Essex County Council

Corporate Policy and Scrutiny

10:30	**Thursday, 30 September 2021**	**Online Meeting**

The meeting will be open to the public via telephone or online. Details about this are on the next page. Please do not attend County Hall as no one connected with this meeting will be present.

For information about the meeting please ask for:
Graham Hughes, Senior Democratic Services Officer
Telephone: 033301 34574
Email: democratic.services@essex.gov.uk

Essex County Council and Committees Information

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972.

Members of the public will be able to view and listen to any items on the agenda unless the Committee has resolved to exclude the press and public from the meeting as a result of the likely disclosure of exempt information as defined by Schedule 12A to the Local Government Act 1972.

How to take part in/watch the meeting:

Participants: (Officers and Members) will have received a personal email with their login details for the meeting. Contact the Democratic Services Officer if you have not received your login.

Members of the public:

Online:
You will need to visit the ECC Democracy YouTube Channel https://tinyurl.com/yynr2tpd where you will be able watch live or view the meeting at a later date. If you want to ask a question at the meeting, please email democratic.services@essex.gov.uk by noon on the day before the meeting. Please note that your question must relate to an item on the agenda for the meeting.

Accessing Documents

If you have a need for documents in, large print, Braille, on disk or in alternative languages and easy read please contact the Democratic Services Officer before the

meeting takes place. For further information about how you can access this meeting, contact the Democratic Services Officer.

The agenda is also available on the Essex County Council website, www.essex.gov.uk From the Home Page, click on 'Running the council', then on 'How decisions are made', then 'council meetings calendar'. Finally, select the relevant committee from the calendar of meetings.

Please note that an audio recording may be made of the meeting – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded.

Pages

7   **Work Programme**   **46 - 48**

8   **Date of Next Meeting**

To note that the next meeting will be held on Thursday 21 October 2021, in County Hall.

9   **Urgent Business**

To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the press and public should be excluded during the consideration of these items. If so it will be necessary for the meeting to pass a formal resolution:

That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.

10   **Urgent Exempt Business**

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

Committee: Corporate Policy and Scrutiny Committee

Enquiries to: Graham Hughes, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

 Recommendations:

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Membership (Quorum: 4)

Councillor C Pond	Chairman
Councillor T Cunningham	
Councillor J Fleming	
Councillor P Gadd	
Councillor M Garnett	
Councillor I Henderson	
Councillor S Kane	
Councillor D Land	
Councillor M Mackrory	Vice-Chairman
Councillor A McQuiggan	
Councillor C Siddall	
Councillor M Steptoe	Vice-Chairman
Councillor M Vance	
Councillor A Wiles	

Minutes of the meeting of the Corporate Policy and Scrutiny Committee, held at 1.00pm on Wednesday, 4 August 2021 in the Council Chamber, County Hall, Chelmsford.

Present:

County Councillors:
C Pond (Chairman)
S Barker
T Cunningham
J Fleming
P Gadd
M Garnett
S Kane
D King (substitute)
A McGurran (substitute)
D Land
A McQuiggan
C Siddall
M Vance

Richard Buttress, Democratic Services Manager, and Graham Hughes, Senior Democratic Services Officer, were also present.

1   Membership, Apologies, Substitutions and Declarations of Interest

The report on Membership, Apologies, Substitutions and Declarations was received and noted. Since publication of the agenda, Councillor Barker had replaced Cllr Steel as a member of the Committee.

Apologies for absence had been received from Councillors Henderson (for whom Councillor McGurran substituted), Mackrory (for whom Councillor King substituted) and Steptoe.

2   Appointment of Vice-Chairmen

The Chairman nominated Councillor Mackrory to be a Vice Chairman of the Committee, which was seconded by Councillor Barker. At the invitation of the Chairman, Councillor Barker also proposed Councillor Steptoe for the second Vice Chairman post, and this was seconded by Councillor Garnett.

There being no further nominations and by general consent, it was agreed that Councillors Mackrory and Steptoe were each elected as a Vice-Chairman of the Committee.

3.   Minutes

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The minutes of the meeting held on 2 March 2021 were approved as a true record and signed by the Chairman.

4.   **Questions from the public**

There were no questions from the public.

5.   **Essex County Council Organisation Strategy**

The Committee considered report CPSC/06/2021 comprising an update on the draft Organisation Strategy for 2021-25 and the approach to measuring performance.

The following people from Essex County Council joined the meeting to introduce the item and respond to questions:

Cllr Kevin Bentley, Leader.
Gavin Jones, Chief Executive,
Patrick Guthrie, Head of Policy
Alastair Gordon,

A new Organisation Strategy was being developed. The new administration had brought forward its draft Organisation Strategy (called *Everyone's Essex: The Plan for Essex 2021-25*) to Full Council in July to note pending a further period of engagement with stakeholders prior to seeking adoption of a finalised version at Full Council in October.

The strategy embodied the themes that the new administration had set out of renewal (to recover and rebuild following the pandemic), equality (that growth and renewal benefitted all) and ambition (to secure the best outcomes and the best value for money).

During the discussion the following was acknowledged, highlighted and/or noted:

(i)   The Strategy sat within the Essex Vision which had been established three years ago after consultation with the community.

(ii)   A 100-day Plan had been set by the new Administration – some ambitions within it would transition into longer term plans and this particularly applied to levelling up actions.

(iii)   The Chief Executive highlighted the creative tension between political ambition and resources available and the need to demonstrate that the County Council's activities aligned with

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strategic priorities. There may also be ongoing conversations about prioritisation in allocating future resources.

(iv)   Whilst current service delivery models had served the local community well in the past, the new strategic plan emphasised the need for closer alignment of future work with partners and flexibility in ways of working.

(v)   Discussions were underway between Cabinet Members and Executive Directors to define processes and targets so that political priorities could be translated into corporate actions. A further update on this, and the development of performance measures, could be presented to a future meeting of the Committee.

(vi)   Metric setting to assist assessing performance had to be supported by regular reliable data that could be influenced. Members were keen to emphasise the importance of challenging the flow of robust and timely information on strategic aims.

(vii)   The County Council had an ethics data committee. It also had a central analytics team and was looking to further build upon a strong relationship with the local university to help recruit young graduates.

(viii)   Some members were keen to try and indicate the links to budgets where possible and funding behind meeting Key Performance Indicators. It was also acknowledged that developing KPIs was not always about costs and savings.

(ix)   The recommendations made by the Climate Commission were being worked through and their contribution to, and impact on, the aspirations to reduce emissions.

(x)   Input from city, district and parish councils was important – the Essex Association of Local Councils had already been consulted and it was suggested that other local council forums should also be included. There was a view that some communications were still siloed and that the County Council and Districts, for example, could sometimes collaborate more on that.

(xi)   The need to work cross-border did present some challenges and the ongoing development of NHS Integrated Care System (ICS) boundaries was cited as an example. The County Council were keen to encourage further close working between the three ICS's in Essex.

(xii)   In terms of smarter ways of working, members encouraged lobbying for legislation to permit more virtual and hybrid local government meetings.

(xiii)   Specific digital versions of documents needed to be created rather than solely putting a pre-written hard copy format onto a digital platform. The Leader also acknowledged that perhaps more emphasis needed to be put on plain English in communications as well.

(xiv)   Some members encouraged the development of a definition of what levelling up meant for Essex.

Conclusion:

Members stressed that, in due course, they would be keen to see further detail on the empowerment parts of the plan and the way front line staff could influence the changes necessary.

It was **agreed** that:

(i)   A list of partners currently being consulted would be provided to the Committee so that members had the opportunity to suggest any further consultees;

(ii)   A timetable for delivery should be developed;

(iii)   A copy of the 100-day plan be provided subject to the consent of the governing political party;

(iv)   Consideration be given to arranging a further opportunity for members to comment on the development of the Strategy, and the performance measures in particular, ahead of the Full Council meeting in October;

(v)   Further briefing be scheduled on levelling-up strategy and actions;

(vi)   A further update on the implementation of Climate Commission recommendations be presented in due course with further clarity on the targets actually being set.

(vii)   Further briefing be scheduled on the collection and use of data analytics and artificial intelligence, including practical examples of how it has been used to solve problems.

The witnesses were thanked for their attendance by the Chairman and then left the meeting.

6.   Information Bulletin

The Committee considered report CPSC/07/21/07/21 comprising:
(i)   2021/22 Financial Overview as at the First Quarter Stage; and

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     (ii)   20/21 Provisional Outturn report that was considered by Cabinet in June 2021.

