Progress Reported	Action In Progress	Action Completed

		<p>each earmarked reserve and the anticipated usage in 2021/22;</p> <p>3. The Cabinet Member for Resources to provide a list of vacant Council properties in each division to support discussions on their ongoing use and disposition;</p> <p>4. The Strategic Finance Business Partner to request that local divisional Members are in future advised of property proposals in advance of changes;</p> <p>5. The Strategic Finance Business Partner to provide a high-level departmental breakdown of headcount vacancy on an FTE basis;</p> <p>6. The Director of Corporate Finance to provide, at the 21 January 2021 Select Committee meeting, an analysis of Central Income and Expenditure.</p>	<p>Deputy Cabinet Member for Land and Property (due to changes to Cabinet portfolios)</p> <p>Director of Land & Property</p> <p>Strategic Finance Business Partner (Resources and TPP)</p> <p>Director of Corporate Finance</p>	<p>3. Officers in the Land and Property team have contacted all Members with a schedule of the properties in each Member's division.</p> <p>4. The action has been sent to the Director of Land & Property for a response.</p> <p>5. The response has been circulated to the Select Committee.</p> <p>6. This information was provided at the 21 January 2021 Select Committee meeting.</p>
18 December 2020	Performance Report	<p>Actions:</p> <p>1. The Head of Portfolios to provide to the Select Committee a written response linking the transformation indicators TRN 01 and TRN 02 and the information presented in the annex to the report;</p>	Head of Portfolios	<p>1. The response has been circulated to the Select Committee.</p>

RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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KEY	No Progress Reported	Action In Progress	Action Completed

		<p>2. The Director of HR&OD to provide figures going back a couple of years on how many apprentices finished their apprenticeships and how many stayed on as employees post-apprenticeship.</p>	Director of HR&OD	<p>2. The response has been circulated to the Select Committee.</p>
18 December 2020	Broadband in Surrey	<p>Recommendation: The Select Committee recommends that it receives the Digital Infrastructure Strategy, before the strategy is finalised, for scrutiny at a future meeting.</p> <p>Action: The Engagement Manager to work in partnership with the communications team to provide materials that Members can use on their social media, newsletters or email signatures to promote the broadband programme and community fibre partnerships.</p>	<p>Director of Economic Growth and Prosperity Engagement Manager</p>	<p>The recommendation has been sent to relevant officers and is being reviewed in light of developments from central government. The strategy will be presented to the Select Committee prior to being taken to Cabinet for decision making. Members have been informed.</p> <p>The Engagement Manager has contacted the comms team about this, but it has had to be postponed due to the Covid-19 pandemic third wave. The Engagement Manager will keep Democratic Services</p>

RESOURCES AND PERFORMANCE SELECT COMMITTEE ACTIONS AND RECOMMENDATIONS TRACKER

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KEY	No Progress Reported	Action In Progress	Action Completed

				Officers updated on this. Members have been informed.
8 October 2020	Property Programme Update	<p><u>Recommendation:</u> The Select Committee recommends that the Asset and Place Strategy Refresh be presented to the Resources and Performance Select Committee at its January 2021 meeting, alongside a schedule for continued updates to the Select Committee twice a year.</p> <p><u>Actions:</u></p> <ol style="list-style-type: none"> 1. The Director of Strategic Land and Property Assets to provide detail of contingency plans in the next property programme update to the Select Committee. 	Director of Land and Property Director of Land and Property	The Asset and Place Strategy refresh has been presented as part of the 18 March 2021 meeting agenda, and will be presented again later in 2021. 1. The action has been sent to the Director of Land and Property.
18 October 2019	Quarterly Performance Report (Q1 2019/20)	<p><u>Recommendation:</u> The Select Committee is to receive on an annual basis information on how Surrey County Council's performance compares with other councils.</p>	Director of Intelligence, Analytics and Insight/Head of Business Intelligence	The Select Committee's request has been forwarded to relevant officers and the possibility of including this in future reports will continue to be examined as performance reporting is reviewed.

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Responses to Equality, Diversity and Inclusion recommendations, from 21 January 2021 Select Committee meeting:

1. EDI training for Members should take place after May 2021 and be made part of induction process for all Members; similar consideration to be given to such training for officers

Response – Officers in Democratic Services are working on a refreshed, comprehensive training package for Members, which will be launched following the county council elections in May. We will ensure that opportunities for joint Member-officer training form a key part of this programme.

