R&P Select Committee

Agile NW / SW Informal Update

August 2022

Annex 1

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Introduction
Context for the NW and SW quadrant

NW – Surrey Heath Borough

NW quadrant

NW – Runnymeade Borough

NW – Woking Borough

SW quadrant

SW – Guildford Borough

SW – Waverley Borough

Surrey County Council
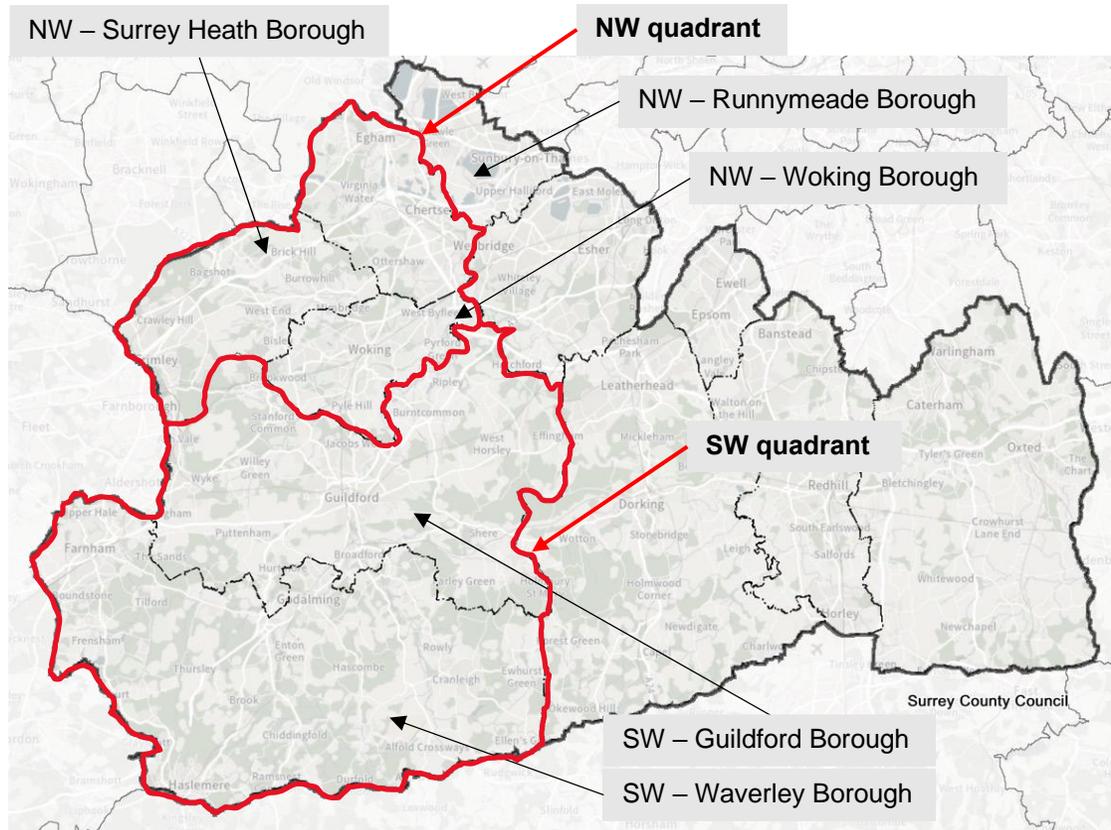
Place based approach - within regional boundaries SCC will focus on locality, delivering an Agile Office Strategy that facilitates access for both residents to services and staff to workplaces. There is also an intent to align with Districts, Boroughs and OPE Partners.

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Demand
## Engagement with Services and staff needs

Service Engagement:

Engagement has been undertaken with Service Leads for teams directly impacted by the AOP proposals during summer 2021 with a refresh during 05/22.

This explored the changes from a service delivery and workforce perspective.