It was **agreed** that:

     (i)   Further information be provided to breakdown Operating Costs which comprised approximately 10% of the Revenue Budget presented in the Appendix to 2021/22 Financial Overview as at the First Quarter Stage;

     (ii)   Subject to (i) above that both reports be noted;

     (iii)   Further financial scrutiny was currently planned for the October meeting of the committee.

6.   Work Programme

The Committee received report CPSC/08/21 comprising primarily of headlines from recent discussions with Cabinet Members. Members agreed to defer further formal consideration of the work programme of the Committee pending further discussions which would be reported back on at the next meeting.

7.   Date of Next Meeting

It was noted that the next meeting was scheduled to be held on Thursday 30 September 2021.

There being no further business the meeting closed at 2.55pm.

Chairman

<div align="right">**Reference Number: CPSC/09/21**</div>

Report title: Ways of Working (WoW) Programme update
Report to: Corporate Policy and Scrutiny Committee
Report author: Pam Parkes, Executive Director People and Transformation
Date: 20 September 2021 **For:** Update
Enquiries to: Alyesha Roachford; *alyesha.roachford@essex.gov.uk*
County Divisions affected: *All Essex*

1. Background

1.1 Recap / Introduction to the Ways of Working programme

Ways of Working (WoW) is a large cross-organisational change and transformation programme that has been using an evidenced based approach to transition Essex County Councils (ECC) current working model (primarily 'office-based' working) into a Hybrid one (a mixture of flexible working arrangements, based on business and customer need. (See Flexibility of workforce section below).

The programme has largely been accelerated by the Covid-19 pandemic and has bought together three key areas, People, Property and Technology for success. Like many other local authorities such as, Central Bedfordshire; Leicestershire; Hertfordshire and Cornwall, the programme seeks to embed a permanent change to how we once worked (Pre-covid) that is fit for purpose and sustainable for the future.

The key changes the programme seeks to deliver:

I. **People**

- ✓ **c75% of total workforce** (**c5.8k** employees) to have adopted and be working permanently in a hybrid way with the support of new workspaces and technology by Autumn 2022
  (There are a total of 7767 permanent and fixed term/casual contract employees within the Council)

- ✓ Resilient and inclusive hybrid teams, achieved by developing and rolling out learning and development programmes and actively measuring wellbeing, customer satisfaction and employee productivity

II. **Property**
   Pre-covid 19 – Our current buildings had a 50% occupancy rate.

- We want to redefine the purpose of buildings and create spaces staff need and will utilise by Autumn 2022.

- We need to re-learn how & when to use buildings and workspaces going forward
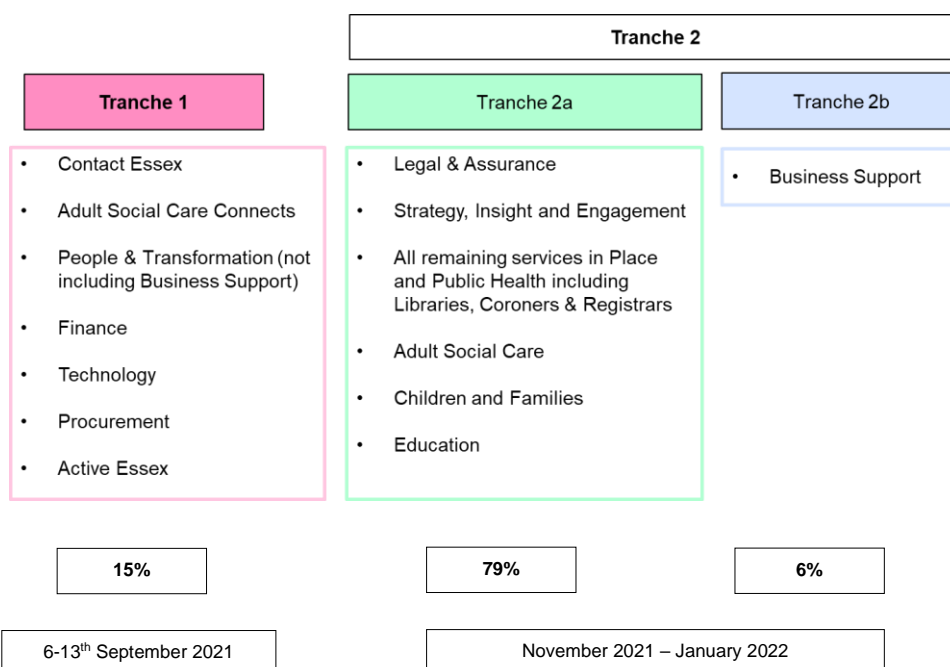
III.   **Technology**

- We want technology that enables us to connect us across different locations, support productivity gains and are user focused, intuitive and easy to use.

Given the size of the organisation (7767 employees, not including contingent workers), WoW will transition the workforce in two key phases.
This will ensure:
- o Effective delivery and change management
- o Equality in the level of support provided (with scope to support those services that require extra due to complexity of service and scale of change)
- o Returns to using buildings are managed in safe and co-ordinated way

	Tranche 2	
Tranche 1	Tranche 2a	Tranche 2b
• Contact Essex • Adult Social Care Connects • People & Transformation (not including Business Support) • Finance • Technology • Procurement • Active Essex	• Legal & Assurance • Strategy, Insight and Engagement • All remaining services in Place and Public Health including Libraries, Coroners & Registrars • Adult Social Care • Children and Families • Education	• Business Support
% of total workforce	**15%**	**79%**	**6%**
Employees testing and working in accordance to their workstyles / hybrid way of working and return to interim spaces	6-13th September 2021	November 2021 – January 2022	

Achievement to date:

- ✓ Approximately c**1200** employees (15% of organisation) (Tranche 1), have transitioned into their hybrid models, now testing their aligned workstyles (Majority **Anywhere workers,** with 6 employees in Corporate Services aligned to a **Fixed based worker**) and workspace requirements using interim spaces.

- ✓ Work progresses to learn, explore and repeat for Tranche 2 (c6570 employees), starting with Tranche 2a (**c6140 employees)**

2. Flexibility of workforce

2.1 People:

- Mobile and flexible working was supported by ECC prior to the pandemic, but most saw this as a minor adjustment (such as working from home on an occasional Friday), rather than an integral part of where and when we work.

- The fundamental shift to the way we had worked during the pandemic restrictions proved that large-scale flexible working at ECC was achievable. This realisation galvanised the WoW programme to focus on exploring flexible working possibilities and challenge previous expectations to drive cultural change.

- We have since embarked on a process to support team and individual mindset changes by holding discussions with services to review what has gone well whilst working remotely, what is valued and what hasn't gone so well, in order to explore how teams could work in a new way (Hybrid model framework, see appendix 1 below).

- ECC also provides a wide range of services requiring employees with a variety of professions and roles.
  In order to help to plan our future workforce, property and technology requirements, all roles will be assigned to one of four workstyles (Anywhere, Fixed-based, Community & Field-based) (See appendix below)

- The Workstyles define the parameters of where, when and how each role could be performed and provides teams, individual employees and their managers a framework to operate within when determining how best to work flexibly while maintaining a high standard of service provision. Once the workstyle is determined this is paired with Workstyle personalisation, which is agreed at a local level to define how each team member's place and hours of work can be flexed to suit business and personal needs, such as wellbeing.

- Flexibility for some roles will be defined by the activities that they perform; 'Fixed based workers' and 'Operational Field-based Workers' will have limited personal flexibility about where they work due to the nature of the role types (front-desk receptionists won't be able to work from home) but all roles may have the ability to allow some element of flexibility.

- In addition to enabling flexible working through mindset change, the programme also has workstreams to consider how best practical changes are made such as Technology support, Property (see below).

- The focus that the WoW programme has given to flexible working is empowering our managers and employees by not only giving 'permission' but providing structure and encouragement for managers and employees to explore a better balance that works for the council, our employees and our service users.

