Nottinghamshire County Council

REPORT OF THE LEADER OF THE COUNCIL

EUREKA! 12-MONTH REVIEW

Purpose of the Report

1. To note the findings of the review of the online staff ideas platform called Eureka! which has supported the delivery of £849,000 of savings in its first 12 months.

Information and Advice

2. Eureka! was introduced in October 2013 to increase employee engagement and collaboration opportunities by providing employees with a greater opportunity to share their ideas and suggestions in an open forum.

3. The system replaced the former paper-based Bright Ideas scheme which had proved difficult to manage and operated in a more closed environment without the opportunity for peer-to-peer comment.

4. Eureka! uses some innovative solutions to encourage participation, including crowd-sourcing, where ideas can be developed by a number of individuals or groups, and game play, where users can either vote for or against a particular idea.

5. The use of crowd-sourcing is a relatively new concept in terms of employee ideas schemes in the public sector although the Eureka platform is used by a number of major UK-based firms including the BBC, NHS, Aviva and the Ministry of Justice.

The challenge process

6. The online platform works on the basis of setting challenges with clear boundaries and time limits set. The challenge is publicised through the intranet, a broadcast email, Team Talk and through ongoing intranet stories to maximise interest.

7. In response to the challenge, employees are encouraged to suggest ideas and the Eureka! community can express their opinion by responding with additional comments and/or voting for or against the idea put forward.

8. Once the challenge has closed, a summary report on the ideas raised is taken to the Corporate Leadership Team, who provide feedback on which ones to take forward for investigation and action. The feedback is shared with the Eureka! community and highlighted on the intranet and within the staff briefing channel, Team Talk.

Analysis

9. Since the introduction of Eureka!, there have been nine challenges covering topics as diverse as budget savings, innovation, car parking and channel shift.

10. To date, 1,772 employees have registered as Eureka! members which represents 19% of the total directly employed workforce and 35% of those with online access through individual email accounts.

11. In total, since October 2013, 143 suggestions have been made by employees and 28 ideas have been taken forward as CLT recommendations for further work and investigation by the challenge owner.

12. As part of the Eureka! first-year review process, individual challenge owners were contacted to identify what actions had been implemented and the potential savings identified. This approach was to help highlight the return on investment achieved by the implementation of Eureka! The information is highlighted below.

13. A full list of CLT recommendations, action to date and costs savings achieved is listed in Appendix 1. It is important to emphasise that many of the ideas supported the delivery of savings that were already in progress. Eureka! has supported the delivery of savings of £849,000 over the past 12 months. Summary highlights are shown in the table below.

Eureka! Challenge	Number of employee ideas	Ideas taken forward by Challenge owner after CLT approval	Actions to date	Savings achieved/ potential savings
Car parking	48	9	7 ideas taken forward 2 outside scope of car parking project	None – investment required for all ideas
Delivering services and communicating better online	15	3	2 ideas taken forward	TBC
Encouraging innovation	18	Ongoing challenge	N/A	N/A
Service merger challenge	7	5	5 ideas taken forward	N/A
Support groups	10	4	4 ideas taken forward	N/A
Learning and development	7	6	6 ideas taken forward	N/A
Money saving ideas	17	4	2 ideas taken forward	£669,000
Energy saving behaviour change	16	3	3 in progress as this was a recent challenge	Up to £180,000 if universally adopted
What would help you to work more flexibly?	6	Ongoing challenge	N/A	N/A
TOTAL	**143**	**28**	**23**	**£849,000**

Employee survey

14. As part of the review of Eureka! an online survey was launched on the intranet to gain insight into employee understanding and perceptions of the system.

15. Ninety employees have responded and the results show:
    - 100% of respondents are aware of Eureka!
    - the intranet and Team Talk help to inform people about Eureka!
    - 100% of respondents are aware of the collaborative opportunities offered through Eureka!
    - 78% of respondents use Eureka to see what other people are saying about an issue
    - 60% of respondents log on daily/weekly/or several times a month
    - 65% of respondents state time availability restricts their use of Eureka! at work
    - 41% of respondents believe Eureka! provides an effective way to submit their ideas
    - 23% of respondents believe Eureka! helps them to collaborate with other colleagues
    - 60% of respondents do not understand what actions have been taken following a Eureka! challenge
    - 54% of respondents believe that their manager does not encourage them to get involved in Eureka!
    - 50% of respondents do not believe that senior management get involved in exploring ideas in online discussions in Eureka!

Renewal costs

16. Wazoku, the supplier of the Eureka! platform, has agreed to hold the contract price at the existing fee. This includes unlimited end user licences, system maintenance and support, site customisation and single sign-on. The total 12-month renewal cost will be £7,000.

Other Options Considered

17. Alternative staff ideas schemes were looked at but Eureka! was judged to offer the best solution and the best value for money.

