Transformation Smarter Working Programme

Corporate Select Committee

25th January 2021

Purpose of this report

- Provide an update on the progress made by the Business Transformation & Smarter Working Programme, established following the adoption of 2020-2024 Medium-Term Financial Strategy

- Outline the impacts of COVID-19 on the programmes' activities

- Set-out the priorities for next 6 months and provide an opportunity to identify any other areas of work that should be included

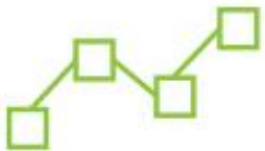- Agree when a further report will be made to the Select Committee

NCC Principles

Offering our help early to **prevent and reduce** demand for specialist services

Joining up our work so that similar activities and services are easily accessible, **done once and done well**

Being **business-like** and making the best use of **digital technology** to ensure value for money
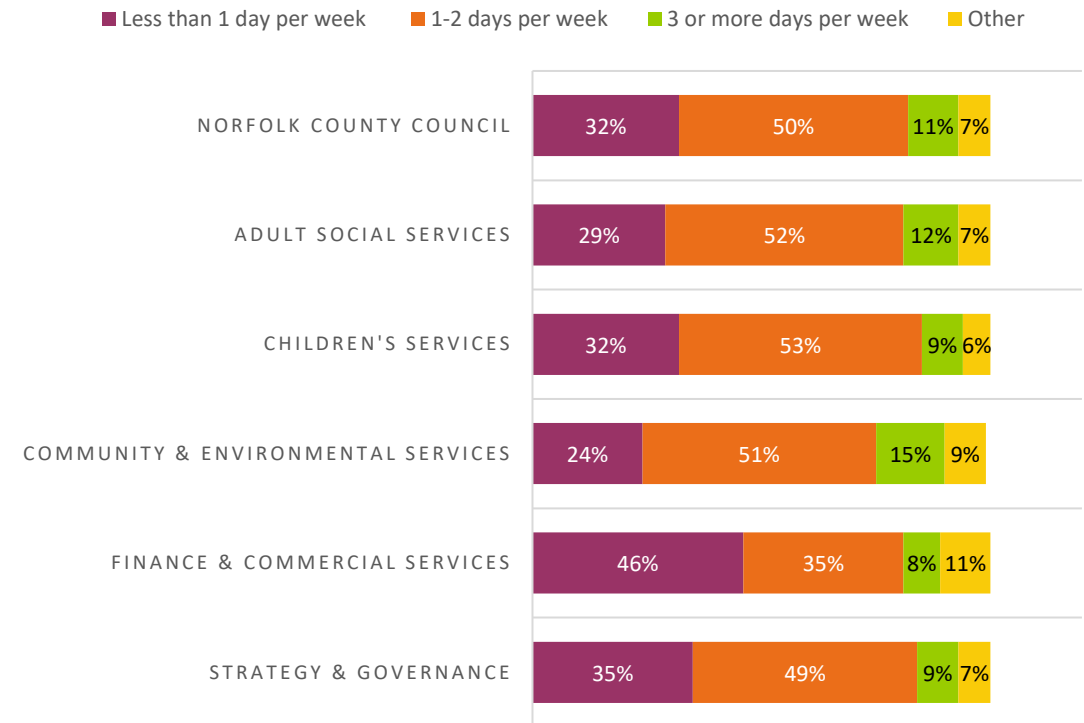
Using evidence and data to **target our work** where it can make the most difference

Smarter Working & COVID-19

- Technology to work from home in place prior to the March lockdown

- Swift shift in location and ways of working, significantly accelerating some aspects of Smarter Ways of Working

- Some areas of transformation activity were paused or slowed

- Work has continued throughout 20/21 to improve support for staff in Smarter Working as well as achieve the savings targets set for the programme and supporting the response to the pandemic

Smarter Working Staff Engagement

- Manager led workshops and mini-polls

- Engagement to gain insight into staff experience through the first lockdown

- Identify residual issues and challenges to be resolved

- Have a plan informed by staff experience for the next phase of activity

	Less than 1 day per week	1-2 days per week	3 or more days per week	Other
NORFOLK COUNTY COUNCIL	32%	50%	11%	7%
ADULT SOCIAL SERVICES	29%	52%	12%	7%
CHILDREN'S SERVICES	32%	53%	9%	6%
COMMUNITY & ENVIRONMENTAL SERVICES	24%	51%	15%	9%
FINANCE & COMMERCIAL SERVICES	46%	35%	8%	11%
STRATEGY & GOVERNANCE	35%	49%	9%	7%

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Areas accelerated

- Reducing our travel and venue hire:
  - In-year savings significantly higher than anticipated
  - Corresponding positive impact on NCCs' carbon footprint with estimated reduction of 41% compared to 19/20

- Print and post
  - Reduced print and post due to lockdown with in-year savings increased
  - Centralised print to post service set-up

- Collaborative working
  - ensure transformation activities are more joined up and outcome focused
  - digital inclusion and upskilling is key to successful transformation
  - ensure our digital enablers are exploited and our property assets effectively utilised

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Areas slowed or paused

- Enabling Districts to better detect fraud and council tax errors:
  - Work has been completed and successfully piloted
  - Further work has been temporarily paused

- Scanning and record storage
  - Good progress has been made on scanning and reducing file storage. However, this has been slowed and paused at points

- Contracted terms and supplier discounts
  - Ceased due to national policy

- Traded Services
  - Charters gained for Registrations and ICT Solutions
  - Calibrations underway

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Progress Summary

- Progress has been made on Transformation and Smarter Working during the pandemic and lockdowns

- The savings target for FY20/21 will be exceeded, taking into account in-year savings, by a 150%

- Anticipated Business Transformation savings embedded in service budget plans for 21/22

- Next phase approach focused on supporting service outcomes recognising the range of services we deliver

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Service Type & Smarter Working

- We aim to be digital by design but the design will depend on the types of service and activities:

    1. Location agnostic services/activities

    2. Services with face-to-face activities

    3. Place based services/roles

    4. Activities and services that require largescale, specialist equipment

Priorities for next 6 months

- Engage re current & future Smarter Ways of Working

- Resolve residual challenges with Smarter Working to ensure staff are working effectively and productively from appropriate locations

- Smarter ways of Working driving the building rationalisation

- Maximise our use of technology

- Deliver the remaining actions under the Peer Review

- Alignment between HR and Finance Transformation Programme and broader Smarter Working objectives

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Questions

What are members thoughts on the priority areas for our Business Transformation over the next 6 months?

Are there any other areas of work that members would like to see included?

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