2. To help achieve the goal of a successful reassessment within the Local Government Association (LGA) Equality Framework in the first quarter of 2022, a survey of staff, residents and Members be carried out and results shared with this Select Committee

Response – We are examining the resource implications of preparing for the accreditation process for the LGA Equality Framework. To secure the ‘Developing’ level of the framework, the most basic achievement level possible, we will need to undertake a self-assessment, whereas attaining the ‘Achieving’ and ‘Excellent’ levels requires external validation from a peer review team appointed by the LGA. This self-assessment must be undertaken by the council, and if we are satisfied we meet either the ‘Achieving’ or ‘Excellent’ levels in full, we can apply for a peer challenge. A survey of staff, residents and Members will form part of the self-assessment process.

3. Relevant key performance indicators be developed (enhanced in line with the action plan if already in place) and reported to this Select Committee as part of its existing regular performance monitoring report

Response – Officers will prepare to start reporting on EDI indicators from first quarter 2021/22. Some indicators will take more time to develop, such as measures of resident views, but will be made available as soon as possible to the Committee.

4. An update report be presented to this Select Committee as outlined under ‘next steps’ of the report

Response – The Committee will be updated with a progress report in January 2022, which will include an annual report on progress. Further EDI updates may feature as part of other reports considered by the Committee, such as a scheduled HR report for September, in line with our ambition to embed EDI in everything the council does. Key indicators will also be reported as part of the quarterly performance reports the Committee regularly receives.

5. On page 51, Appendix B of the report, under ‘How we’ll meet our commitment’ – our commitment should be to ‘eradicate bias’, instead of merely minimising it

Response – The Policy Statement has been updated to substitute the word ‘minimise’ with ‘eradicate’. The statement is now available to read [on the council’s website](#).

6. To explore and remove any barriers to taking part in the LGA Equality Framework as soon as possible

Response – The officer EDI group chaired by Katie Stewart, Executive Director for Environment, Transport and Infrastructure, will be reviewing the resources required to carry out a self-assessment under the LGA Equality Framework. The LGA’s Covid

response activity means that it has paused equality peer challenge work for a short period whilst resource focused on supporting this response, but we will seek to engage with the self-assessment process as early as possible in the new financial year.

7. There appear to be some anomalies in terms of the approach between officers and what the Minister for Women and Equalities is saying in her speech and these should be articulated and reconciled wherever possible

Response – The EDI Action Plan will respond positively where possible to the Government's proposed direction of travel on EDI. For instance, whilst the Council's EDI Action Plan continues to focus on the nine protected characteristics enshrined in law, we will expand our focus to look systematically at socio-economic and geographical inequality advocated by the Government through all our processes, including Equality Impact Assessments. In respect of the Government's challenge to traditional training approaches to EDI, we are also seeking to tender a comprehensive training package that supports Members and officers to understand their own biases, and how this affects their work, and training on the experiences of specific groups, such as disability and race. As the Government's policy on equality becomes clearer, we will ensure we adopt an agile approach in our own EDI agenda so we can ensure we reconcile this with the Government's where possible.

8. All Members to be included in a Member level group to encourage collective leadership on EDI. All Members to train on EDI alongside officers and be invited to participate in engagement activities.

Response – We will seek opportunities for Members and officers to collectively engage on EDI activities – for example through seminars, network meetings and training where appropriate. These opportunities will support Members to show active leadership on EDI and build stronger relationships between Members and officers through greater empathy and understanding.

Action:

1. Executive Director of Environment, Transport and Infrastructure to look at the possibility of inviting Members to informally attend ERG groups.

Response - The ERGs themselves will be engaged to explore how best to introduce members to ERG networks, bearing in mind that many of the networks are in their early stages. This will be built into the proposed programme of engagement for members on EDI.