Reason/s for Recommendation/s

18. To promote the contribution that employees have made to supporting the overall savings target of the Council.

Statutory and Policy Implications

19. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the NHS Constitution (Public Health only), the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

20. The financial implications are set out in paragraph 16 of this report.

Human Resources Implications

21. The Eureka! employee suggestion scheme is one of a range of provisions which facilitates organisational transformation, by enabling County Council employees to contribute their own ideas to shape the change and improvement necessary to support organisational transformation.

RECOMMENDATION/S

1) That the progress made to date with Eureka! be noted.

Martin Done
Service Director, Communications and Marketing

For any enquiries about this report please contact:

Constitutional Comments

22. As this paper is for noting, no constitutional comments are required.

Financial Comments (NS 4/11/14)

23. The financial implications are as stated 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.

- Full list of Eureka! challenges and the feedback

Electoral Division(s) and Member(s) Affected

- All

Appendix 1

Completed Eureka! challenges, CLT recommendations, actions to date and savings supported

Car Parking challenge

Challenge owner: Kevin McKay

CLT Recommendations	Progress to date	Cost savings achieved
Offer more incentives to cyclists, adequate changing and shower facilities, lockable well lit bike stores	Facility provision in County Hall underway with the likely closure of existing facilities in the Clasp Block. Cycle store been erected at LVH. No other plans for introduction of facilities	Not applicable
Open up Members' Parking area when on non-major council / committee days)	This is already happening	Not applicable
Short Stay Parking areas (max 3.5 hours) for business users	Achieving this requires an investment in Automatic Number Plate Recognition (ANPR). Proposals are being considered in line with the review of security & building access systems that require replacing due to a current Windows XP system being unsupportable from April 2015	Not Applicable
Better car park permit issue and controls (such as stopping those who have left the council from using County Hall)	As above	Not applicable
Tell staff about the Masons car park £2.50 a day offer (Comms has just done this)	A number of staff have taken this offer up	Not applicable
Working from home – allow more staff to do so	Outside of the Car Parking issue scope	Not applicable
Re design and re-paint car parking spaces to fit more in and remove obstructive flower beds (County Hall)	Some work in reducing beds and site management at County Hall taken place. Remarking will take place when an enforceable system is in place	Not applicable

Workbase Reshuffle – staff work from base closest to home, so don't need to use cars so much	Outside of car parking issue scope	Not applicable
Rationing – limit days of access / Rota System	Will be subject to an options for change report from C&FM	TBC

Delivering services and communicating better online
Challenge owner: Martin Done

CLT Recommendations	Progress to date	Cost savings achieved
ICT to pick up the problem of internal legacy systems as part of its work programme to replace equipment and mobilise the workforce	In progress	Ongoing
Channel shift project board to review all requests for e-payment project following the completion of the pilot	e-Payments has been moved into the Digital First programme with implementation over the next few months.	This is likely to be an enabler of savings rather than direct delivery as it will allow more of our customers to transact online which will reduce demands on the back office. It is also likely to deliver increased income although this has yet to be calculated.
Feed the ideas submitted about improving the website and customer experience in to the Digital Development Plan for further consideration	Digital First project is looking at the ideas on improving the website and customer experience with a new website expected in April 2015.	This is likely to be an enabler of savings rather than direct delivery as it will allow more of our customers to transact online.

Service Merger challenge
Challenge owner: Jayne Francis-Ward

CLT Recommendations	Progress to date	Cost savings achieved
The Strategic Management Framework Business Intelligence project to review the examples around citizen based services	This idea is about working with partners to understand the person/ family and targeting help to meet their needs (rather than agencies providing isolated services to address single issues) and is in keeping with new approaches being	Not applicable

	considered as part of redefining your council and demand management	
As part of the work to develop a revised operating model the work of other councils is taken into consideration	This is now regularly considered through the Council's transformation work as well as possible learning from other public service providers and businesses. A new dashboard being developed for CLT will ensure that senior managers are aware of positive opportunities and best practice from elsewhere alongside challenges and performance risks faced in Nottinghamshire.	Not applicable
The Libraries service to work with ASCHPP to see if any opportunities exist to co-host day services	The group manager libraries, archives, information & learning is exploring whether there are any potential opportunities for this	Not applicable
Review the possibilities of sharing with other public bodies including financial services, the BSC and buildings	The Council is sharing Cipfa Trainees through a joint scheme with districts, fire, police, health, Grant Thornton.

Authorities in Nottinghamshire, including the City Council, are currently exploring the possibility of sharing internal audit functions.

The Business Support Centre provides a number of sold services to other organisations which generate income, for example, we provide,

       An extensive external payroll | TBC |

| | bureau service for schools, academies and other organisations including providing a payroll processing service for Nottinghamshire Fire and Rescue; Disclosure and Barring Service which provides criminal records checks for a wide range of organisations; Recruitment advertising services.