- During this Programme and ongoing, we will baseline and measure productivity to ensure we are creating the right conditions for people to be as effective and as efficient as they can be

2.2 Property:

- To support the change journey and enable effective flexible working, we are currently developing recommendations (through the workplace strategy work, see below) to ensure that we right-size our estate portfolio and workspaces and align it to how the services within the organisation will now work.
  We will seek to create physical and tangible change across our current workspaces in line with organisational evidence (space requirements).
  This will be designed and tested before we embark on final configurations (see Estates Strategy below)

2.3 Technology & equipment:

To enable flexible working to date:
- Technology Services added extra capacity to our existing home working solution. But has since built a cloud based replacement, Global Protect which is currently in use by 3,000 users and rising. This new solution bypasses County Hall and offers improved resilience, DR, and a more reliable service. This work has been complemented by an ongoing Cloud Modernisation Programme which has seen applications move to being cloud hosted, including Visual Files, Essex Archives Online and parts of the public facing web portfolio. These migrated services also benefit from improved DR and resilience

- **Blended Meeting rooms**
  We want to ensure that both those in a meeting room and those joining remotely feel part of the meeting using "presence" technology. It is expected that this technology will be installed across 27 existing meeting rooms in E block including Committee Room 1, **during October 21** in the first instance. Further areas will be explored following decisions being made on the Workplace strategy.

- **WFH equipment package**
  Whilst some employees already spent some of their time working from home, or had a suitable working space such as a study, many employees did not have the correct space or equipment to be able to work comfortably and safely from their home environments.
  In response to this, in June 2020, ECC introduced an equipment allowance for all employees to access which allowed them to claim for equipment such as a desk, chair and lamp. Sustainable options for the future are being reviewed.
    - Desk - £100
    - Chair - £100
    - Lamp - £30
  There was capacity to meet £500k from existing service budgets in 2020/21 and replenish (if required) from incidental underspends (i.e. travel and mileage expenses etc.) Spend from June 2020 – August 2021 equated to an estimated **£329k.**
- Sustainable options for the future are being reviewed.

3. Future Estates strategy

Plans of activity:

- **The Workplace Strategy**
  To be delivered in 3 phases.
    1. **Blueprint** – using the findings from Tranche 1 exploration and CLT Hybrid working figures to identify the direction, look and feel and how many people we will need to accommodate in our buildings
    2. **Estate Appraisal** – Establishing the strategy going forward, looking at and assessing the assets we have available to us and recommending the buildings that would best accommodate the needs of teams working in a Hybrid way – **October 21**
    3. **Action and Design -** Once the strategy has been agreed, phase 3 will commence to make any changes to the portfolio (buying, selling etc) as well as designing our new workspaces within the buildings we have agreed to retain for that purpose – **From November 21** (dependent on internal governance processes)

- **Hibernating parts of County Hall**
  Whilst the final strategy is being developed and agreed, in preparation to test the right-sizing of the main hub (County Hall), **In September 21**, we have been successful in hibernating part-blocks B, C and D and shifting (where applicable) utilisation for all Tranche 1 services to E and A blocks. This will see savings of £125k for 2021/22 and £250k for subsequent years if maintained.

- **Pilot Spaces**
  To allow employees to test new ways of working environments, two pilot spaces will be developed, to showcase some of the possibilities of ways of working ahead of final configurations. Employees will be surveyed during this test period with feedback fed into the final Estates Strategy (See Pilot Spaces in appendix for more information)

- **Main building hubs in Colchester**
  There is a proposed plan for two buildings in Colchester. Essex and Stanwell House. A CMA that sets out the plan for closing Stanwell House, invoking the lease break clause (deadline end March 2023) for vacating Essex House by end Sept 2023 and to request some funding to support the delivery of this (including relocation costs) is underway. A new Head of Property was recently appointed to take this forward.
  Dependent on approval of the CMA the next steps will be as follows:

    - Children's, Families and Education will be moving from Stanwell House and Essex House into Rowan House
      - Finalise the pre-agreement for Rowan House
      - Sign the Rowan House lease
      - Place Stanwell House on the Market
      - Colchester Borough Council (owners of Rowan House) are currently refurbishing the site and have stated that works will be completed between May 22- Aug 2022.

    - Essex Records Office (ERO) also occupy Stanwell House using a specialised room to house artefacts
      Two options (TBC):

o Convert a meeting room within Chelmsford ERO to house the artefacts currently in Stanwell House
o Move to available space in Suffolk

4. **Key next steps** (See WoW high level plan in appendix 5)

- Start the to manage and monitor change in Tranche 1 – **September 21**

- Analyse function/service workspace requirements based on expected new ways of working to feed into Estates Appraisal **– September 21**

- Pilot Space (County Hall E1 Bridge) complete and ready for teams to test – **End September 21**

- All Blended Meeting rooms tested and ready for use – **October 21** (subject to equipment availability)

- Third employee survey analysed and shared with Functions – **October 21**

- Managing in a Hybrid world development programme rolled out **– October 21**

- Estates Appraisal complete and approved – **October/November 2021**

- **c6570 employees** (Tranche 2) transitioned (where applicable) into their new way of working – **November – January 22**

- Manage and monitor change in Tranche 2 – **November – February 22**

- Workspace designs approved – **December/January 22**

5. **List of Appendices**

(i) Appendix 1 – Other Achievements
(ii) Appendix 2 – Hybrid Framework
(iii) Appendix 3 – Workstyles
(iv) Appendix 4 – Pilot spaces
(v) Appendix 5 - WOW – high-level programme plan

Appendix: For information

1. Other achievements to date

People:

- ✓ Hybrid Framework developed to facilitate hybrid discussions across the organisation, understanding what has worked well during this unique time, what is valued and exploring hybrid working opportunities. (see appendix 2 and Flexible Workforce above)

- ✓ Bespoke communication and engagement platforms developed and delivered to support the organisation on the change journey, providing them with the tools to succeed.
  - WoW hub
  - WoW One News site

- ✓ Third employee survey closed on 18 September to obtain the views of employees around working patterns, building use and opportunity to express feedback.

  The data is currently being analysed so that informed decisions can continue to be made going forward.
  However, responses from employee surveys issued in May 2020/October 2020 and latest one in August 2021, have remained consistent in highlighting that the majority of the workforce could carry out their role effectively (in this new way of working) with the latest survey suggesting that the majority of respondents would prefer to work out of a building no more than once or twice per month.
  Note. *Further consideration will need to be given to those services/employees, who require and/or continue to work from buildings.*

- ✓ Robust Wellbeing resources and support in place to support new ways of working – *The latest employee survey noted many highly positive comments and thank you messages from employees who feel everything and more has been done to ensure their wellbeing (especially from new starters')*

Property:

- ✓ Interim spaces (allocated workspace – a set number of desks and chairs aligned to new ways of working service requirements) set up in County Hall (majority in E block) and Essex House (Majority of Contact Essex & Adult Social Care Connects employees) to accommodate Tranche 1 returns

- ✓ Partner Building – Rowan House (owned by Colchester Borough Council) agreed for Children, Families and Education use that supports the Property Strategy for vacating Stanwell House. (see Future Estates Strategy)

Technology:

- ✓ MS O365 (including MS Teams) was successfully rolled out to all staff in ECC, including Members, allowing staff to hold virtual meetings, make use of the chat functionality and collaborate   MS Teams functionality is continually upgraded and upgrades that have been beneficial, include 'hands up', 'break-

out' rooms and multiple presenter modes to improve and support with online collaboration and meetings.

✓ Technology Services has improved the way we build and provide laptops to staff, removing the need for them to come into ECC buildings. The move to Global Protect allowed for some technology fixes to be deployed remotely by Technology Services.

✓ Changes were made to enable staff to purchase IT equipment to support their home working – monitors, keyboards etc.

Benefits:

✓ As a result of the shift in ways of working, there was a c£4m reduction in actual incidental spends during 2020/21 financial year compared with the previous year. This largely related to travel/ meeting expenses, office expenses. Further work on benefits is underway and will be underpinned by decisions made on the Workplace Strategy.

Hybrid model exploration

Ways of working programme

THINKING ABOUT YOUR FUNCTION: WHAT HAS BEEN THE IMPACT OF CHANGES TO YOUR WAYS OF WORKING SINCE MARCH 2020?

SERVICE EXPERIENCE – RESIDENTS OR CUSTOMERS

To explore how teams have adapted to change since March 2020, and what impact this change may have had on the experience of residents, service users or customers.

Consider:
- What has changed from the team and user experience?
- What impact has this had on the quality of service?
- What impact has this had on how services are accessed?

SERVICE FLEXIBILITY

To explore how much flexibility teams have in the work that gets done and how outcomes/outputs are enabled or delivered.

Consider:
- How do changes get made to the services that you offer?
- Do you have a fixed service offer and do you deliver services to specific levels or standards?
- How much flexibility do you have around when the work gets done?

