

**25<sup>th</sup> November 2019****Agenda Item: 6****REPORT OF THE SERVICE DIRECTOR, FOR FINANCE,  
INFRASTRUCTURE & IMPROVEMENT AND SECTION 151 OFFICER****SMARTER WORKING PROGRAMME****Purpose of the Report**

1. The purpose of this report is to provide details of the achievements and closure of the Smarter Working Programme (SWP).

**Information****Background**

2. The SWP was the successor to the Ways of Working (WoW) Programme which was initiated in 2010 as a key component of the Improvement Programme with the aim of reducing the Authority's portfolio of office accommodation and modernising working practices.
3. The WoW programme ended with the clearance of the CLASP block at County Hall in 2015, having generated £ 2.42 m in capital receipts and a £ 3.11 m reduction in annual running costs
4. Whilst the WoW programme had been specifically driven by the aim of reducing the property estate, the SWP was focused on facilitating a change in the working culture of our staff by ensuring that they have the right office settings, ICT equipment and support from managers to enable them to work in a much more flexible way.
5. The SWP was approved as part of the report on "Redefining Your Council" in July 2014 with the vision for the programme defined as:  
"A workforce able to work flexibly, where and when it best suits them, their customers and service users and managed by results "
6. Joint working between corporate services has been key to the success of the programme and cross-departmental representation within all levels of governance was a feature of the collaborative approach.
7. Going forward, office space liberated by the programme is a key enabler for the Investing In Nottinghamshire programme and the positive experience of delivering a corporate, cross-cutting programme is informing the development of the digital programme.

**Programme deliverables**

8. The main deliverables of the programme are shown below and further details are listed in Appendix A

- The deployment of 2,200 tablet devices in 2015
- The introduction of scheduling between 2015 and 2017
- The roll-out of Lync (Skype for business) telephony across main office sites in 2016
- The reconfiguration of the office space and re-location of teams in Trent Bridge House (TBH), Lawn View House (LVH), County Hall, Sherwood Energy Village (SEV) and Sir John Robinson House (SJRH) between 2016 and 2019
- A review of policies to ensure that they are aligned with and support the principles of smarter working in 2017
- A refresh of the offer for hospital-based staff between 2017 and 2018
- New ICT equipment deployed to over 3,400 staff between 2017 and 2019

### **The impact of the programme**

#### **9. Deployment of tablet devices (2015)**

The introduction of tablet devices was in response to the frustration of staff in always having to return to their base in order to update the case management system. Social Care staff were now able to access the County – due to the 3G functionality of the device and the TotalMobile software that allowed them to update records without having to return to the office.

10. From analysis undertaken for the Adult Social Care & Health (ASCH) department between May 2015 – August 2016 it was shown that staff productivity, in terms of completed assessments, had risen and that mileage had reduced. Whilst mobilisation was only a part of the changes being made under the ASCH Ways of Working Programme, mobilisation had played a significant part in the following improvements:

- Staff Productivity in Older Adults rose by 30%
- Staff Productivity in Physical Disability increased by 37%
- Mileage across the department reduced by 15%

#### **11. The introduction of scheduling (2015-2017)**

Scheduling was part of the functionality of the TotalMobile software that had been deployed as part of the introduction of tablet devices. The START reablement service had already identified the requirement for an automated way to schedule appointments and it presented an opportunity to reduce the time between first contact and assessment for Social Workers and Occupational therapists.

12. The following impacts were reported to this committee in July 2017

<b>START service</b>
<b>Working more efficiently within existing resources</b> <ul style="list-style-type: none"> <li>• Downtime is 38% lower than figures seen in Nov 2016</li> <li>• Increase in referrals by 28%</li> <li>• A reduction in travel time of 45% seen comparing paper to phone records</li> <li>• This has compensated for a reduction in funding for alternative support to get service users out of hospital</li> </ul> <b>Benefits for staff</b> <ul style="list-style-type: none"> <li>• Safer lone working of frontline workers</li> <li>• Improved the health and well-being of office-based staff</li> </ul>
<b>OT and SW Assessments</b>
<b>Community Assessment Team Ashfield and Mansfield – OT Assessments:</b> <b>July 2014 – June 2015 (pre-pilot):</b> 25% within timescale – taking an average of 51.5 days <b>July 2015 – August 2016 (post pilot):</b> 67% within timescale – taking an average of 25.1 days  <b>Community Assessment Team Rushcliffe – Social work assessments:</b> <b>Oct 2014 – Sep 2015 (pre-pilot):</b> 61% within timescale – taking an average of 30.2 days <b>Oct 2015 – Aug 2016 (post pilot):</b> 77% within timescale – taking an average of 20.5 days

### 13. Roll-out of Lync (Skype for business) telephony (2016)

The deployment of Lync was one of the key enablers for flexible working. It meant that staff were no longer tied to the desk that had their phone on it. This then allowed for the introduction of desk:staff ratios which results in a reduced overall demand for office space – as teams met their requirements with a reduced office footprint.