RESOURCES AND PERFORMANCE SELECT COMMITTEE



18 March 2021

Asset and Place Strategy progress update

Purpose of report: To provide a progress update on the Asset and Place Strategy 2019

Introduction:

This document is an update on recommendations of the Asset and Place Strategy (A&PS) approved at Cabinet in April 2019. The A&PS reviewed how the Council's assets could be managed more efficiently or used differently to generate additional income and promote economic growth in Surrey. Two overall outcomes were sought:

- Reduction in operational estate (not including schools) from 300 to 100 assets, with an associated revenue cost saving of £10m by 2024.
- Review of surplus operational and all non-operational assets to determine future use, to be completed by 2021. To generate additional revenue incomes streams, and £150m capital receipts over five years.

The detailed plan included 43 individual actions; 37 were due for completion by end of 2019 (of which 25 had a target date by end September 2019) with the final action due to be completed in 2024. The following sub-sections summarise progress, provide a status update and highlight priorities.

From the 43 individual actions, 32 were completed since October 2019 with the remaining ongoing/on track.

Summary of progress against strategy recommendations

1 Consolidation of Operational Assets (overall target completion 2024)
1.1 Progress to date

Headline actions:

- Reduce the number of operational assets from circa 300 to circa 100
- Realise £150m capital receipts
- Achieve £10m revenue savings by 2024

The headline figures were intentionally totemic rather than based on detailed plans for any areas.

- 1.2 Progress has been achieved by linking new provisions for the Looked After and Adopted Children (LAAC) programme. Cabinet approval was received to build accommodation units over the existing library at Caterham Hill, providing town centre accommodation for Surrey young adults. This scheme represents the first time approval has been granted to build accommodation over an existing community facility. Work continues to progress in this area with the Library Service in addition to considerations regarding the establishment of Local Community Networks.
- 1.3 The Community Hub model is designed to rationalise the estate by consolidating two or more buildings currently situated in the same area. To date, seven opportunities have been identified and are under development, facilitating the release of surplus assets for future redevelopment gain.
- 1.4 Whilst the primary reason for the purchase of the Woodhatch site was to relocate the Priory School in Reigate and provide land for provision of extra care, this did also afford the opportunity to consolidate Consort House, Thameside and provide sufficient space for staff at Fairmount as part of the consolidation strategy.
- 1.5 Seven of the nine actions in this section related to the initial engagement with Services to identify a list of surplus or expensive properties and were due to be completed by end July 2019. This work took slightly longer to accomplish, but all seven actions were completed by September 2019.
- 1.6 The remaining two actions, related to reviewing all operational assets, are due for completion in 2024 and are therefore rated as ongoing.

Total Actions for this section	9
Completed	7
Ongoing and on track	2

Current priorities and status

- 1.7 The circa 300 operational assets referred to in the A&PS remain part of the Surrey County Council portfolio and the objective is to consolidate those assets by 2024. Although it has been agreed through discussions at

Asset Strategy Board that the principle remains, the exact numbers have and will differ due to Service requirements.

- 1.8 Various initiatives are in progress to transform the operational estate including recent acquisitions and disposals across the office estate, the community hub and area-based plans, and the Council's community agenda including One Public Estate (OPE) and Health. (See below)
- 1.9 Property have dedicated resources to build area plans with services and have developed the data to assist with decision-making and planning. Property data collation has been extended and now includes building life cycle costs (five years to 30 years), CO2 emissions, building efficiency, cost and performance, leasing details and Health & Safety compliance, all to industry benchmarks. This data has been gathered during 2020 as the remit went further than the actions outlined in the strategy but as a result, Surrey CC now has a full understanding of the corporate risks and benchmarking for ongoing performance measurement and estate planning.
- 1.10 The Agile Office Estate strategy will now proceed following Cabinet approval in January 2021 and includes the Agile transformation workspace programme. The strategic estate options will be completed during 2021, providing sufficient time to consolidate assets by 2024.
- 1.11 The A&PS identified a target of £150m capital receipts, from the disposal of surplus properties over five years. In 2019/20 sales were achieved totalling £15.7m and by the end of 20/21 further disposals should secure an additional £43m. For the period 2021/22 to 2024/25, the current forecast is considerably lower at £35m and since the strategy was initially adopted circa £35m (15 sites) of previously identified surplus assets have now been retained for future Service use, for example Wray Park that was forecasted to generate circa a £20m capital receipt.
- 1.12 Whilst the A&PS identified three routes to dealing with surplus assets following an option appraisal (a. Service use, b. strategic hold and c. disposal), a new category has been agreed with the Asset Strategy Board in 2020; to consider any asset for income generation purposes **before** disposal, with a view to retaining a larger proportion of the portfolio where income generation can be realised and whilst still improving value for money.

