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

Scrutiny Officer | Law and Governance | kunwar.khan@surreycc.gov.uk

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

SURREY COUNTY COUNCIL

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:

Financial	The current estate is expensive, with significant and prohibitive backlog maintenance costs
Location	The Council's HQ and largest office has been outside of the county for over five decades. Coverage across the County is uneven
Environmental	The estate lacks modern environmentally friendly buildings and is a sizable contributor to our overall emissions
Quality and suitability	Office quality is generally quite poor, and is not well aligned to our vision of an agile way of working
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:

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
Location	Operate from an estate entirely within the County, and with the Civic Heart in Surrey itself.
Environmental	Achieve the 2030 target for a net zero (carbon neutral) office estate. Improve the median energy efficiency
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.
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 reediness 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 (m2)
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 decant 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:

Financial	The current estate is expensive, with significant and prohibitive backlog maintenance costs
Location	The Council's HQ and largest office has been outside of the county for over five decades. Coverage across the County is uneven
Environmental	The estate lacks modern environmentally friendly buildings and is a sizable contributor to our overall emissions
Quality and suitability	Office quality is generally quite poor, and is not well aligned to our vision of an agile way of working
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:



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:

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

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
Quality and suitability	Develop a fully agile office estate Shifting the balance between fixed desk and collaborative space from 85/15 to 50/50.
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
Financial	A gross (before re-provision of space) reduction in cost of £2.1m Removal of significant backlog maintenance liability
Location	Removal of all out of county office space
Environmental	Gross reduction in Carbon Emissions of 804 tonnes per annum
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 24,116m^2, 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 10,178m^2 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 2,109m^2 is available, rising to a potential 3,224m^2 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 6,568m^2, 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 5,135m^2 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 able to 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.