MEASURING PERFORMANCE

To explore how you currently measure the performance of your service as a whole and the individuals in your team.

Consider:
- What kinds of measures do you use to understand the performance of your services and individuals in your team?
- What is the balance between volume-based or outcomes based measures?

OTHER SERVICE CONSIDERATIONS

ATTRACTING THE RIGHT TALENT

To explore the impact of change on teams ability to attract and retain talent.

Consider:
- How closely the work is tied to specific geographical areas?
- What impact this has had on the availability of talent?
- What impact external changes (outside the organisation) might have on our ability to attract and retain talent?

LEARNING AND DEVELOPMENT

To explore how team members learn the skills they need to perform well and develop in their career.

Consider:
- Is learning generally self-paced and easily scheduled or based on more spontaneous observing and shadowing?
- Are learning materials easily structured and documented?
- How is high-performance identified and development and growth opportunities accessed?

ENGAGEMENT AND CONNECTION

To explore how teams engage, connect and work with each other to support wellbeing, practice and service delivery.

Consider:
- How important the building of strong connections across teams are, or whether people generally work independently?
- How changes to ways of working have impacted on resilience and accountability?
- How important are relationships between team members?

OTHER TEAM CONSIDERATIONS

TECHNOLOGY AND DATA

To consider the relationship between technology, data and service provision.

Consider:
- What technology do you need to work in a hybrid way?
- Is any of the technology you rely on location-specific? Are you able to work as effectively when not in an ECC building?
- Has there been any impact on the flow of information and collaboration across teams?

WORKSPACES

To consider the specific needs of teams and the workspaces they use, in ECC buildings and when working offsite.

Consider:
- What are the specific requirements for workspaces and how do these support service delivery?
- How do needs change when working together and individually?
- Can the workspace and the location of the work be considered separately?

LOCATIONS

To consider the locations of your workspaces and the dependencies across teams that enable your service provision.

Consider:
- Is the work specific to a geographical area and how does that affect how and where your teams need to work?
- Are there specific needs that should be considered for the locations of your workspaces?
- What dependencies do you have with other teams, and how do these impact on service delivery?

OTHER ENABLER CONSIDERATIONS?

Ways of Working

ECC Workstyles

Essex County Council

Workstyles

Anywhere   Community-based   Fixed-base   Operational Field-Based

1. Workstyle

The Workstyle relates to the **ROLE** and not the individual within that role.

The nature of each role will drive which Workstyle their role falls into.

The Workstyle helps to shape **potential** flexibility based upon the type of work the role delivers or business need.

The allocation of Workstyles will help us to plan our workspaces, technology and equipment.

The Workstyle for each role will be recorded on the Job Profile.

2. Personalisation

Workstyle personalisation relates to the **INDIVIDUAL** and considers the how, where, what, and when they may be able to perform the activities for their role.

There is no expectation that all workers of a particular workstyle will work in exactly the same way. Individuals may have variable ways of working based on their work activities and their individual circumstances.

Personalisation arrangements will be agreed informally, recorded on **My Performance** and reviewed regularly.

How it all fits together

Anywhere Worker

Fixed-base Worker

Operational Field-based Worker

Community based Worker

Hybrid working explorations

Allocation of **workstyles** for each role

Develop **Team Charter**

Explore **Workstyle personalisation**
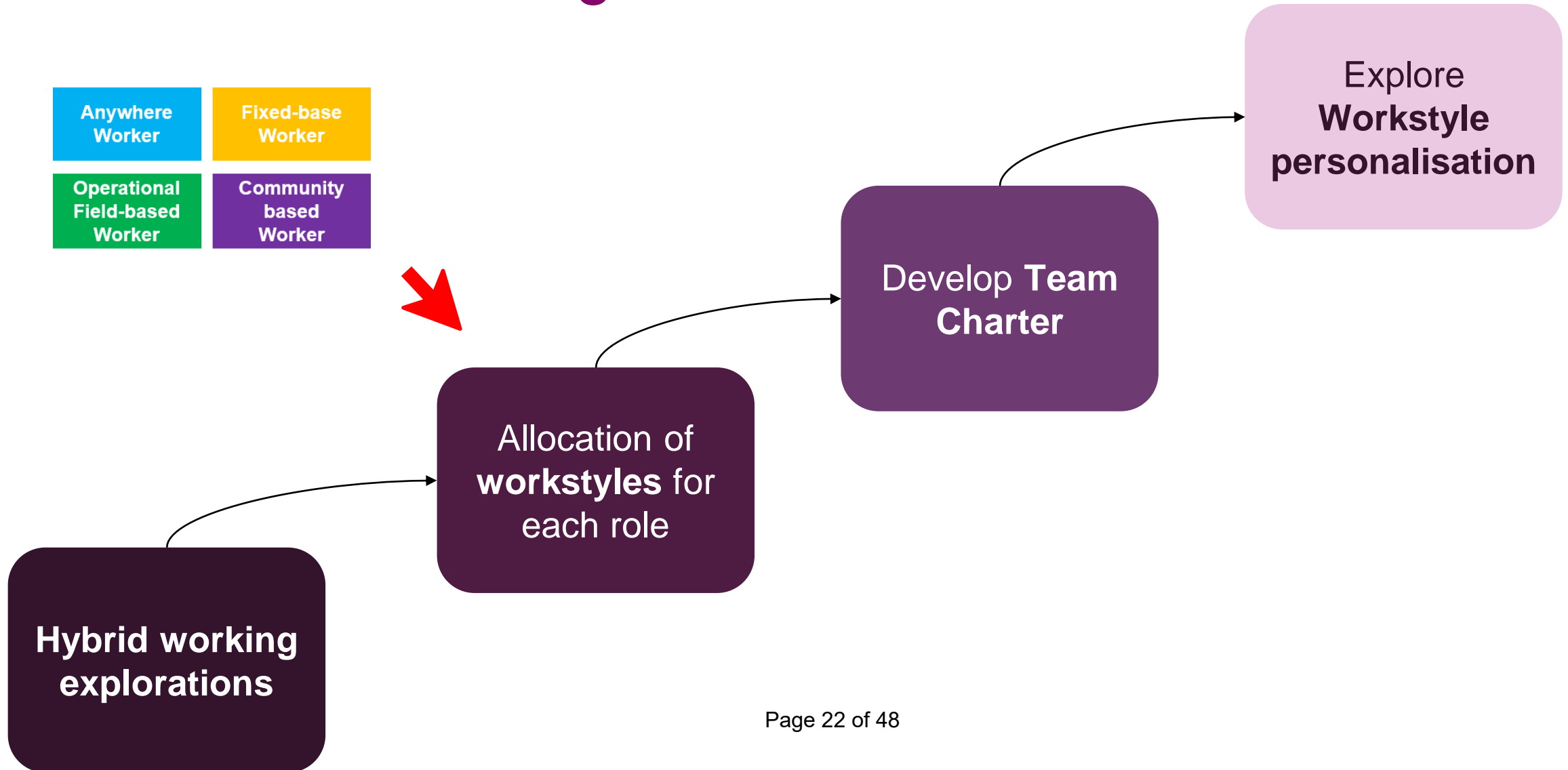
The 4 work styles...

Anywhere Worker	Fixed base worker	Operational Field-based	Community-based worker
• Desk & meeting centred • Can work away from ECC workspace • Possible to work from combination of locations	• Majority of role dependent on being at a building location • The role requires a 'static' workspace where the employee spends most of their time	• Active role in the wider community • Minimal desk activities • Work base used to pick up and drop off equipment	• Mostly working in wider Essex Community • Customer facing role • Desk work can be carried out at a combination of locations

The 4 work styles…

Fixed-base Worker

The majority of the role is dependent on building location and cannot be conducted elsewhere due to role requirements, specialist systems or equipment and/or where the role is customer facing from a set location.

Operational Field-based Worker

This is an active role in the wider community. This role has no or minimal computer/desk-based activities and their 'work base' would usually be somewhere to pick up/drop off the equipment needed for their role.

Anywhere Worker

The role is predominately desk and meeting centred. The role has the opportunity to primarily work away from an ECC workspace. The role may allow the individual to work from a combination of locations, including their home; using a 'hot-desk' at their admin base; their local library; other ECC buildings and potentially non ECC locations.

