



## **REPORT OF THE LEADER OF THE COUNTY COUNCIL**

### **SMARTER WORKING PROGRAMME**

#### **Purpose of the Report**

1. The purpose of this report is to provide Members with an update on the Smarter Working programme (SWP).

#### **Information and Advice**

##### **Background**

2. The proposed vision for the Smarter Working Programme SWP is:  
  
“A workforce able to work flexibly, where and when it best suits them, their customers & service users and managed by results”
3. The expected outcomes for the programme are:
  - Maximised use of and benefits of technology ensuring efficiency
  - A working environment that optimises productivity
  - Improved management of the office space
  - Resolution of existing building-based issues
  - A more joined up use of buildings across sectors
  - A more environmentally-friendly service provision
  - A reduced requirement for the property estate resulting in savings
4. The last update, in November 2015, identified the SWP as the successor programme to the Ways of Working Programme which delivered:  
  
£ 2.42 m in capital receipts  
£ 3.11 m reduction in annual running costs

#### **Progress to date**

##### **Technology**

5. The following technologies have been identified as vital to support the transformation of how staff undertake their work:
  - Portable devices with software to support mobile working

- MS Lync telephony and collaboration tools
  - Smartphone rollout, with Microsoft functionality, to replace Blackberry devices
  - Video conferencing
  - Electronic file sharing and management (Sharepoint)
  - Electronic scheduling
  - Homeworking solutions
  - Software that supports the automation of activities
  - Technologies that support joined-up working with other parts of the public sector
  - Electronic print and mail solutions to allow staff to work from a variety of locations
6. The programme is working closely with Information, Communications and Technology (ICT) on the development, prioritisation and deployment of these technologies to ensure that their maximum potential is realised.
  7. With the increasing use of mobile devices it is likely the ICT provision within the corporate offices will change significantly over the coming years. ICT will continue working closely with the Smarter Working Programme to determine the most appropriate ICT equipment for the office spaces to support more flexible working, which could include the use of laptops, docking stations for tablets etc.
  8. The rollout of MS Lync for telephony allows staff to work flexibly from any building with telephone calls delivered to wherever they log on to a PC. Along with the other features of MS Lync (audio and video conferencing, desktop sharing, Instant Messaging) staff can collaborate with colleagues whilst remote or home working.
  9. For those staff with tablet devices the MS Lync facilities are available to them whenever they use their tablet device.
  10. All 3,000 members of staff based at County Hall, TBH, Lawn View House, Sherwood Energy Village, Prospect House, Chancery Lane and Dale Close are now MS Lync users. A further 500 members of staff at Meadow House and the Multi Agency Safeguarding Hub (MASH) are due to be migrated to MS Lync in the next 2 months.
  11. Windows Smartphones will replace the 1,000 Blackberries during April and May 2016, The Smartphones will allow easy access to e-mail, calendar, MS Lync and ultimately TotalMobile allowing staff to work more flexibly.
  12. The rollout of tablet devices to front line staff has now been completed and approx. 2,200 devices have been delivered.
  13. The use of the devices varies across the teams and further work is being planned under an 'Aftercare Programme' to build confidence and increase usage of the tablets. This work will contribute significantly to the amount of

time staff can spend away from the office whilst having access to the applications and data they require to do their jobs in a more flexible way.

14. TotalMobile software has been provided to the majority of tablet users to provide a mobile friendly interface to the Frameworki system for social care staff. The TotalMobile system can be used when staff have no Wi-Fi or 4G connection and provides an easy-to-use interface which should allow staff to use the devices in a variety of settings, including the service user's own home.