2 Development of Service Property Strategies (target completion August - November 2019)

Progress to date

- 2.1 The A&PS outlined how each Service area would redefine the way they operate, and that Services would develop requirement strategies for 3-5 years, with anything sitting outside of that strategy at a lower priority. Each service is at a different phase of their transformation, requiring more data, appraisals and support. The pandemic has had a significant impact on services capacity to determine long-term requirements in addition to a paradigm shift to remote working – the long-term implications needing to be developed further.
- 2.2 In 2020, Land & Property set up dedicated Service Account Teams which wrap around each Service, to provide specialised support and strengthen links with the Services. Progress is being made to ensure ongoing asset management aligns to future planning which can be seen through the established programmes for special educational needs and disabilities (SEND), Extra Care and the emerging Pupil Referral Unit (PRU) programme. Future Service operations, including the transformation agenda, budgets, and property programmes is hoped to be completed by Q1 2021/22 (but is subject to service capacity particularly in light of COVID).

Total Actions for this section	5
Completed	3
Ongoing and on track	2

Current priorities and status

- 2.3 The A&PS highlighted that Services are responsible for developing outline property requirements and advising target location, space, type and other requirements on an area-by-area basis.
- 2.4 Land & Property are developing area-based reviews to define Service requirements which also contribute to considerations in relation to Local Community Networks. By mid-2021 the area-based options appraisals will filter out sites for use of shared or single Service delivery (the latter by exception only). Using the building performance data across the estate, Service Asset Registers will also be completed in early 2021 which will feed into longer term planning.

3 Office Agile Working (target completion 2021)

- 3.1 Agile Working was covered in the A&PS primarily to target the reduction of office space by 2021 through new ways of working. The strategy was

approved at Cabinet in January 2021. This will build on the wider strategic ambitions, including the impact of the County Hall disposal.

Total Actions for this section	1
Completed	1
Ongoing and on track	0

4 Rationalisation of non-operational assets (target completion 2021)

- 4.1 The non-operational assets were to be reviewed to identify appropriate future use of sites by 2021, and thereafter annually. To date, income generating assets have been transferred to the Commercial portfolio, e.g. Surrey Wildlife Trust (SWT) and housing to Halsey Garton Residential (HGR), and the remaining assets are under regular review in line with community use and/or regeneration programmes.

Total Actions for this section	5
Completed	2
Ongoing and on track	3

Residential Portfolio Management

- 4.2. The A&PS review included the option appraisal of 50 assets for development within the non-operational asset base. Over 50% (32 sites) were deemed best suited to residential development to deliver 500-600 homes over a 5-year period.
- 4.3. Land & Property are reviewing a potential Housing Programme for key workers and the intermediate rental market.
- 4.4. The report also highlighted the need for operational management of residential properties, including identifying preferred options and an implementation plan. This has been completed and the internal governance is underway.

Total Actions for this section	1
Completed	1
Ongoing and on track	0

5 Governance (target completion July 2019)

Progress to date

- 5.1 The strategy outlined the need to simplify governance and provide clarity across roles and responsibilities to increase the pace of project delivery. Specifically, this included a review of the investment and shareholder boards, the company directors, the scheme of delegation and the constitution.
- 5.2 The Companies and Investment Governance review was undertaken and implemented to streamline governance arrangements resulting in the merger of the Shareholder Board and Investment Board into a single, Member-decision forum, the Strategic Investment Board (SIB). Two Officer panels sit beneath the SIB, with powers delegated to individual Officers to take decisions on non-strategic matters.

Total Actions for this section	4
Completed	4
Ongoing and on track	0

Current priorities and status

- 5.3 A discussion paper is currently being drafted in relation to options covering HGR and Halsey Garton Investment (HGI) governance in light of the recent Croydon published audit. This will be submitted to the Shareholder Investment Panel (SHIP) with recommendations then to SIB.
- 5.4 Detailed financial modelling is usually required to seek project approval and there is a recent move to present outline proposals for Cabinet approval in order to progress initial feasibility and preparations, with a follow-up detailed business case a few months later.
- 5.5 Forward Planning discussions for 2021/22 are taking place with procurement, legal and finance and appropriate level of strategic planning with Services. Project resources are now in place across the full year.
- 5.6 Please see Annex 1 “RACI: Cabinet governance and papers” for the Land & Property internal governance management.

