

30 April 2019**Agenda Item: 8****REPORT OF CORPORATE DIRECTOR, FINANCE, INFRASTRUCTURE &
IMPROVEMENT****SMARTER WORKING PROGRAMME****Purpose of the Report**

1. The purpose of this report is to provide an overview on the progress of the Smarter Working Programme (SWP) and to seek approval for the proposed approach to the closure of the programme.

Information**Background**

2. The vision for the Smarter Working Programme is:

“A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results “

3. In November 2016, Policy Committee agreed funding for the SWP for the provision of new ICT equipment and the reconfiguration of office buildings over a three year period. We are now in the third year of this programme.

Progress

4. In 2018 the SWP delivered:

- An upgrade in the scheduling software was rolled out across all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H) that provided an improved functionality for staff
- The deployment of new ICT equipment and a reconfiguration of the office space in County Hall resulted in an additional 356 staff working out of the building – taking the headcount up to 1,144
- New ICT equipment was deployed to 256 staff based at Trent Bridge House
- The Social Work team based at City Hospital were moved from Valebrooke House to a site within the main hospital. As part of this move they have received new equipment, access to Lync telephony and there has been a review of the Wi-Fi coverage

- New ICT equipment was deployed to over 100 staff based at Prospect House in Beeston.

Prioritised deployment

5. Following the completion of the roll-out of new equipment at Trent Bridge House and Prospect House, it was decided to have a period of deployment that prioritised Social Care. This was undertaken in recognition of the impact that the new equipment is having with these staff.
6. A schedule was agreed, in consultation with the deployment steering group that reflected the impact of providing additional engineer support to increase the capacity for the deployment. This saw an additional 800 devices deployed between October and the end of the calendar year, which represented a significant increase in the pace of deployment.

Deployment of new kit during 2019

7. Following on from the period of prioritised deployment we have been completing the deployment of kit at the remaining office bases across the County and have now completed the deployment at:
 - (i) Sir John Robinson House
 - (ii) Sherwood Energy Village
 - (iii) Meadow House
8. This leaves County House, Mercury House and The Piazza which are set to have kit deployed by mid-May.
9. Following these deployments we will work with colleagues in ICT to complete deployments at smaller sites across the County

Summary of the overall deployment

10. The following table provides a summary of the equipment deployed since the start of the programme:

Equipment	Laptop	Laptop	Yoga	Total
Department	(Carbon)	(L460)		
ASCH	15	151	792	958
CFCS	18	155	1,020	1,193
CE	110	643	54	807
Place	16	198	151	365
Total	159	1,147	2,017	3,323

11. This excludes devices that have been funded by the SWP but that have been deployed directly to staff through the usual business route.

Reconfiguration of offices

12. We are currently reconfiguring the offices at Sherwood Energy Village. As part of this we are also re-locating teams within the buildings which will improve the working synergies between the team and introducing the same average 6:10 desk:staff ratio deployed in other buildings.
13. The resulting reduction in the office requirement is sufficient for us to vacate one of the three buildings currently in use.
14. The last building to be reconfigured under this programme will be Meadow House in Mansfield. It is currently anticipated that this work will commence over the summer and be completed in Autumn 2019.

Revised profile of the funding secured in November 2016

15. In November 2016, Policy Committee approved £3.6m of capital funding for the SWP- which was profiled over three years from April 2017 through to March 2020.
16. Due to a slight acceleration in the deployment of ICT equipment, the out-turn for spend against this allocation in 2017/18 was exceeded by £0.2M. The funding was re-profiled accordingly, having highlighted this requirement to the Improvement and Change Sub-Committee in December 2017.
17. Following the decision to undertake a period of accelerated deployment, we highlighted the requirement to re-profile the budget to Improvement and Change Sub-Committee in November 2018.
18. These changes are detailed in the following table:

	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000
Original Profile				
ICT Equipment	1,090	1,005	579	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,440	1,442	727	3,609
Revised profile (Dec 17)				
ICT Equipment	1,290	1,005	379	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,640	1,442	527	3,609
Potential profile (Nov 18)				
ICT Equipment	1,290	1,384	0	2,674
Furniture & Refurbishment	350	437	148	935
Total	1,640	1,821	148	3,609

PROGRAMME CLOSURE

Proposed approach to the closure of the programme

19. The programme will end with the re-configuration of the office space at Meadow House in Mansfield. This will complete the planned activity for the programme and will initiate the closure of the programme.
20. As part of the closure process we plan to identify areas where functions that have been provided from the SWP, and the previous Ways of Working (WoW) programme, will need to be continued.
21. We will then identify and agree where and how these functions will be provided as part of the business as usual arrangements for the Council.
22. The areas, functions and initial perspective of how those functions will be provided in the future are summarised in appendix A and these will be refined and signed off for inclusion within the programme closure report.
23. The closure report for the SWP will be presented to the Improvement and Change Sub-Committee later in the year.