### **Audio Visual equipment pilot**

15. A three month technical pilot of the fixed audio visual screens at County Hall, Trent Bridge House and Lawn View House commenced on 21<sup>st</sup> March. The pilot is for audio and video conferencing for internal NCC Lync users only, whilst plans are underway to test Lync video conferencing for external organisations and partners.
16. Simple, step-by-step user guides have been produced to enable meeting organisers to set up the equipment themselves. In addition, local champions have been identified to provide on-site assistance and troubleshooting if required.
17. To evaluate usage of the equipment, the room bookings are being monitored and an online survey is sent to the meeting organisers. This asks a number of questions to establish if the equipment was used, the user's experience of setting up and using the equipment, whether there were any issues and to establish an estimate of time and mileage costs saved. This information is essential to measure the benefits of the technical pilot.
18. In addition, two mobile audio/video conferencing devices are being trialled with nominated departmental representatives. "Conference in pocket" provides audio conferencing facilities for small meetings. "Conference in a bag" is a portable video conferencing device which can be used in any meeting room, alongside a mobile device and a projector. Following the initial trials, these will be made available to book via Facilities Management in late Spring 2016.
19. Communications and awareness raising activities have been done mainly online, to keep costs down. Intranet news items, team talk and Anthony May's blog have all been used to publicise the pilot, together with a page on the intranet. A network of users is being identified through the Smarter Working Programme, to promote the use of all of the audio/video conferencing facilities.
20. In early summer 2016, the technical pilot will be evaluated to measure the benefits and make recommendations for whether the wider rollout of equipment to other NCC buildings is feasible.

21. The SWP is also keen to explore the potential for Members to make use of this technology and will looking to identify Members to be involved once the technical pilot has been completed.

### **Electronic scheduling**

22. There are now two pilots underway with Occupational Therapists (OTs) and Social Work teams across the County in Adult Social Care, Health and Public Protection, (ASCH&PP), to test out the Total Mobile scheduling technology and to measure the impact on the time it takes from a service user making contact with us to them being assessed.
23. The findings are that the scheduling can dramatically reduce the time for a service user to be assessed. The latest performance data (for the month of February 2016) shows for the OT pilot that 81% of completed OT assessments are completed within timescale, compared to 31% in June 2015 before the pilot started.
24. The Social work pilot shows (for February 2016) 90% of completed new care and support/community care assessments are completed within timescale compared to 45% in September 2015 before the pilot started.
25. A third pilot with OT's is due to start mid April 2016 which incorporates the learning gained from pilots 1 & 2 and to test the refined technical solution in preparation for the roll out of the scheduling solution to the remaining OT and Social Care Teams across the County.

### **Property Asset Management**

26. The Smarter Working and Property Teams are currently in the process of undertaking a review of the Council's Operational Property Assets (excluding Schools Estate). This portfolio consists of some 263 buildings which provide accommodation for front line service delivery across the County and offices for our staff. Over time our customers' needs have changed as have the needs of the people who deliver the services, whilst some of the buildings they use and occupy are more suited to the needs and how we worked 30 years ago.
27. The result is that in some cases we have the wrong type of property, in the wrong location and much of the estate lacks flexibility and is in poor condition, despite work having been undertaken annually to keep buildings operational. Given the scale of the backlog of works, currently estimated to be £40 million (excluding schools), relative to the available budget (£6.2m of which £1m is spent on reactive works) it means only the highest priority (mainly health and safety) works can be undertaken.
28. Each department has therefore been asked to consider how services can be delivered so that service delivery is improved and their property requirement reduced.

29. It is essential in order to achieve this that we take a more joined up partnership approach to both service delivery and to the use of our property assets, and develop a long term flexible strategy for the future management of the portfolio.
30. Given the urgent need for budget savings and capital receipts a three stage process for the review has been agreed. The time lines for the project are broadly  
**Stage 1:** Mid-January to end March 2016.  
Initial review of the potential to reduce the estate  
**Stage 2:** April to June 2016  
Development of the approach, data analysis of properties in scope and further challenge.  
**Stage 3:** July to end of December 2016  
Further development of proposals and property action plans
31. In order to provide an additional level of external professional scrutiny in relation to the process and governance of the project the Chartered Institute of Public Finance and Accountancy (CIPFA) – Property Division were commissioned in March to carry out a review. Their key findings were very positive with recognition that Asset Management Planning and data supporting the management of the estate is well developed. In terms of the process for the asset management review, risks were identified particularly associated with compressed time lines for the completion of the work and the ability to achieve savings.

### **Human Resources**

32. Work is currently underway to develop a Workforce Strategy applicable to the whole Council. This will reflect the vision and aspirations for the Smarter Working Programme and makes the links with this and other organisational change programmes.
33. The next phases of activity in the Smarter Working Programme; including cultural change, learning and development, communication with and engagement of employees, increased mobilisation by a more agile workforce and review of policies and procedures are identified as key themes and priorities for action in the Workforce Strategy.
34. The interdependencies between the delivery plans for the various programmes of work will be mapped to ensure that synergies are exploited and waste and duplication of effort avoided.