Service and staff - space requirements:

- With greater agile / hybrid working: **all teams now need less space**

- Flexible working, **drop in desk space** rather than all fixed desks

- Better **access to spokes to improve flexibility**

- **Woking is a key location for services that work with Children**

- Local **presence in Woking and Guildford essential to serve residents** especially for Social Care and Education Services

- Space required for activity that includes hosting families / managing sensitive issues i.e. publicly accessible meeting rooms

- General need for **better collaboration space and more meeting space**

- **Social Care and Education (SCE) could be separate from other services** i.e. spoke

Office transformation to encourage collaboration and provide employee choice

Pre-pandemic workstyle

Post pandemic – better employee experience
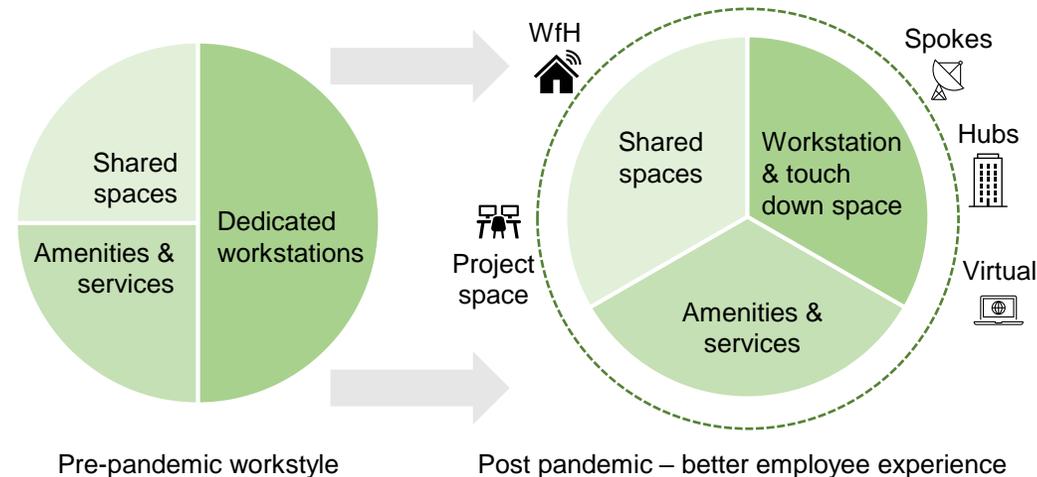
There is no one standard for the future of the office

- This applies not only from company to company but also location to location within the same organisations corporate office estate footprint

- Requires considering not only the physical characteristics, functionality and utilisation of spaces but also the experience for employees in each location, to adapt to support a more agile workforce

R&PSC NW / SW - Commercially Sensitive (draft for discussion)

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Space planning principles
Pragmatic, flexible and realistic

Demand and office space planning principles

The following planning principles have been defined to help translate service demand needs into estate options.

Ref	Demand and space planning principles
1	**Local presence required in Woking and Guildford** – for Family and Education services; Social Care and Education can be separate from other services
2	**Make best use of existing SCC assets** – 60% workstation capacity available
3	**Consider OPE estate** – only if suitable and affordable use other public sector assets
4	**Accelerate delivery** – target opportunities to realise or achieve benefits early; focus on Value for Money; seek to reduce revenue spend
5	**Staff choice and flexibility** – recognise staff are encouraged to work from any office and make their own choices about work locations
6	**NIA and workstations** – plan on a principal basis with ranges rather than focus on exact numbers; adopt ranges that are pragmatic, flexible and realistic

Woking (Hub or Spoke)

Guildford (Hub or Spoke)