Community-based Worker

This role spends a high proportion of their day working in the wider Essex community. This is likely to be a customer facing role and needs to be working where the customer is rather than where the office is. These roles will likely include some computer/desk-based activities which could be undertaken at the individual's admin base; a partner organisation's premises; 'on-the-go' and/or potentially from their home.

Anywhere Worker

Anywhere Worker

Workstyle
These roles would predominately not have a fixed work location. Visits to an ECC place of work would be for collaborative working, occasional desk-based tasks and appropriate learning activities. These roles work independently for all/most of the week. They may have minimal face-to-face interaction with service users (dependent on role and team). These roles utilise digital means to interact with colleagues and service users e.g. MSTeams and email.

Time spent on-site would involve meetings, manager interaction, delivering or receiving learning activities and teamwork collaboration.

Workspace Requirements
These roles will in the main not have a dedicated ECC workspace, but may require an 'admin base' with hot-desk and PC facilities, and/or collaboration spaces.

Kit Requirements
Mobile devices to allow workers flexibility (determined by role). Aligned to Tech Strategy.

Typical Roles
Full examples will be provided as we work through the hybrid process, but current examples include: People Support, Finance, Tech Services, Project Managers, Business Support, Strategy, Policy, Marketing and Communications, Commissioning, majority of roles within Place & Public Health.

Fixed Base Worker

Work Style
Client facing staff and/or those who work in a fixed location/place of work. Typically the post holder will spend a large proportion of their time at the fixed location.

A role/post where the job purpose can only be achieved at a specified location with a dedicated workspace or team work area and cannot reasonably be conducted elsewhere. They may work from more than one fixed location.

Workspace Requirements
Would be provided with a fixed workspace location. These workers will only be expected to make their workspace available for others to use if they are part time/job sharers or when they are on leave/training.

Kit Requirements
Fixed device where necessary, but otherwise, mobile devices to allow workers flexibility. Aligned to Tech Strategy.

Typical Roles
Full examples will be provided as we work through the hybrid process, but current examples include: Libraries, Registrars, Residential Workers, Catering Assistants.
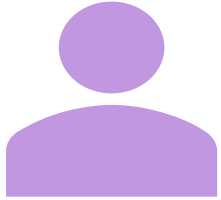
Community Based Worker

Work Style

These roles spend a lot of their time working within our wider community, but are also likely to have a base place of work. Their regular base may be located in one of our partner's buildings. Their role dictates when and where they work.

Their main job purpose can be achieved through client meetings, visits, project work and reports in order to provide a service to internal/external customers.

These workers may need to conduct some 'desk'-based activities, but they will work away from their admin base for much of the time.

Workspace Requirements

These workers will require work space for access to resources & professional interaction. These roles will in the main not have a dedicated workspace, but require an 'admin base' with hot desk facilities and collaboration spaces, potentially located as a team.

Kit Requirements

Mobile devices to allow workers flexibility. Aligned to Tech Strategy.

Typical Roles

Full examples will be provided as we work through the hybrid process, but current examples include: Social Care teams, Education Welfare Officers, Trading Standards Officers, Highways Inspectors, Ceremony Officers, Youth Workers, Occupational Therapists, Support Workers.

Operational Field-based Worker

Operational Field-based Worker

Work Style

Roles that are working in the community. Their role dictates when and where they work. These are active roles that have no or rare requirement for a workspace except for occasional access to pick up equipment to undertake their role.

Workspace Requirements

These roles would not require any work space facilities and can use 'hot desking' facilities/shared desk areas for occasional admin and online training facilities, and possibly occasional collaboration spaces.

Kit Requirements

Mobile devices to allow workers flexibility. Aligned to Tech Strategy.

Typical Roles

Full examples will be provided as we work through the hybrid process, but current examples include: Outdoor Education, County Park Rangers, School Crossing Patrols, Drivers

Workstyle Personalisation

The way employee personal preferences, needs and business requirements interact with Workstyles

Essex County Council

Workstyle Personalisation

How	What
WP	
When	Where

Workstyle personalisation is **voluntary, mutually agreed**, and **non-contractual amendments** to working arrangements
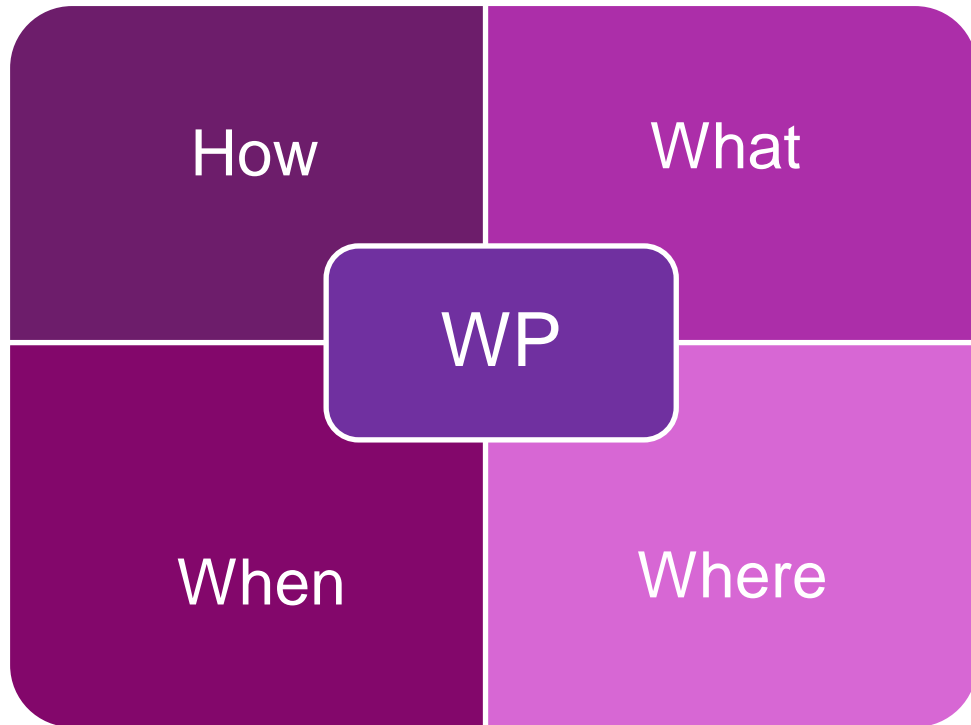
Employees may have variable ways of working based on the nature of the role and their individual circumstances.

There is no expectation that all workers of a particular type will work in exactly the same way.

Level of flexibility will vary between roles, workstyles and services

Workstyle Personalisation Options

Although 'Fixed-based' and 'Operational Field-based' workers may have limited options for flexibility due to the nature of their role, 'Anywhere' and 'Community-based' workers may have variable ways of working based on the nature of the role and their individual circumstances. For example, one **Anywhere Worker** may have a very different patten of work to another based on the requirements for the role.

Anywhere

Works mainly from home/other locations	Working Hours are Pre-set
Work split across ECC and other locations	Working Hours are partially flexible
Works from an ECC building	Working Hours are fully flexible
No expectation to work from an ECC building	

Community-based

Works mainly from home/other locations	Working Hours are Pre-set
Work split across ECC and other locations	Working Hours are partially flexible
Works from an ECC building	Working Hours are fully flexible
No expectation to work from an ECC building	

Fixed-base

Works from an ECC building	Working Hours are Pre-set
	Working Hours are partially flexible (e.g. rota)

Operational Field-Based

Work is Field-based	Working Hours are Pre-set
	Working Hours are partially flexible (e.g. rota)

Guidance & Support

WoW hub on intranet

- Ways of Working Expectations
- Workstyles guides
- Workstyle Personalisation guidance – manager & employee
- Manager guides – managing flexible and hybrid teams
- Working from home & flexible working guidance
- Working from Home Checklist
- Team Charter guidance & template
- Best practice guides