### **Gateway review**

35. Following the gateway review of the smarter working programme, undertaken in November 2015, we have responded to the recommendations contained within the report:

36. **Gateway review recommendation 1:** The vision, outcomes, objectives and success criteria need to be restated to incorporate more the people dimension and culture change.  
**Response:** The new draft vision has been updated to reflect a clearer understanding of what we want to achieve from this programme and a detailed description of how the Council will operate if we achieve this. Members are requested to consider this document, attached at appendix A, and formally approve it.
37. **Gateway review recommendations 2 & 3:** A work-stream of culture change needs to be devised with the support of HR to support employees in changing the ways in which they work.  
This needs to be supported by a more extensive and engaging programme of communications based around clearly defined benefits – for employees as well as the business – and key messages.  
**Response:** An engagement and support project is being established in conjunction with HR colleagues to cover the following areas:
- (a) Communication
  - (b) Learning and development
  - (c) Supporting policies for managers and staff
  - (d) Health & Safety
38. **Gateway review recommendation 4:** More work needs to be done to relate the property strategy over the next ten years to the capacity for working smarter. This involves thinking ahead to where, when and how people could be working and then aligning suitable places in which they can work either as their base or on an as-needed basis.  
**Response:** This recommendation is covered by the development of the Asset Management Plan

### **Lawn View House Pilot**

39. Lawn View House has been identified as the Council's preferred location to introduce a Smarter Working Early Adoption programme as it is one of the most flexible of the office buildings and it has a good mix of teams from different departments.
40. The objective is to not only restore the building back to a fully flexible working environment, but to also work with teams in the building to pilot new technology and trial new smarter working practices and approaches. Some new approaches will enable people to be able to work more remotely from their base. Each will be fully evaluated prior to any corporate roll-out across the Council's other county wide office buildings.
41. Initial work has included the creation of additional work space by reviewing storage requirements and removing unused cabinets and providing staff with the necessary facility to support flexible working.

42. The next set of steps to be taken will be the introduction of a clear desk protocol from Tuesday 31<sup>st</sup> May. There will be a four week settling in period before flexible working practices are introduced on Monday 27<sup>th</sup> June 2016.
43. To support everyone through this transition, a series of briefings are taking place between 18<sup>th</sup> April and 27<sup>th</sup> May.

#### **Financial implications of smarter working**

44. Initial meetings with colleagues from ICT and Finance have been undertaken to evaluate the financial implications of the SWP.
45. The intention is to produce a full business case for the programme, that clearly identifies both the costs and the benefits, and for this to be contained within a future report to Policy Committee.

#### **Other Options Considered**

46. Members have approved the Smarter Working Programme.

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

47. To update Policy Committee on progress with this programme

#### **Statutory and Policy Implications**

48. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, ways of working, sustainability and the environment and those using the service 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 Policy Committee notes the progress of the Smarter Working programme.
- 2) That Policy Committee agrees the revised vision for the programme, as detailed in Appendix A
- 3) That Policy Committee is provided with an update on One Public Estate (OPE) as part of future reports

**Councillor Alan Rhodes**  
**Leader of the County Council**

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**Constitutional Comments (SLB 10.05.2016)**

49. Policy Committee is the appropriate body to consider the content of this report.

**Financial Comments (SES 28.04.2016)**

50. There are no specific financial implications arising directly from this 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

### Vision

#### Vision

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

#### What it will look like

##### How we work (Processes)

We will simplify our processes where possible using the Lean+ methodology and automate activity where possible – helping to ensure that staff are more productive and focussed on where they add the most value to our service users and customers.

We will implement different approaches to service delivery to reduce the need for face-to-face contact

Our working practices will be much closer aligned to those of key partners, like Health, and not specific to a single location.

##### The new culture for the organisation

Managers will have the support, training and information to manage staff who will increasingly be freed up to work in the most appropriate location. This will involve a shift from management by presenteeism to management by results.

It will be vital for us to maintain the sense of our staff belonging to a team and maintaining vital peer relationships.

##### Technology and property requirements

Our staff and partners will have the technology they need to do their job wherever they are and will be able to collaborate in person or virtually.

Our property estate will be improved and significantly reduced and we will actively pursue the opportunities offered by the One Public Estate.

##### Information to keep people updated

Managers and staff will have access to the information when and where it is required to support their work