Link to the Investing in Nottinghamshire Programme

24. As the SWP comes to a close the next phase of this work will now be taken forward under the Investing in Nottinghamshire programme. A report was taken to Policy Committee in March 2019 and received approval to:
 - Redirect the Smarter Working Programme with a new set of principles to drive transformation across County Council services in the pursuit of Council Plan outcomes, investing in Nottinghamshire
 - A number of changes to the Council's operational estate in order to facilitate Phase 2 of the Smarter Working Programme and support service based transformation
 - Funding to undertake detailed analysis, concept, planning and design work to support the review of the current accommodation portfolio and develop firm proposals to deliver revenue savings.
25. A modern and sustainable corporate estate is critical to the success of new models for service delivery. Many of the buildings from which critical services operate currently are now beyond their 30-year average life, and require substantial planned maintenance over and above the budget. Many of these buildings are not fit to deliver modern, flexible and integrated public services.
26. The overall annual running costs of these 12 buildings is £2,975,000 (2018/2019 budget). In addition, over the next 5 years, there is an estimated £5,215,000 of planned maintenance costs to these buildings.

27. This new programme will be underpinned by a set of robust principles:

- a. Investing in Nottinghamshire to maximise the strategic impact of the location of the Council's office estate and the use of the Council's assets for economic impact and regeneration.
- b. To facilitate the productivity and effectiveness of our workforce and services, driven through, new technology, integration of service transformation and realignment of the operational estate.
- c. To develop more fit for purpose local accommodation in a way that meets operational need, is reflective of changing service models, including through joint or integrated working with partners, and is future-proofed for the future.
- d. To ensure the Council has appropriate buildings in local communities, close to where service users live.
- e. To mobilise and empower the Council's workforce with new technology and an average, 6:10 desk ratio in all office buildings.
- f. To maximise the Council's current assets, maximising the use of these properties, releasing surplus accommodation to offer best value for money in the overall programme.
- g. To achieve greater certainty and security by operating in office accommodation owned by the County Council rather than leased from the market.
- h. To support a more effective workforce, with less travel "downtime", less costly travel and improved access to our offices/services through public transport and better parking provision.
- i. To ensure effective and efficient deployment of Facilities Management in a way that provides a safe, sustainable, corporate and compliant office and service environment.
- j. To improve our environmental impact through a reduced carbon footprint of the Council's estate and improved sustainable transport solutions.

28. The report to Policy Committee identified a number of buildings that would be vacated, subject to further work:

Geographical area	Buildings considered for release/disposal
Bassetlaw	Chancery Lane
Newark and Sherwood	Bevercotes House
Mansfield and Ashfield	Mercury House and the Piazza
Broxtowe, Gedling, Rushcliffe	Trent Bridge House, Sir John Robinson House and Prospect House

Note: Of the initial 12 buildings in scope the ones which will be retained are County Hall, Welbeck House, Thoresby House, Meadow House and Lawn View House.

29. Based on initial modelling, gross revenue annual revenue savings in the region of £1.348 million are estimated, with potential net capital receipts of approximately £5.5 million. These estimates do not include potential other cashable and non-cashable benefits (such as the avoidance of planned maintenance), which will be quantified through further work. The necessary capital investment will also be determined by the more detailed work.
30. Policy Committee approved funding, of up to £2.4m to undertake detailed design and planning work to deliver the realignment of the Council's property estate and provide further details on costs and revenue savings.

Other Options Considered

31. No other options were considered

Reason/s for Recommendation/s

32. To update the Committee on progress of the Smarter Working Programme and seek approval for the revised governance arrangements.

Statutory and Policy Implications

33. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATIONS

- 1) That the Improvement and Change Sub-Committee consider whether there are any actions arising from the report.
- 2) That the Improvement and Change Sub-Committee agrees the proposed approach to the closure of the programme.

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For any enquiries about this report please contact:

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Constitutional Comments (SLB 11/04/2019)

34. Improvement and Change Sub-Committee is the appropriate body to consider the content of the report

Financial Comments (RWK 11/04/2019)

35. There are no specific financial implications arising directly from the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All