### 14. The reconfiguration of the office space (2016-2019)

Under the WoW programme, County Hall and Trent Bridge House had been refurbished and open plan offices had been introduced with some sit-stand desks and alternative work settings. Under the SWP there was a focus in providing a wider range of work settings and a greater number of sit-stand desks that would be more appropriate for the more collaborative and flexible way of working that SWP was seeking to enable, support and promote.

15. In reconfiguring the office space, the opportunity was also taken to review the location of teams within and across the bases – allowing us to improve the amount of “proximity-driven” collaboration.

16. The reconfiguration of the office space and team moves was also the mechanism by which space was liberated for other teams. At County Hall, this meant we were able to clear the third floor, allowing us to move the ICT service and Place department from Trent Bridge House. At Sherwood Energy Village it allowed us to clear one of the three office buildings for disposal.

### 17. Policy Review (2017)

Rather than have a separate policy for SWP, it was decided to incorporate any required changes in policies to support more flexible working as part of a wider review of policies being undertaken by Human Resources (HR).

#### 18. A refresh of the offer for hospital-based staff (2017-2018)

This work built on the deployment of tablet devices to increase the mobility of staff within the hospital and resulted in better WIFI on the wards, Lync telephony being introduced and the team at QMC being one of the first teams to be deployed with the new yoga devices. The positive impact that this had is demonstrated in the associated case study in Appendix C.

#### 19. The deployment of new ICT equipment (2017-2019)

One of the early decisions within the programme was to move away from the provision of desktop computers to a model where each member of staff has their own device. This is now recognised as one of the key enablers for flexible working and represents recognised best practice for the implementation of smarter working.

20. The deployment of the yoga, laptop and carbon devices has been very well received by staff across the Council. In 2018, this resulted in a period of prioritised deployment for Social Care staff – in recognition of the impact that the new devices were having for staff.

21. Staff can now have the same experience whether in any office, at home or in the community allowing the flexibility that comes from being able to work wherever you are a reality

#### 22. Main impact 2015 - 2019

The main impact of the programme has been to enable the delivery of the original vision for the programme.

23. Staff now have the appropriate ICT equipment and modern office environment that – in tandem with a change in the perception of and access to a more flexible way of working – has genuinely changed how our staff work.

### Programme Funding

24. The initial deployment of tablet devices was funded by the ICT strategy.

25. In November 2016, Policy Committee provided approval for the SWP to bid for £3.6m of capital funding - which was obtained and profiled over three years from April 2017 through to March 2020 as detailed in the following table:

	2017/18	2018/19	2019/20	Total
	£ '000	£ '000	£ '000	£ '000
ICT equipment	1,290	1,384	0	2,674
Furniture & refurbishment	350	437	148	935
<b>Total</b>	<b>1640</b>	<b>1,821</b>	<b>148</b>	<b>3,609</b>

26. The profile of the funding was brought forward twice to reflect programme delivering ahead of schedule and subject to final adjustments for the stock of ICT equipment, it is anticipated that the programme will finish within budget.

### Programme Benefits

#### 27. Cashable Financial Benefits

In the report to Policy Committee in November 2016, the anticipated cashable benefit of the SWP, was estimated as £ 1,420,000 in capital receipts and £ 1,630,000 in ongoing revenue savings. This was based on the financial modelling being undertaken at the time which reflected the options being discussed within the project team and at the cross-party Member Review Group.