Manager drop-in sessions

Engagement sessions with Employee Networks & Trade Unions

My Learning – My Performance, MAP, My Wellbeing

Wellbeing support – OH, EAP, Stress Management

Tech Videos - https://essexcountycouncil.sharepoint.com/sites/ITTraining

Email: WOW@essex.gov.uk

WOW Champions – in development
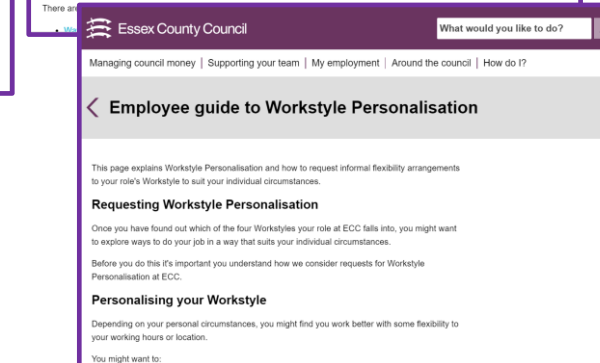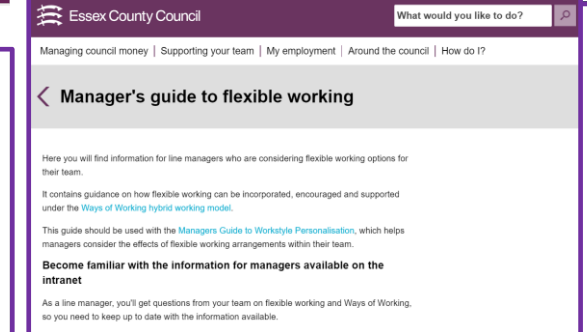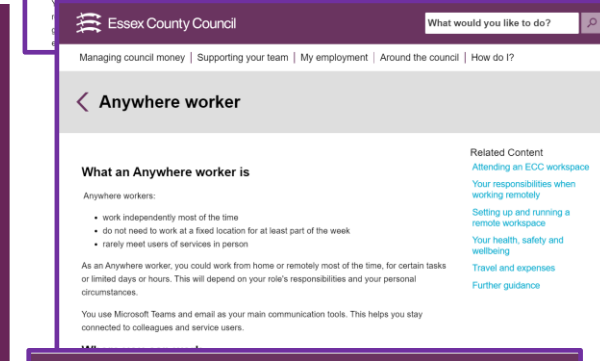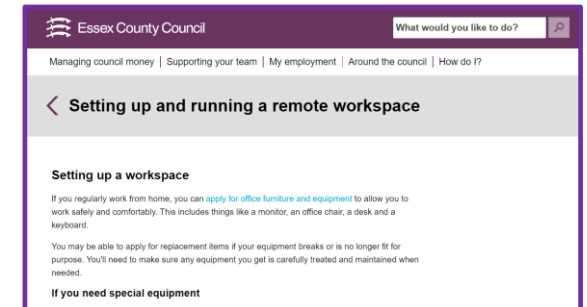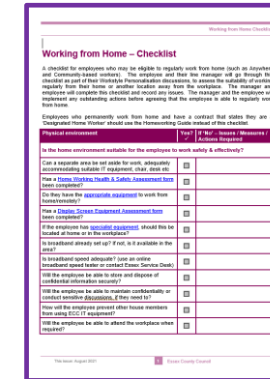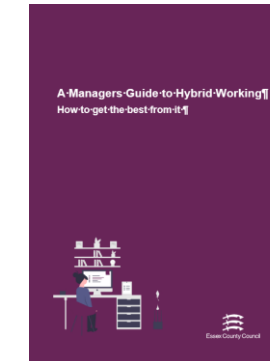
Pilot Spaces - Purpose

- Buildings have not been changed to facilitate new working styles at this stage

- Awaiting Estates Strategy to determine future building utilisation – work could be abortive

- Staff generally returning to previous zones / desks – Social distancing remains in place

- Key benefit of "Interim" returns is to learn and feed back into Estates Strategy / WoW Programme

- Where possible we would want to seek to test the property element of the programme as well as the systems / behaviours

Pilot Spaces - Solution

- Create 1 or 2 dedicated "Pilot" areas to showcase possible future working environment

- Designed by CMI Workplace (under PeopleToo) - commissioned to design future work spaces following Estates Strategy completion

- Teams to be invited to utilise pilot area for a period of time (few days / week) – as a team

- Staff to be surveyed following test – feedback to Estates Strategy

- Audits to take place during test – feedback to Estates Strategy

- Costs to be kept to a minimum at this stage whilst seeking to reflect potential future workspaces

Pilot Spaces – Area 1 – E1 Bridge

- Capacity – c. 60 Staff*

- Currently being implemented

- Seeking to meet the design using existing resources where possible

- Borrowing some furniture from teams

- Includes E1I & E1G as dedicated meeting spaces

- Lots of different furniture as well as desking

- Due to complete by end of September

Pilot Spaces – Area 1 – E1 Bridge

High back armchair
Preferably with writing tablet

Tall table, 2.8m x1.0m
Stools
Central power

Low back L shape sofa

Coffee Tables

Laptop side tables 3-4nos

Soft seating bench

Screen tables i.e. Senator Mid Height - Solo Pod
Task chair to match workstations

2nos enclosed pods

40nos lockers (ideally 5 units of 8lockers each)

Mobile AV unit

Mobile furniture blocks i.e. Bene - Pixels product

Folding table/write on panel i.e. Work Agile - Nimble product

Block doorway (subject to building control/fire escape safety)

1400mm x 700mm flip top mobile tables, white

stackable chairs

write on wall

lockers

pod

workstations

s-s   s-s

auto. ht adjustable

private screened workstations

write on panels

tall touchdown & stools

soft seating, laptop tables, meeting space

write on wall

UTILITY

S4

movable/adaptable furniture

curtain

curtain

movable tables

Pilot Spaces – Area 1 – E1 Bridge

Suspended acoustic screens
3nos

Mobile write on panels
i.e Senator Play Mobile Unit

1200mm white workstations
no pedestals
no screens
1nos monitor arm (ideally)

1200mm auto ht. adjustable
white workstations
no pedestals
no screens
1nos monitor arm (ideally)

3nos drawer high storage units
approx 1050mm H x 900mm x 450mm
all matching (drawers not tambours)

fully adjustable task chairs - all matching

E2
Lift
L2

sit-stand

s-s

s-s

workstations

s-s

s-s

s-s

s-s

Void

tub chairs & coffee table

central
island

recycling

refreshment
centre

booths

banquette
seating &
tables

tub chairs and coffee table

600mm dia cafe table
6nos cafe chairs

Swap area of carpet for vinyl tile (if at all possible)

purpose made L shape worktop, storage & recycling, 900mm H
coffee machines, power

900mm H x 900mm W x 2000mm L Island unit with worktop
(or tall table)
3nos round stools

3nos booths with mid ht. wrap round screen
central table (ideally with power)
screen mounted monitor with HDMI connectivity to table - i.e. Senator Mote product

4nos suspended acoustic panels i.e wilson & friends product(s)

L shape banquette seating, medium ht back
700mm square cafe tables (matching)
cafe chairs (matching)

1000mm dia white table, 730mm H, 5nos meeting chairs
(ideally match meeting rooms)

1nos booth with high back or wrap over screen or face to face sofas
central table (ideally with power) i.e Ocee Design - Four Likes product
no monitor

Pilot Spaces – Area 1 – E1 Bridge

cantilever base meeting chairs all matching

IT/AV + Connectivity to table (s)

1400mm x 700mm white flip top mobile tables

Meeting Room Booking Tablet Adjacent to door

write on wall

movable tables

E1i Meeting Room

write on wall

Research & Analysis Team

E1G Meeting Room

no monitor

1000mm dia white table, 730mm H, 5nos meeting chairs (ideally match meeting rooms)

low level storage, MFC and recycling

2800mm x 1000mm white table, with central power & connectivity to AV

IT/AV + Connectivity to table

cantilever base meeting chairs all matching

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Pilot Spaces – Area 2 – E4 Restaurant

Initial design at this stage – will require significant amendment. Unlikely to be progressed until area 1 is implemented and feedback received.