6 Capital Project Delivery (target is annual spend of the Medium-Term Financial Plan amount)

Progress to date

- 6.1. The A&PS primarily outlined the requirement to develop a framework on the current status of property projects and assets with clear visibility. Feedback from members was that information in reports were not sufficiently detailed. Individual project Performance Dashboards are monitored each month and robust financial management is now in place.
- 6.2. For the first time in the last 5 years the capital budget is expected to be spent on property projects (mid-year review figure in light of COVID market impact). Under the current capital programme, projects identified in the Medium-Term Financial Statement (MTFS) for development for the next five years are being progressed.

Total Actions for this section	2
Completed	1
Ongoing and on track	1

Current priorities and status

- 6.2 The approach to procurement of supply chain partners for capital delivery projects has been revised. Previously each project was procured separately for contractors and professional services which was inefficient, expensive, lacked the opportunity for standardisation of design or specification, removed opportunity for volume procurement of materials and was a contributor to delays to delivery.
- 6.3 The Annual Procurement Plan for 2020/21 was adjusted to reflect an alternative strategic approach to engaging partners to assist in delivery. The new 'lean' client delivery function within Land & Property was created in 2020 to facilitate this approach.
- 6.4 Fifty-eight schemes that have been developed across various stages, due to start on site over the next 18 months, are being tendered now for both contractor and professional services supply chain partners.
- 6.5 In addition, for those sites that have been identified for service need, and form part of the approved and pipeline schemes within the Medium-Term Financial Plan (MTFP), a programme of site preparation and demolition has already begun which will improve the pace of delivery.

7 Investment Portfolio

Progress to date

- 7.1 Specific findings from the A&PS included providing a clear, measurable property investment strategy and to ensure that all investment assets are reviewed regularly and robustly to deliver maximum return.
- 7.2 An Investment Strategy Refresh was commissioned in November 2019. An external fund manager to support the Investment Board has been in place for three years including independent reviews of acquisition decisions.
- 7.3 The priorities are to ensure the portfolio is balanced in terms of composition, risk, location and return by:
 - a) Prioritising value protection within the funds.
 - b) Practical payment plans to defer rent to ease the burden of COVID-19 in the short-term, although rent collection remains high, September quarter income is at SCC 85% and Halsey Garton Property Investment Ltd (HGPI) 98%
 - c) Lease re-gears being pursued to increase term certain of the portfolio to reduce short-term risk.
 - d) Options Appraisal being undertaken to review alternative options and initiatives to protect and add value. Each investment asset being assessed for alternative use/redevelopment.
 - e) Working with external consultants including planning, architecture and investment advisory to generate contingency plans.
 - f) Contingency plans created to underpin the value of the asset and prepare for implementation initiatives as and when required.
 - g) Long-term strategy being implemented to avoid knee-jerk reaction to short-term, un-realised valuation losses and works towards increasing income and value over the next 5-10 years
 - h) Exploring future housing delivery programme

Total Actions for this section	4
Completed	4
Ongoing and on track	0

8 Corporate Landlord

Progress to date

- 8.1 The A&PS considered that the Council had gone some way towards implementing a Corporate Landlord model where one property function manages the assets and associated budgets. It did however comment that Services were still very involved in property-related matters and decision-making regarding future property use.
- 8.2 Although the action was to fully implement and embed the model by November 2019, the Corporate Landlord model was subsequently approved in early 2020 followed by the commissioning of independent advice to determine the scale and identify current risks. The findings included:
- Confirmation that 48% of property spend/costs across Surrey CC (includes infrastructure) are managed by Land & Property. (EY consultants from SAP system accounts).
 - Identified a significant maintenance backlog (EY Consultants).
 - A risk that the Facility Management function lacked an operating model.