28. Vacating Chadburn House and the Clasp block at County Hall resulted in an annual revenue saving of £ 350,000
29. The “Investing in Nottinghamshire: Delivering the Council Plan through a second phase of the Smarter Working Programme” report went to Policy Committee in March 2019. This identified the seven buildings that would be released/disposed, subject to further detailed work, and provided an estimate for the remaining savings to be achieved of £ 1,348,000 in ongoing revenue savings and £ 5,500,000 in capital receipts.
- 30. The positive impact on budget pressures from improved productivity**
- By enabling and equipping staff to work in a more flexible way there are benefits in staff productivity. This can result from front line staff being able to spend more of their time with service users and less time travelling to and from the office, from managers being able to join meetings via Skype – saving the time and cost of travelling across the County - and from all staff working from home or other locations that allows them to manage their time more effectively.
31. It was estimated that the increase in productivity from the introduction of the tablet devices in 2015 was equivalent to a reduction in budget pressure of £ 0.65m. Whilst it is not possible to extract all the savings gained from an increase in productivity this will have acted to reduce budget pressures that has a positive impact on the Medium Term Financial Strategy (MTFS).
32. When the impact of the improved productivity was evaluated in 2016, for the report seeking funding for the programme from 2017-2020, the increased productivity was estimated to be equivalent to a reduction in budget pressure of £ 3.349m over the three-year period.

**33. Benefits for staff**

The impact on front line staff has been very positive:

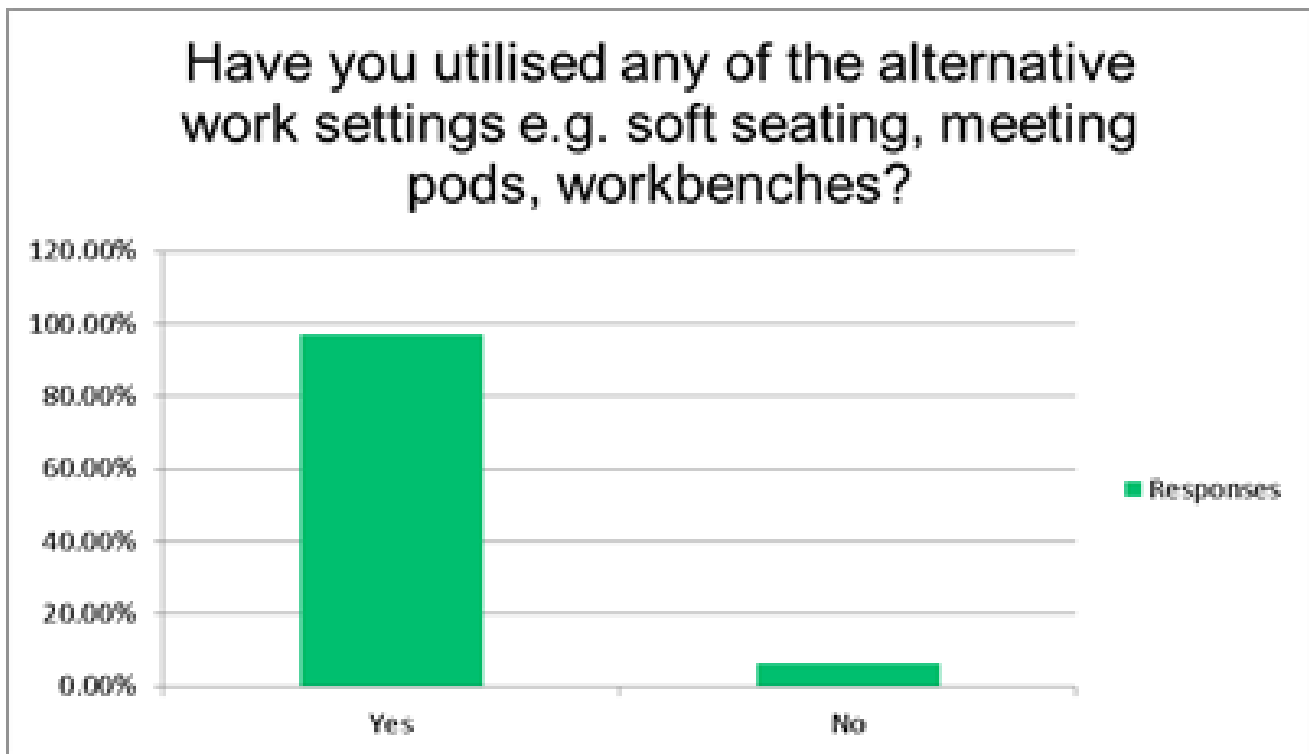
The ASCH Healthcheck survey in spring 2018 found that:

- 83% of staff felt that they had access to workspaces that supported them to work flexibly. This compares to 50% in the 2015 Healthcheck.
- 78% felt they had equipment that enabled mobile working e.g. phones and Think Pads. This is in line with national reporting that 79% of Local Authorities have ICT provision that is aligned with new ways of working.
- 88% of staff were aware of the expectation to work in a mobile way in line with smarter working principles and expectations

The CFS Healthcheck in 2019 found:

- 80 % of staff said that the introduction of Smarter Working and more flexible working had been beneficial to their work:life balance and their wellbeing
- Two of the top four positive aspects of their working experience were having appropriate technology to do the job and a good work:life balance
- 90% of staff said that they were able to access the ICT network whenever they needed to

34. We have surveyed staff at key points throughout the programme in order to baseline their readiness for change and evaluate the impact on their working lives. The following graphs are taken from the staff survey at County Hall in 2018 which demonstrates that there has also been a positive impact on back-office staff:



## **PROGRAMME CLOSURE**

35. The formal programme closure process has identified the areas where functions that have been provided from the SWP, and the previous Ways of Working (WoW) programme, will need to be continued.

36. The areas, functions and initial perspective of how those functions will be provided in the future are detailed in Appendix B.

### **Other Options Considered**

37. No other options were considered.

### **Reason/s for Recommendation/s**

38. To update the Committee on the achievements and closure of the Smarter Working Programme.

## **Statutory and Policy Implications**

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

**Nigel Stevenson**

**Service Director, Service Director for Finance, Infrastructure & Improvement and Section 151 Officer**

**For any enquiries about this report please contact:**

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### **Constitutional Comments (KK 6/11/2019)**

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

### **Financial Comments (RWK 14/11/2019)**

41. 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'



## Smarter Working Programme – Deliverables

2015
The roll-out of 2,200 tablet devices to support mobile working
1,600 social care staff provided with TotalMobile software and training to enable case notes and assessments to be completed on the tablet computer, away from the office
Replacement of 1,000 blackberry phones with Windows smartphones
Creation of additional touchdown space at County Hall and Lawn View House
Extension and enhancement of the wireless network across multiple sites to support mobile working
A pilot to test the potential of audio-visual equipment
The introduction of scheduling for the START service and appointments for Occupational Therapy and Social Work Assessments
Work with departments to reduce the operational building estate as part of the development of a 10-year Asset Management Plan
A gateway review of the programme undertaken by an external Smarter Working expert
A model developed to show the potential impact of the SWP on the future requirement for office space to support the development of the Asset Management Plan and the development of options for reducing the current portfolio
2016
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 for HR staff to move to County Hall.
NCC staff moved out of Chadburn House delivering an additional annual saving £175k
The Lync telephony system was implemented at all main County Office sites – to over 5,000 users
Over 1,000 blackberry phones replaced by Windows smartphones
The Multi Agency Safeguarding Hub (MASH) were moved into the Piazza
A series of engagement sessions with senior managers across the Council

Funding was secured for the deployment of new ICT equipment and the reconfiguration of office space to enable greater flexibility in how and where our staff undertake their work
The former CLASP building was cleared and handed over for demolition- resulting in an additional annual saving of £ 178k
<b>2017</b>
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
<b>2018</b>
Site visits for Members to see the impact of different strands of work within the SWP
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 has 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 335 staff working out of County Hall–taking the headcount up to 1,182
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.
Following a decision to prioritise deployment to Social Care staff, an additional 800 devices were deployed between October and the end of the calendar year, which represented a significant increase in the pace of deployment.
A review of policies to ensure that they are aligned with and support the principles of smarter working
<b>2019</b>
Deployment of new ICT kit at the remaining office bases across the County and has been completed: <ul style="list-style-type: none"> <li>(i) Sir John Robinson House</li> <li>(ii) Sherwood Energy Village</li> <li>(iii) Meadow House</li> <li>(iv) County House</li> <li>(v) Mercury House</li> <li>(vi) The Piazza</li> </ul>
Reconfiguration and re-location of staff at Sherwood Energy Village, resulting in the clearance of Bevercotes House for disposal
Engagement with staff at Meadow House ahead of the reconfiguration of their office space