Local presence required providing good resident access

2.5 to 4 in 10 workstations **occupied (25-40%)**

60-75% workstation availability

6 to 7.5 in 10 workstations **available (60-75%)**

2:1 FTE to workstation

3:1 FTE to workstation

Planning range 2:1 and 3:1 FTE to workstation

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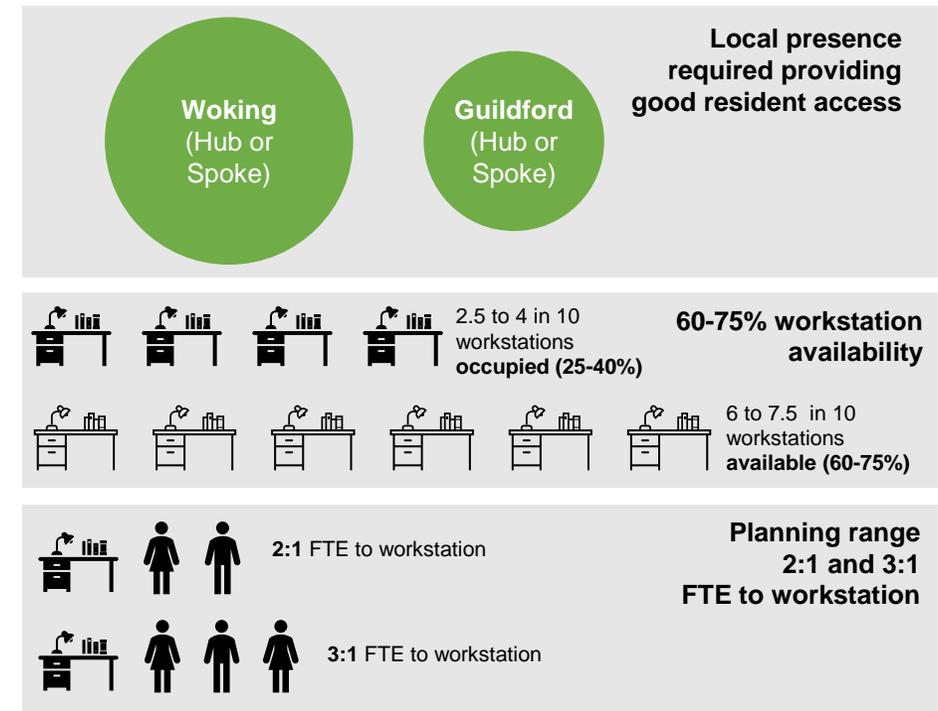
Supply options
Options summary

Notes and key:
- Figures are FTE
- Family and Education (FE)

New office

Existing office

New Hubs (Purchase or lease new offices) *(Option D and F)*

Woking Hub

1,239 Quadrant Court

94 Woking Local Office

1,333 FTE

New Woking Hub

Guildford Hub

432 FTE

New Guildford Hub

169 Guildford Local Office

c.87 L'head teams

176 St. Francis Centre
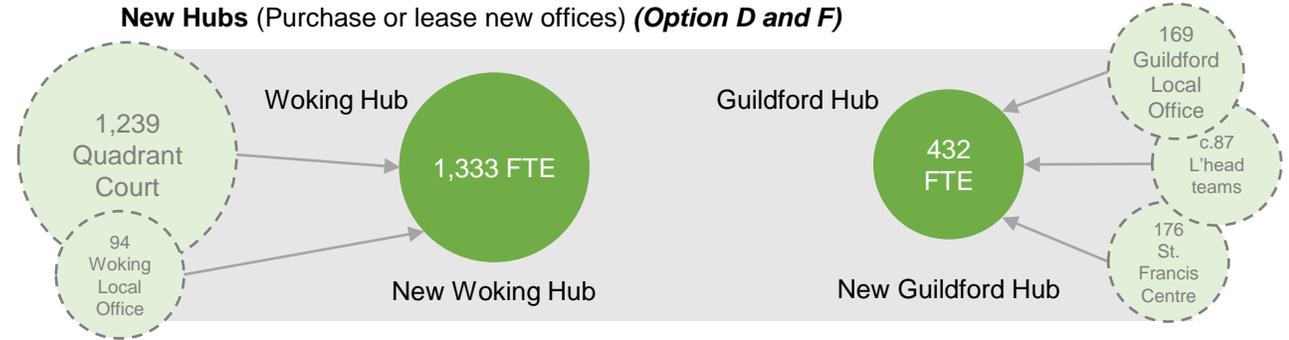
Business as Usual / base case (invest in existing assets) *(Options A and B)*