Total Actions for this section	5
Completed	3
Ongoing and on track	2

Current priorities and status

- 8.3 A compliance review was undertaken at the beginning of 2020 which identified specific actions. As at February 2021 it can be reported that SCC has a 97.7% compliance with all its Health & Safety obligations.
- 8.4 Account Teams have been established in 2020 for each individual service to ensure delivery of projects, asset plans, facilities management, lease and estate services. Each service now has a strategic board that is supported by Land & Property. Other priority actions have included:
- Updating property rental data and identifying arrears
 - Creating 30-year lifecycle costings on all assets (previously five years).
 - Establishing a suite of building information to support Service transformation plans.
 - Integrating the office workspace estate transformation plan with the corporate agile transformation programme.
 - Re-structuring the Facilities Management team.

8.5 Since March 2020, the team has also set up and managed COVID emergency space for the Council and NHS. This work remains ongoing relating to testing and vaccination centres.

9 New Property Asset Management System

- 9.1 The A&PS advised that a new replacement Property Asset Management System (PAMS) should be procured and implemented by 2020. The new system, Planon, is an Integrated Work Management System has been procured; the implementation timeline is October 2020 to October 2021, with the milestone of 31 March 2021 to implement the maintenance module.
- 9.2 The full requirement assessments and design work took place in early 2020, followed by extensive independent market research and the procurement process to ensure a modern system would provide the maximum functionality to improve the data set, workflows and reporting, with user testing and the facility to build dashboards and a Service portal to track projects and maintenance. The implementation timeline is a performance measure for Land & Property
- 9.3 Until Planon is implemented from March 2021 and due to the priority to develop performance monitoring of the overall estate including consolidation, rationalisation, income generation, revenue cost savings, reduction in backlog maintenance, capital receipts generated etc, key performance indicators (KPIs) are now reported monthly at a high level across Capital & Revenue budget envelopes, but also capital receipts, Health & Safety compliance, Surrey CC & HGPI rental performance and delivery of the new system.

10 Resourcing

- 10.1 The A&PS recommended that there should be sufficient resources with the right skills and abilities, supported by the right management structure and accountability. A permanent Director was recruited, the Senior Leadership Team was in place by March 2020 and specialist recruitment continued through to September 2020. The reliance on expensive interim Capital Delivery resource no longer exists and the skills and capacity align to the delivery programme for the first time. The restructure into flexible functional areas is now complete with all Job Descriptions reviewed and updated.
- 10.2 Please see Annex 2 “L&P org structure” for a high-level overview of the L&P organisation.

Total Actions for this section	1
Completed	1
Ongoing and on track	0

11 Vacant and Surplus Assets

Progress to date

- 11.1 A&PS highlighted that the property team should understand the overall operational Service requirements for the Council in the future. Strategic planning with Services is ongoing and will be completed in 2021.
- 11.2 As previously stated, for those sites that have been identified for service need, and form part of the approved and pipeline schemes within the MTFP, a programme of site preparation and demolition has already begun which will improve the pace of delivery and remove buildings that have stood vacant for years.
- 11.3 The disposals programme identified within the Asset & Place Strategy (April 2019) has been impacted by a mix of lower levels of commercial market activity, a review of our Housing Strategy and broader considerations of using our asset base as income generation opportunities.
- 11.4 Since the adoption of the Asset and Place Strategy, for the financial year 2019/20, capital receipts of £15.748m were delivered.
- 11.5 To date, in the current financial year (2020/21), £11.932m of receipts have been generated with a further £31.932m forecasted by end of March 2021.

Current priorities and status

- 11.6 The current vacant and disposal property list comprises of 105 assets:
- 45 are identified for some form of retained service use
 - 60 residual sites are identified as available for alternative use for:
 - Halsey Garton Residential - Housing Programme
 - Open Market Disposal
 - Community Asset Transfer
 - Feasibility to assess next steps
 - Meanwhile use pending further analysis

12 Health and Safety Compliance

- 12.1 Significant work has been completed in 2020 to provide assurance that Surrey CC buildings are compliant with H&S legislation which has involved fundamental changes to the approach and information management to evidence this. The data, evidence and monitoring were not in place when audited in late 2019.
- 12.2 The Estate is now ordered into Asset Type (liability) and Priority (usage) ratings in accordance with Surrey CC's level of exposure to assist with prioritisation. Certification (meaning compliance with regulation) 97.7% with over 20,000 documents fully migrated across to SharePoint.
- 12.3 Improvements include fast-tracking compliance through the Helpdesk, real-time monitoring, supporting the Surrey CC H&S Lead to increase awareness and embed a culture of responsibility across Surrey CC, and measuring ongoing progress as a KPI.

