

## **REPORT OF THE CORPORATE DIRECTOR, RESOURCES**

### **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), detail on the project at Lawn View House that concluded in October 2017 and to seek approval to re-profile the approved funding for the Smarter Working Programme - should the need arise as a result of the acceleration of the programme.

#### **Information and Advice**

##### **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 & service users and managed by results “
3. SWP is the successor to Ways of Working (WoW) programme, which delivered the following savings:  
  
£ 2.42 m in capital receipts  
£ 3.11 m reduction in annual running costs
4. The SWP is designed to build on the success of the WoW programme to deliver the technology, work settings and support to increase the flexibility of our workforce and to deliver a range of benefits.

##### **Progress**

5. In 2016 the SWP delivered the following:
  - Trent Bridge House (TBH) was re-stacked to reduce the space occupied by Highways and the Business Support Centre. This enabled ICT and staff from Chadburn House to move into TBH and HR to move to County Hall.

- Staff moved out of Chadburn House delivering an additional annual saving of £175k
- The Lync telephony system was implemented at all main County Office sites
- The Multi Agency Safeguarding Hub (MASH) were moved into the Piazza
- Model developed to show the potential impact of the SWP on the future requirement for office space
- Funding secured for new ICT equipment and the reconfiguration of office space
- The former CLASP building was cleared and handed over for demolition- resulting in an additional annual saving of £ 178k

6. In 2017 the SWP delivered the following:

- Scheduling of appointments was rolled out for all Social Work and Occupational Therapy teams in Adult Social Care & Health (ASC&H), making further use of the TotalMobile functionality.
- Scheduling of appointments for the START re-ablement service was rolled out across all teams
- A successful pilot project saw a mail scanning process put in place for teams based at Lawn View House (LVH)
- A review of ICT support for staff based at Queens Medical Centre (QMC) resulted in the introduction of Lync telephony, improved WIFI access and the deployment of new ICT equipment for staff
- Staff at Chancery Lane were deployed with new ICT equipment
- LVH has been reconfigured and staff have been deployed with new ICT equipment
- Deployment of new ICT equipment has started at County Hall which will also see some minor changes to the configuration of office space to support a greater level of flexible working

### **Impact and benefits of the work in 2017**

7. **Scheduling.** The impact of the introduction of scheduling was covered in a presentation to the Improvement and Change sub-committee in July. These were identified as:

- The percentage of SW assessments undertaken within timescale has increased from 61% to 77%
- The percentage of OT assessments completed within timescale increased from 25% to 67%
- The START service were able to increase referrals by 28% and saw a 45% reduction in travel time

8. **Mail scanning.** This project has seen the following benefits arise from having mail scanned upon arrival and sent electronically to the recipient:

- A reduction in staff time handing mail items from an average of 7 minutes per item to 2 ½ minutes
- A reduction in the requirement for physical storage at LVH

- Increased flexibility for staff who can receive their mail regardless of their location
9. **QMC.** A case study for the work at QMC is detailed in Appendix A of this report. The main impacts are:
- Staff spend a lot less time traveling between the wards and their office and overall has saved them up to three hours a week
  - Vital information relating to a patients status are updated on back office systems direct from the ward meaning that other staff are able to answer Health colleagues enquiries with up-to-date information
10. **Chancery Lane.** As this office base had not been part of the previous equipment replacement programme some of the equipment was below the current specification. Following the deployment of the new equipment, 93 % of staff experienced an improvement in computer response times and feedback from staff on their new devices included, “It works very well and the speed is much better”.
11. **Lawn View House.** The following objectives were set for the project at Lawn View House:
- Reduce the space allocated for teams  
The implementation of smarter working principles has seen the desk-to-staff ratio reduce from 1.18 to 0.68 and teams have been restacked and have gone from using three floors to two.
  - Introduce new work settings  
Touchdown areas and meeting pods have been provided for teams based on floors 1 and 2 to provide alternative work settings. The ground floor has been re-configured to provide staff with a variety of alternative work settings, including team collaboration spaces, quiet areas for touch down and regular touchdown.
  - Rationalise the amount of storage  
Storage has been reduced by 179 units (76%) across the building. This has been achieved by supporting staff to rationalise what they keep, support from records management and some digitisation, along with support from business support colleagues to scan files of paper.
  - Deploy new ICT equipment and remove desktop PCs.  
Last October there were 651 devices at LVH. This consisted of 367 desktop PCs, 62 laptops and 222 Lenovo tablets. We have deployed 396 devices (a mix of Laptops and Yoga devices) and have left 40 desktop PCs in place for business continuity and for use in touchdown areas. This represents a

reduction of 33% in the number of devices provided for staff at Lawn View House

- Refresh peripheral devices  
As part of the project we replaced over 300 monitors as well as many keyboards and mice.

### **Spend against funding secured in November 2016**

12. 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.

	2017/18	2018/19	2019/20	Total
	£ '000	£ '000	£ '000	£ '000
ICT equipment	1,040	980	554	2574
Lync Telephony	25	25	25	75
Audio Visual equipment	25	0	0	25
<b>Sub - total 1</b>	<b>1,090</b>	<b>1,005</b>	<b>579</b>	<b>2,674</b>
Furniture and refurbishment	350	437	148	935
<b>Sub-total 2</b>	<b>350</b>	<b>437</b>	<b>148</b>	<b>935</b>
<b>Total</b>	<b>1,440</b>	<b>1,442</b>	<b>727</b>	<b>3,609</b>

13. Whist this funding was approved for the Smarter Working Programme it is worth noting that £ 2.574M of the £ 3.609M (71%) is on the replacement of ICT equipment that would have been required irrespective of the SWP.
14. The forecast out-turn for spend against this allocation in 2017/18 is currently in line with the profiled amount. However, we are monitoring this very closely as:
- (i) The pace of work at County Hall is picking up and we would rather bring some capital funding forward from future years than delay progress.
  - (ii) There are many variables that could affect the spend on this project especially from changing requirements and price changes

### **Other options considered**

15. No other options were considered.

### **Reasons for Recommendations**

16. To seek approval to re-profile the approved funding for the Smarter Working Programme - should the need arise as a result of the acceleration of the programme.

## **Statutory and Policy Implications**

17. 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.

## **RECOMMENDATION/S**

- 1) That the Improvement & Change Sub-Committee notes progress of the SWP
- 2) That the Improvement & Change Sub-Committee provides approval to re-profile the approved funding for the Smarter Working Programme – should the need to arise as a result of the acceleration of the programme.

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**For any enquiries about this report please contact:**  
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## **Constitutional Comments – (KK 29.11.2017)**

18. The proposals in this report are within the remit of the Improvement and Change Sub-Committee

## **Financial Comments [SES 29/11/17]**

19. The financial implications are set out in 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