### Arrangements for the transfer to business as usual

Area	Function	Future provision
Property	Office rationalisation	This will be delivered as part of the Investing in Nottinghamshire (IIN) programme
	Office moves and space planning	This will be covered by the resource allocated to the IIN programme from the Programme & Projects team.
	Management of building occupancy	
	Consistent management of office buildings	This will be managed from within the Place department
	Car Parking strategy	This will be picked up within Place department
	Co-location of Health & Social Care staff	The SWP programme manager is liaising with the Group Manager (Property) to transfer this work to the Property team.
ICT	Future funding for ICT equipment	The ongoing funding will be evaluated and a bid submitted to CAMG by the Group Manager (Operational Delivery)
	Support	The revised support model for the new ICT equipment will be managed by ICT
		The support implications of co-located Health & Social Care staff will be managed within ICT
	Printing for co-located staff	This will be picked up by the print strategy
HR	Business System Support Officers	The future provision of support provided by these staff will be managed within the Business Support Service and is currently the subject of a review.
	Support for managers and staff	<p>This will be picked up through the work undertaken in partnership with Timewise to promote and develop our flexible working arrangements and as part of the accreditation process</p> <p>All employment policies and procedures have been reviewed to streamline them and to make them more modern. The process has had increased flexible working as a primary driver for the work undertaken to date This work continues and we seek to deliver increased management support digitally. There is a need to ensure we have the correct review frameworks in place to maintain</p>

# Case Study – Jo Ansell-Wood, QMC Assessment Team

## Background & Context

The QMC Assessment team were chosen as a proof of concept by ICT services to determine how to deploy new technology and solutions outside of a main NCC office base. Previously the team were using analogue phones, struggling with hospital wifi and as such the use of their mobile devices was not being maximised. ICT services spent time working with the team and health ICT colleagues to deploy new mobile devices (Yoga 260), Lync telephony systems and new WiFi settings & connections. This is the impact the project has had, as described by Jo Ansell-Wood

## Difference to me and my service users

I cannot live without it! I enjoyed using the ThinkPad and invested time building it into my day to day work but often had issues with connectivity on the wards I work on, which was frustrating. This meant that I spent more time at my desk away from my service users and their families.

The new device and the **vastly improved connectivity** in the main hospital wards means that I am able to undertake most of my work whilst I'm on the ward & be more visible to my health colleagues and service users.

I use the device mainly in the ward offices, thus enabling me to link a lot closer than I ever have been able to with health staff. All conversations can now occur whilst I'm on the ward rather than having to phone ward staff back when I'm at my desk. This **improves the service we provide to service users and increases the speed at which I am able to respond** to their needs & therefore supports hospital staff to discharge patients safely and quicker.

Being **able to quickly update service user's records & case notes** in a timely manner also allows the service advisors in my team to demonstrate that there are no delayed discharges because of social care.

Previously I could spend the vast majority of my day visiting service users and their carers on wards, making notes and not actually updating the Framework/Mosaic system until I got back to my desk at 3:30pm – 4:00pm. This meant that our team were often on the back foot when receiving requests for updates from health staff who were waiting to discharge service users.

The service advisors can now respond to these requests for updates on my behalf, as I can update records as I work flexibly on the wards around the hospital. The devices & perhaps more importantly the connectivity has allowed this whole **process to work much smoother**.

The Yoga 260 switches on and logs in quick, which is a vast improvement on the desktop machines we had previously. It connects to the internet well which is really useful when ordering equipment, gaining consent or just wanting to use as a visual aid with service users and carers. I recently used it to help make decisions alongside a service user about the care home placement they wanted me to organise.

Having Microsoft Lync has also enabled me to make calls or use the instant messaging. Small things like being able to use the headset and **talk and type at the same time is a more efficient way of working**. It also means I have the ability to make calls all the time and manage my own voicemails, rather than messages having to be taken and passed on to me.

On occasion I'll work from home either first thing before a personal appointment or in an evening to finish some work ahead of the next day. Again, the connection is much more stable and I have had no issues. This **improves my worklife balance** and allows me to still be working even though I have an appointment. I don't need to take flexi or request urgent domestic business.

I feel that the recent ICT project has allowed me to once again improve the way I work and support my service users. The new technology and software supports me to be able to do my role to the best of my ability contributing to my productivity.

## Overall Impact

I wouldn't be able to work as efficiently without my device. It saves me at least 3 hours (8%) of time a week. If you multiply that out across the assessors within the team that would be equivalent of having another 1.5fte members of staff.

### Top tips

**Use it:** Try to change the way you work gradually. The device, as you can see from above, has really helped me, my team and my service users.

**Keep using it:** The more you use your device to work flexibly the more it will become a natural part of your working day.

### Contact information:

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