Next steps:

13 2020/21 Q4 Priorities

- a) Deliver the planned 2020/21 Capital spend and Revenue budget.
- b) Complete the Procurement of strategic partners (contractors, consultants) to support 58 schemes that will start on site over the next 18 months (see separate paper).
- c) Forward plan the MTFS capital programme on a strategic basis (Legal, Finance and Procurement).
- d) Develop the implementation plan for the Agile Office Estate Strategy (to include service requirements if possible).
- e) Dispose of County Hall by 31 March 2021.
- f) Acquire any additional office space to support Agile.
- g) Develop full performance measures and reporting that meets the expectation of stakeholders.
- h) Deliver and maintain 100% H&S compliance.
- i) Improve reporting and provide monthly Surplus property delivery dashboard information.
- j) Implementation of replacement PAMS system.
- k) Deliver KPIs.
- l) Increase focus on the surplus and vacant properties.

Report contact

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Annexes

Annex 1: RACI: Cabinet governance and papers

Annex 2: L&P org structure

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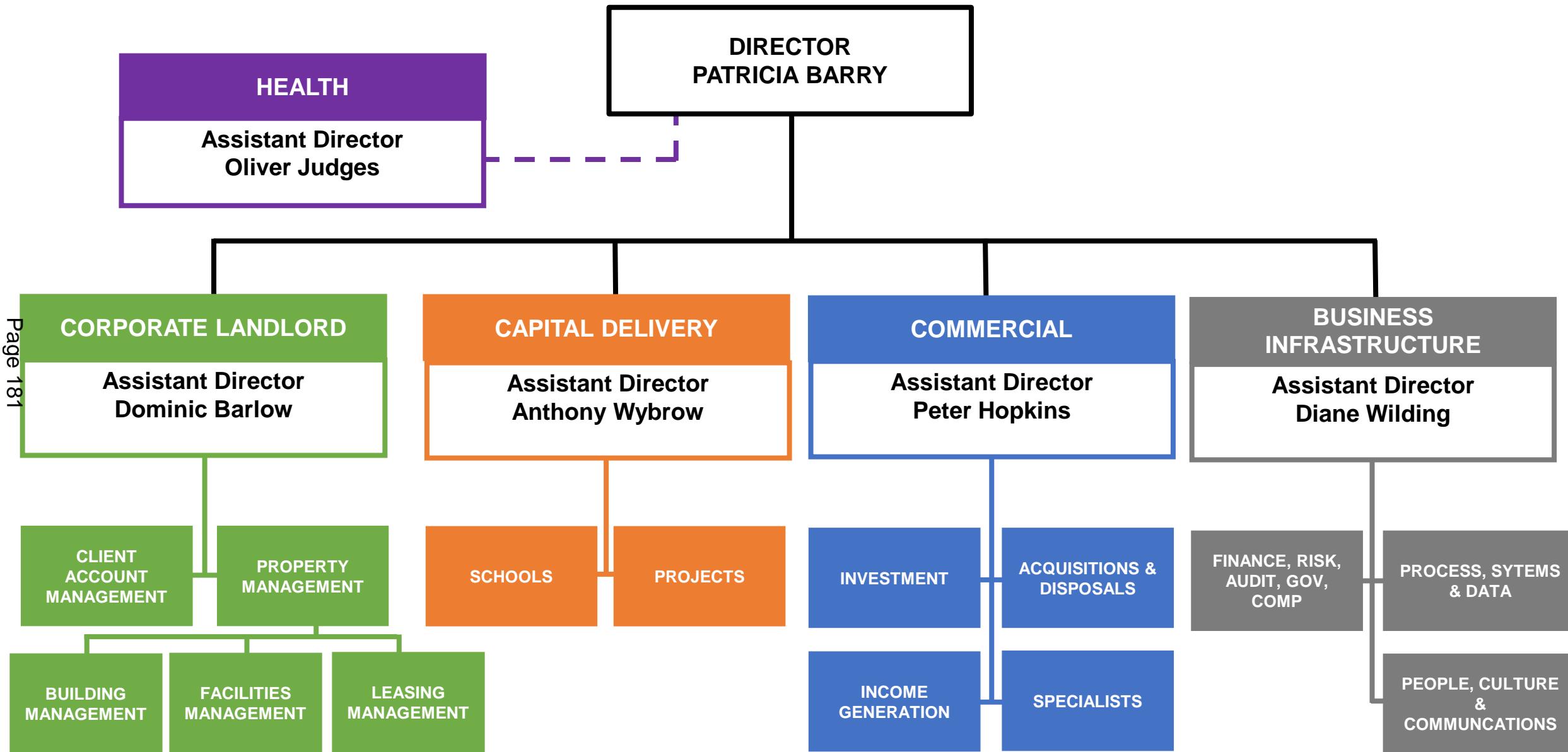
RACI: Cabinet governance and papers