Woking

+94 Woking Local Office

1,239 Quadrant Court (current building)

Guildford

169 Guildford Local Office

Note: Ranger House (rental to tenants) Shortfall in space in Guildford
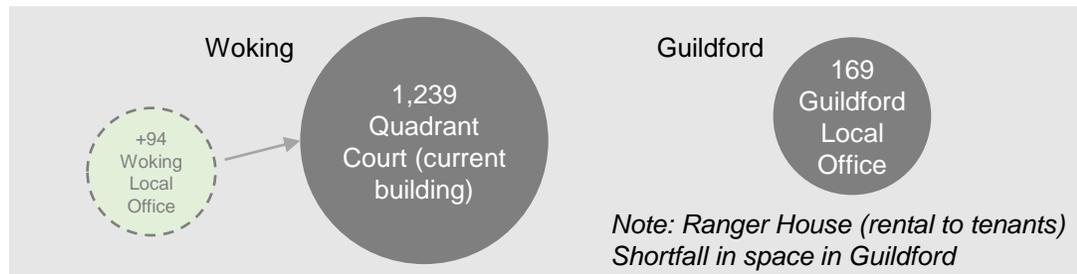
New Hubs and Spokes (Purchase or lease new offices) *(Option D & F)*

Woking Hub

965 FTE

368 FTE

Woking Family & Education (FE) Spoke

Guildford Hub

332 FTE

100 FTE

Guildford Spoke

Consolidate into existing corporate estate (c.600-900 FTE) *(Option C)*

Dakota Office

+388 Capacity (188+200) FTE

Ashley Park House LH (FH)

+128 (200)

50-100

Woking Local Office

368

672

Woking FE Spoke

c.25

Merrow Complex

+169

Guildford Local Office

100

263

Guildford FE Spoke
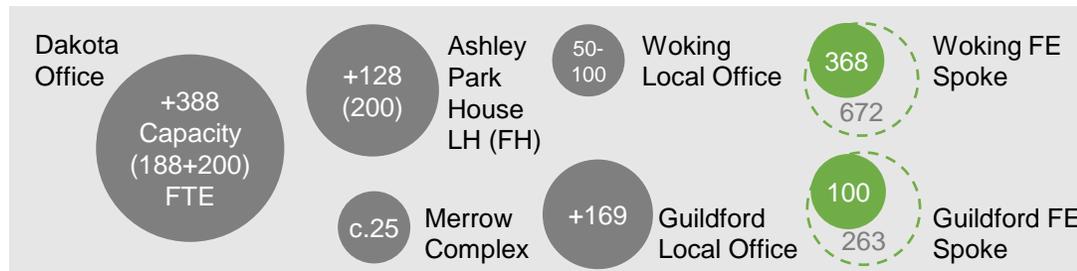
New combined hub and spokes *(Option E)*

Combined Woking and Guildford Hub

368 FTE

Woking FE Spoke

1,297 FTE

c.100 FTE

Guildford Family & Education (FE) Spoke

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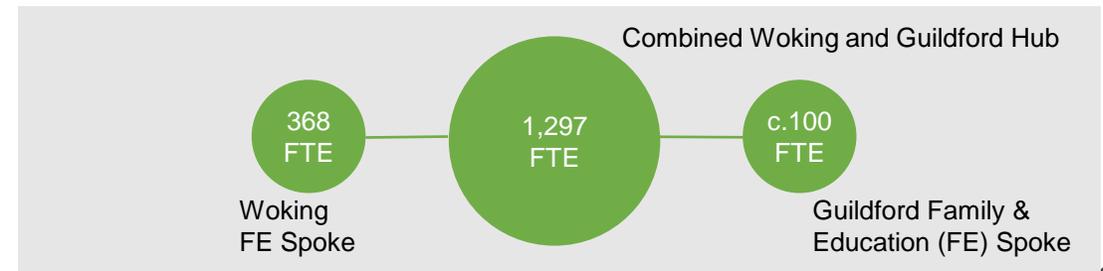
Quadrant Court
No longer fit for purpose and bigger than required