The Council already has examples of sharing buildings with other agencies and local authorities. | |
|---|---|---|
| To align transformation governance arrangements | The Council's improvement programme has been restructured and a new transformation framework and board put in place. Work is continuing to develop the ICT Design Authority, new change control and assurances arrangements for data and information needs and to ensure that projects and programmes are linked to the Council's plans, strategies and priorities. | Not applicable |

Support Groups challenge
Challenge owner: Jayne Francis-Ward

CLT Recommendations	Progress to date	Cost savings achieved
Promote the role of the groups through drop-in sessions or by featuring on	Chair of the Corporate Equalities Group met with the groups to consider an	Not applicable

the equality calendar	additional combined 'drop in session' linked to national anti-bullying week. Report taken to Corporate Equalities Group in August and CLT on 2 September to agree	
Reminder to managers to allow employees to attend meetings	Chair of the CEG met with the groups to discuss. Increased promotion of the groups through articles / publicity materials which now include management support to reinforce this.	Not applicable
Training to raise awareness amongst managers of the groups is being provided through the Leadership Development Programme	The leadership development programme for Team Managers is under way	Not applicable
Provide support to groups to undertake virtual meetings using Lync/Yammer	The merits and opportunities of virtual meetings have been highlighted to groups. This offer has been repeated with support available from Communications and Equality officers	Not applicable

Learning and Development Challenge
Challenge owner: Marje Toward

Draft CLT Recommendations	Progress to date	Cost savings achieved
Prioritising training on employee wellbeing to help people handle issues like stress, anxiety and depression more effectively and make staff feel more supported and valued at work	Training launched in November to enable managers to support employees to improve their personal psychological wellbeing and remain productive at work.	N/A
Providing a 'salary sacrifice' option for employees to pay for training courses at source to encourage more employees to self-fund professional development	Salary sacrifice schemes are being considered as part of the Council's Pay and Reward Package. This and mechanisms to ensure that employees have the required knowledge and skills will	TBC

	be included within the new Workforce Development Strategy.	
Making sure training is always relevant and targeted at the right audience	This related to feedback on a particular generic training programme (Information Management) which is being reviewed. Generally training needs are identified and agreed by employees and managers as part of the EPDR process.	N/A
Joint commissioning of training courses with other public sector bodies to achieve better value for money	This is part of the new operating model for the Workforce and Organisational Development team and we are currently working with partners on this.	Any savings are part of an existing business case
Make e-learning easier to find and use – including technical, cultural and communication issues	Work is underway to resolve some of the issues raised. The roll out of the new system (see below) will be used as the opportunity to re-launch e-learning and improve communication about this with suggestions such as an e-learning newsletter.	N/A
Resolving ICT difficulties experienced when people try to use Skillport.	Skillport has been replaced by a new system which is being rolled out across the Council Nov/Dec 2014	N/A

Money saving challenge
Challenge owner: Mick Burrows

CLT Recommendations	Progress to date	Cost savings achieved
Use appropriate technology to reduce staff travel costs/time out of the office	Mobilisation Pilot – hand held devices for mobile staff. Potential savings could be achieved as a result of this project based on following assumptions: Using handheld devices to communicate thereby reducing the need for	Potential circa £496k

	face to face meetings and travelling across the county – three members of staff travelling across the County for two meetings per day – potential savings would be officer time and travel costs to and from venues	
Reuse existing stationery and consider the option to remove the option to re-order stationery from the BMS system	In hand prior to suggestion	Total budget savings on reducing expenditure on stationery is estimated to be between £20k to £150K by reducing non-essential spend and encouraging greater re-use of existing products.
Investigate sites for property development to raise income	TBC	TBC
Review the possibility of using solar panels to generate electricity at County Council buildings	The Council has a capital allocation over the next few years to support the further installation of solar panels on suitable roofs of its non-school buildings. When complete this will represent a £1.6million investment.	In 2013-14, the solar panels installed under phase 1 of the SunVolt programme generated an income of £72,507 from Feed in Tariff (FiT) payments, and saved £22,695 in electricity costs.

Encouraging energy saving behaviour

Challenge owner: Phil Keynes

CLT Recommendations	Progress to date	Cost savings achieved
Encourage managers to be energy champions	Attend each departmental management team to highlight opportunities	None
Consult staff on ideas to turn the heating down by 1 degree	Commenced work with Property to look at potential pilot sites for engaging with staff around heating temperatures/timings and communicating the value of cumulative small actions, as these will represent our bigger, 'county' offices, where we will have smart metering	Turning down the temperature on heating controls by one degree can save around 8% of heating costs – potentially a £80,000 a year saving across our non-school sites, if universally adopted.

	for gas and electricity supplies and hopefully someone in a suitable capacity on site with whom we can work with.	
Communicate energy usage and energy saving opportunities to staff based within buildings - pilot	As above	Potential to reduce our electricity costs by 5% saving up to £100,000.