Programme – WoW indicative Timeline (Key activity - High level)

March '21	April '21	May/June '21	June '21	July '21	August '21	Sept '21

March '21

Tranche 1 Hybrid Models explored and validated

April '21

Tranche 2 engagement takes place to identify those services and key contacts for Tranche 2a/2b

May/June '21

- Workplace Strategy consultants (Peopletoo) commissioned
- Technology 'Test & Learn' sites set up and tested
- **Tranche 2a** Hybrid models exploration start

June '21

- Development of ways of working guidance documents and protocols for WoW Hub
- Review of and updates to Policies in line with Hybrid working

July '21

- **Principles (WoW framework) approved**
- Workplace Strategy- **Blueprint approved**
- 19th – All employee comms following gov announcement and ECC stance on return to buildings
- 22nd - Finalisation of ways of working guidance documents and protocols and WoW Hub Live
- **Tranche 1 -** all employee inc. manager comms sent in prep for September mobilisation
- 26th – Workstyle e-letters/emails sent to Tranche 1 employees including links to guidance documents

August '21

- All **Tranche 2a** Hybrid model validated
- Team Charters in place for **Tranche 1**
- Workstyle Personalisation discussions for **Tranche 1**
- EQIAs for **Tranche 1** services approved by Project boards

Sept '21

- **Tranche 2a** employees – next step comms
- **Tranche 2b** Hybrid exploration start
- Managed return to County Hall building starts:
Phase 1:
o Interim spaces for **Tranche 1** services

6th - Tranche 1 employees working in accordance to Hybrid working, using and testing interim spaces as per their Charter, workstyle and Ways of Working guidelines

o Interim spaces tested by Tranche 1 with insight fed back in for preparation for full returns

Note:
- **N.B. Social Distancing measures will remain in ALL available spaces** until notified otherwise
- *This will not effect those individuals who are currently using buildings due to personal circumstance nor teams who are already in and using buildings. *Contingency is in place and they can continue to work as is, until they have gone through their Hybrid model exploration and transition process.*
- 20th **Tranche 2** – Line Manager comms sent

*Note.*Contingency space are based on those teams in buildings already and will not accommodate anything beyond these permissions. It is important that the existing numbers are retained and does not grow.*
RISK to be avoided

Completed

Programme – WoW indicative Timeline (Key activity - High level)

Oct 21

- Workplace Strategy – **Estate Appraisal approved**

- Initiate FBC - lessons learned, evidence, Space configuration and Technology costs and Benefits

- **Tranche 2**
- All employee comms re. return to buildings (phase 2) including links to ways of working hub to ensure spaces are used appropriately

- (last batch) Workstyle e-letters/emails sent to **Tranche 2a** employees inc. links to guidance documents

Nov '21

- Managed return to County Hall and other buildings continued:
Phase 2:
  o Interim spaces configured for remaining services to use, based on T1 lessons learned, Workplace strategy blueprint and estate appraisal

Tranche 2a employees working in accordance to Hybrid working, using interim spaces as per their Charter, workstyle and Ways of Working guidelines

Dec '21

- FBC/CMA approved
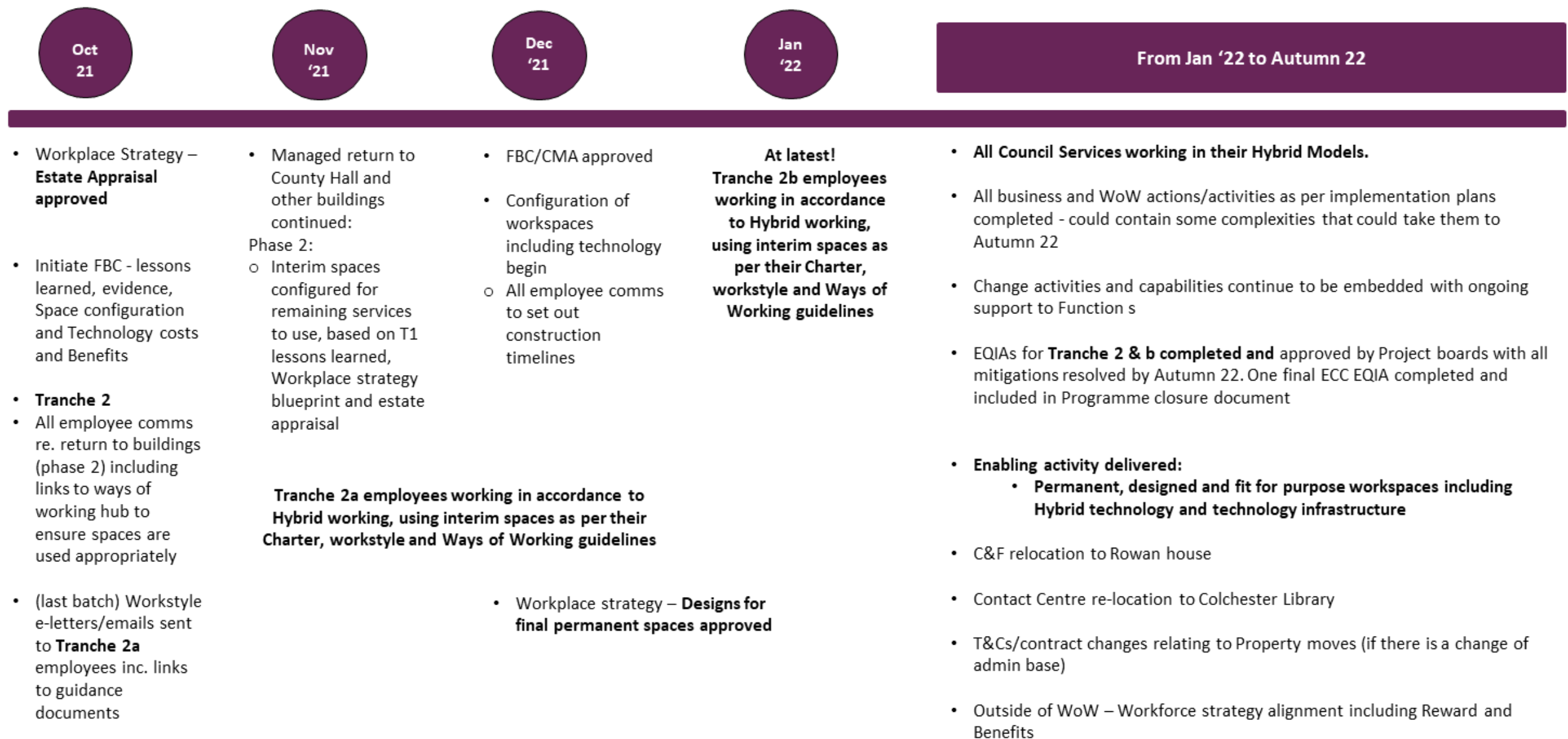- Configuration of workspaces including technology begin
  o All employee comms to set out construction timelines

- Workplace strategy – **Designs for final permanent spaces approved**

Jan '22

At latest!
Tranche 2b employees working in accordance to Hybrid working, using interim spaces as per their Charter, workstyle and Ways of Working guidelines

From Jan '22 to Autumn 22

- **All Council Services working in their Hybrid Models.**

- All business and WoW actions/activities as per implementation plans completed - could contain some complexities that could take them to Autumn 22

- Change activities and capabilities continue to be embedded with ongoing support to Function s

- EQIAs for **Tranche 2 & b completed and** approved by Project boards with all mitigations resolved by Autumn 22. One final ECC EQIA completed and included in Programme closure document

- **Enabling activity delivered:**
  - **Permanent, designed and fit for purpose workspaces including Hybrid technology and technology infrastructure**

- C&F relocation to Rowan house

- Contact Centre re-location to Colchester Library

- T&Cs/contract changes relating to Property moves (if there is a change of admin base)

- Outside of WoW – Workforce strategy alignment including Reward and Benefits

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It is expected that the enabling activity below will be delivered during this period
- Digital Mail
- Improved WIFI in agreed drop down sites

Essex County Council Organisation Strategy

Report title: Future of the Council's Corporate IT System
Report to: Corporate Policy and Scrutiny Committee
Report author: Cllr Chris Whitbread, Cabinet Member for Finance, Resources and Corporate Affairs
Date: 30 September 2021   **For:** Consideration
Enquiries to: Amanda Moore, Programme Director
County Divisions affected: Not applicable

1. Introduction

This session will consider the work undertaken by the Corporate Systems Programme to implement My Oracle, the new corporate IT system that will be used for managing HR, Payroll and Finance transactions.

2. Action required

2.1 The update is for consideration and discussion.

3. Background

3.1 ECC currently use 'The Corporate System' (TCS), for the provision of core business processes e.g. paying suppliers, paying employees and general ledger.

3.2 Having been sourced in 2014, the system is considered 'of its time' and it does not support modern working practices, it is also hosted on ECC networks which creates resilience issues.

3.3 In March 2020, Cabinet approved the decision to move to a cloud-based system called 'My Oracle' and the Corporate Systems Programme began implementation, with a target launch date of October 2021.

4 Progress to date

4.1 The programme is on track for launch in October 2021.

4.2 My Oracle has been built and tested it to make sure it works, and we have engaged with employees and suppliers so that they know what is changing and what they will need to do differently.