Item	Responsible	Accountable	Contributor	Informed
L&P Cabinet Forward Plan - Planning and schedule	• Patricia Barry	• Assistant Directors	• Exec. Director	• Cabinet Member for Property • Democratic Services • Service
Stakeholder consultation - Heads of Service - Cabinet Members / Local Members - Partners and external organisations	• Contract Manager	• Client Account Manager • Service Lead	• Project and Support teams as required	• Exec. Director for Resources • Patricia Barry • Assistant Directors
Governance map - Process management - Liaison with: - Meeting administrators - S151 Finance Officer - Legal Officer - Services - Cabinet Members - Democratic Services	• Diane Wilding	• Pauline Armstrong / • Eva Webb	• Michael Cox	• Patricia Barry • Assistant Directors
Checklist - Draft > Final version	• Senior Responsible Officer	• Author (Client Account Manager and/or Contract Manager)	• Service • Finance	• Patricia Barry • Exec. Director for Resources • Service(s)
Checklist - Process management	• Diane Wilding	• Pauline Armstrong • Eva Webb	• Author	• Patricia Barry • Assistant Director
Checklist - Sign-off management - Liaison with: - Exec. Director for Resources - Cabinet Member for Property - Democratic Services	• Diane Wilding	• Pauline Armstrong • Eva Webb	• Author	• Patricia Barry • Assistant Director • Exec. Director for Resources • Cabinet Member for Property • Democratic Services

RACI: Cabinet governance and papers

Item	Responsible	Accountable	Contributor	Informed
Cabinet Paper - Draft > Final version	<ul style="list-style-type: none"> • Senior Responsible Officer 	<ul style="list-style-type: none"> • Author (Client Account Manager and/or Contract Manager) 	<ul style="list-style-type: none"> • Service • Finance team • S151 Finance Officer • Legal Officer 	<ul style="list-style-type: none"> • Patricia Barry • Assistant Director • Exec. Director for Resources • Other Cabinet Members as necessary • Local Member(s) as necessary • Other Stakeholders (e.g. local community organisations) as necessary
Cabinet Paper - Process management	<ul style="list-style-type: none"> • Diane Wilding 	<ul style="list-style-type: none"> • Pauline Armstrong • Eva Webb 	<ul style="list-style-type: none"> • Author 	<ul style="list-style-type: none"> • Patricia Barry • Assistant Director
Cabinet Paper - Proof-reading and spell-check	<ul style="list-style-type: none"> • Pauline Armstrong 	<ul style="list-style-type: none"> • Eva Webb 	<ul style="list-style-type: none"> • Support Team 	<ul style="list-style-type: none"> • Author
Cabinet Paper - Sign-off management - Liaison with: - S151 Finance Officer - Legal Officer - Exec. Director for Resources - Service - Cabinet Member for Property - Other Cabinet Members as necessary - Democratic Services	<ul style="list-style-type: none"> • Diane Wilding 	<ul style="list-style-type: none"> • Pauline Armstrong • Eva Webb 	<ul style="list-style-type: none"> • Author 	<ul style="list-style-type: none"> • Patricia Barry • Assistant Director • Exec. Director for Resources • Other Cabinet Members as necessary • Democratic Services

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