QC does not deliver Agile working space aligned with other SCC offices

- QC is no longer fit for purpose
- There is significant surplus space
- High level of investment c.£17m to c.£41m needed to improve the building

Condition summary:

- Maintained at minimum levels; insufficient investment; declining value and condition

- No longer fit for purpose – does not support agile workplace, high cost to accommodate modern ways of working

- The RIBA Stage 1 report Rev 0 dated 06/10/21 included consultants: Pick Everard; Turner & Townsend; Atkins and Vail Williams (08/21)

2030 net neutral carbon office estate

A high level of investment is required to improve the c.1980s QC building, which is understood to have poor air tightness and insulation. Works would involve replacing the building fabric, to provide a thermally efficient, net zero carbon building.

The scale of works, over many years, required to improve QC energy efficiency are likely to be extremely disruptive to staff and services.

Recently a solar canopy was installed in the car park. If an exit of QC takes place this canopy could be moved and relocated. However, significant further works are required to move towards net zero carbon.

Cost	Option	Sustainability outcome
£17m	- Backlog maintenance and modernisation - Cat B refurbishment of existing building to meet Agile office objectives - Minor sustainability improvements in addition to the Salix works (B1)	Salix funded works plus minor insulation and services improvements
£41m	- Cat B refurbishment to the same standard as Option B1 with replacement of the building fabric to provide a thermally efficient, net zero carbon building (B4)	Net zero carbon building (strip building envelope to structural frame and re-provide high performance cladding, glazing and insulation)

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Current estate
Consolidate into existing corporate estate

Key:
- Leasehold (LH)
- Freehold (FH)
- New office
- Existing office

Notes and key:
- Figures are FTE

New Spoke sites:

Availability of suitable office space in the Woking and Guildford markets will influence the exact size, layout and timing.

+498 Capacity (188+310) FTE

+128 (200)

50-100

Woking Spoke 368 to 672 FTE

c.25

Guildford 100 to 432 FTE

+169

Spelthorne Local Office (LH)

Thameside Centre (FH)

Ashley Park House (LH)

Runnymeade Local Office (LH)

Esher Local Office (LH)

Dakota Brooklands (FH)

Epsom Local Office (LH)

Surrey Heath Local Office (LH)

Woking Local Office (LH)

Fairmount House (LH)

Quadrant Court (FH)

Merrow Complex (FH)

Oxted Local Office (LH)

St. Francis Centre (FH)

Reigate & Bansted Local Office (LH)

Ranger House (FH)

Mole Valley Local Office (LH)

Guildford Local Office (LH)

Woodhatch Place (FH)

Waverley Local Office (LH)

Enabling new ways of working
Agile enablers

Agile Programme enablers and dependencies

To enable a significant reduction in space provision across the Guildford and Woking region, it is assumed that the Agile Programme will be resourced to deliver the following enablers.

Ref	Agile Programme enablers
1	**Change management support** across the services, facilitating new ways of working
2	**Strategic technical and digital capability** to reduce the dependency on 'anchored' processes (those processes that tie functions to specific locations)
3	An **active records management** approach that can significantly reduce the need for paper records through a programme of destroy, archive, or digitise
4	The ability to **reduce and consolidate items of equipment and resources** that are currently abundant across social care teams within the regions (for example OT equipment, car seats, toys, clothes and learning resources)
5	**Strategic transport planning** to ensure sustainable accessibility of office locations for both staff and residents
6	Management of **interdependencies** with the **Greener Future programme**, supporting the Council's ambition to reduce its total carbon footprint

These are core enables to office space being used more efficiently and staff / services adopting Agile working practices.

Current Agile focused support and training for staff includes: digital skills training; Tech Advocates team; MyService Hub IT; travelling to offices; where to work; Olive Learning and Development; and of particular importance, wellbeing support.

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