4.3 Training and familiarisation sessions are underway and will continue throughout September and October.

4.4 The final transfer of data from TCS to My Oracle and the subsequent business reconciliation activity will take place between 24th September – 3rd October and the new system will be 'live' from 4th October.

5   Benefits of My Oracle

5.1 The move to My Oracle will result in significant change activity across the organisation and this presents benefit opportunities derived from the exploitation of new technology.

5.2 The table below outlines the immediate benefits to ECC.

My Oracle feature	ECC Benefit
Upgrades are quarterly releases included as part of Oracle licence model	The system is continuously improved and enhanced, bringing new features and fixing bugs. No big system upgrades/change programmes required for My Oracle.
Enhanced User Experience	My Oracle is a more user focussed intuitive product, this will mean that employees will spend less time doing administrative tasks and have more time to focus on the things that matter most to the people of Essex.
Reduction in system complexity.	Reduction in number of errors currently being produced by our current system due to misuse/misunderstanding of the system and complexity within our current processes.
	Improved / simplified decision making as a result of a more intuitive solution (e.g. configurable dashboard / reports or real time data).
No ongoing service management contract required	No requirement to retain service management contract with Fujitsu beyond transitional period as this can be managed in house via the My Oracle Support team.
Alternative device access (phones/tablets)	Employee can access some elements of My Oracle from alternative devices.
Not reliant on ECC Network	Enhanced resilience of system, access to system as not dependent on ECC network / infrastructure
Legal compliance	As solution cannot be customised the risk of system being non-compliant with legal requirements (e.g. GDPR) is reduced
Maintains financial control	Retains existing robust financial controls / data integrity (single source of the truth)

6 Fujitsu/Evosys as Systems Implementor

6.1 Throughout the programme, Fujitsu have acted in the role of 'systems implementor' supported by their supply chain partner, Evosys. This has involved working with the ECC team to set up and prepare My Oracle and transfer the data from TCS.

6.2 Fujitsu and Evosys were selected to act as systems implementor due to the combination of Fujitsu's in-depth knowledge of ECC's current system and Evosys' experience in implementing the Oracle system in the Local Government Market.

6.3 They will continue to provide support services for a transitional period to ensure service continuity for My Oracle whilst ECC develops its in-house support capability.

7 Flexibility/future proofing

7.1 My Oracle is a licenced based product which allows flexibility if the organisation size or shape changes. The current ECC licences are for 5 years until 2025, with the option to extend for a further 5 years.

7.2 It is market leading in new technology for large local authorities and has the functionality and potential for scalability if needed for a wider role, and by adopting the best practice processes, it means that ECC can benefit from the product's ongoing evolution through frequent supplier led updates providing improvements and enhancements to the system every 3 months.

7.3 The Oracle system is already used by Thurrock Council, Suffolk Council, Norfolk Council and several London Boroughs and Unitary authorities.

8 Supporting future ECC Technology Transformation

8.1 The implementation of My Oracle is a significant step in transforming Essex County Council through the adoption of evolving technology, and the new system has several capabilities that will modernise ECC's ways of working in the future.

8.2 So far, the programme has focused on implementing the Core HR/Payroll and Finance modules to meet the immediate needs of the organisation, but a business case for a second phase, looking at further opportunities for digitisation of core support services is underway, due in Autumn this year.

9 Next Steps

9.1 My Oracle will launch w/c 4th October and a business case for phase 2 of support services digitisation is due to be completed in Autumn 2021.

Report title: Organisation Strategy – performance measures	
Report to: Corporate Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 30 September 2021	For: Consideration
Enquiries to: graham.hughes@essex.gov.uk	
County Divisions affected: All ECC	

1. Purpose of Report

This item is to consider the report of the private virtual session held on 23 September 2021 and any actions arising.

2. Background

2.1 On 4 August 2021 members discussed with the Leader, Chief Executive and other officers, the work underway to refresh the Organisation Strategy. The final version would be submitted to Full Council for approval in October 2021.

2.2 At the time of the meeting on 4 August 2021, performance measures were still being developed for the aspirations and targets set out in the refreshed Organisation Strategy. It was agreed that members would have the opportunity to give feedback on the proposed performance measures in a further session in late September. It was not possible to schedule this discussion for the Committee's formal meeting on 30 September 2021 due to tight completion deadlines for the paper going to Full Council in October. Instead, it was agreed by the Chairman that a private virtual discussion be set up which would then report back to the Full Committee on 30 September.

2.3 As the virtual discussion was scheduled for a time after the publication of this agenda pack, it is not possible to include a report of it in the published agenda pack. Instead, a report of the discussion will be tabled at the meeting for consideration and will be published as soon as it is available on the County Council's website as a meeting paper alongside the agenda pack.

3. Action Required

To consider next steps and any arrangements for ongoing monitoring of the performance measures.

4. List of Appendices

- Report of virtual discussion on Organisation Strategy – Performance Measures held on 23 September 2021 (to follow)

Work Programme

Report title: Work Programme	
Report to: Corporate Policy and Scrutiny Committee	
Report author: Graham Hughes, Senior Democratic Services Officer	
Date: 30 September 2021	**For:** Discussion and identifying any follow-up scrutiny actions
Enquiries to: Graham Hughes, Senior Democratic Services Officer at graham.hughes@essex.gov.uk.	
County Divisions affected: Not applicable	

1. Introduction

1.1 The work programme is a standard agenda item. The work programme for the Committee is being developed and the current position is outlined below.

2. Action required

2.1 The Committee is asked to consider this report and issues under consideration in the Appendix and any further development or amendments.

3. Background

3.1 <u>Developing a work programme</u>

The new membership of the Committee was confirmed at Full Council on 25 May 2021. Since then the Committee has held two induction sessions which have included discussions with relevant portfolio holders about their priorities in the coming months. The issues and priorities covered during those discussions have since been further developed into an initial proposed work programme by the Chairman and Vice Chairmen.

4. Update and Next Steps

See Appendix.

5. Appendix –
- Initial proposed work programme by the Chairman and Vice Chairmen.

2021/22 Work Programme (dates subject to change and some issues may be subject to further investigation, scoping and evaluation)

APPENDIX

Corporate Policy and Scrutiny Committee – Work Programme

Date/timing	Issue/Topic	Focus, approach and other comments
30 September 2021	Ways of Working and facilities update	To incorporate flexibility of workforce, future Estates strategy and indicators on the way forward (particularly in relation to Property Strategy as no definitive blueprint available yet)
30 September 2021	Corporate Systems update	To incorporate ambitions for technology transformation and facilitating change elsewhere in the organisation, implementation timetable, training and compatibility and universality.
30 September 2021	Performance measures developed for the Organisation Strategy refresh.	Report to be drafted after the 23 September 2021 workshop and tabled at the full committee meeting on 30 September 2021
21 October 2021	Finance update	Response to pandemic and challenges on budget process including the assumptions being made for next years' budget. Medium term financial outlook (s151 report – financial viability is based on meeting certain targets); Pick up action points from Financial Performance Outturns/ Quarterly update in August meeting.
18 November 2021	Commercial property portfolio update	Resource needed post-Covid, locations, role for Essex Homes, jobs in Essex, role of local authority wholly owned subsidiaries.
TBC	Update on devolution/localism/reform agenda	Define and review functions and devolved powers and the extent of collaborative work. Cabinet Member availability prevents scheduling this for current November meeting date. Options being looked at.
27 January 2022	Future of Essex Archive Services (including use of digitalisation).	TBC
TBC	Budget update ahead of approval at Full Council on 10 February	TBC

Work Programme continued…

**Further issues under consideration
(other themes and issues highlighted during induction discussions with Cabinet Members)**

Date/timing	Issue/Topic	Focus/other comments
TBC	Climate Commission	Place and Economic Growth Policy and Scrutiny Committee has taken lead so far but may be cross-cutting issues.
TBC	Essex Housing	ECC's strategies and plans, including environmental considerations.
TBC	Essex Outdoors	Increasing usage and making more commercial. Cross portfolio work. Could be led by another scrutiny committee.
TBC	Faith covenant	Role of ECC and wider Equalities agenda
TBC	Levelling up agenda: cross-cutting.	Involves partnership work including districts. Scrutiny Board may determine scrutiny approach and whether there needs to be any joint working across scrutiny committees.
TBC	Planning process review	How Essex system works. Place and Economic Growth Policy and Scrutiny Committee may lead but may be cross-committee aspects.
TBC	Procurement	Percentage of procurement with Essex businesses, social value contracts, autonomy of service areas.