Smarter Working

Corporate Select Committee – 14th March 2022

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Programme Review Q4 2021

Strategic Recommendations

1) Reaffirm the direction of the programme by agreeing the purpose, aspirations and objectives with NCC leadership.

2) Put in place fit for purpose governance that is user and business needs led, with the programme commissioning (driven by needs and requirements) and providing assurance.

3) Develop the plan that closes-out and delivers sustainable hybrid working - inc. the mgmt. controls to avoid erosion and maintain flexibility.

4) Prove smarter working and the value of a capability skilled at leveraging enablers to secure outcomes through tech and innovation. Track the benefits.

5) Leverage SW capability from within other directorate led programmes that have transformational objectives. Use this capability to embed a legacy (forward looking culture) of always looking to continuously improve and take advantage of new ways of working.

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Smarter Working building on Hybrid Working

Hybrid Working
(Operational Continuity and Flexibility)

The ability provide choice (wherever possible) over where work is done without detriment to

- Collaboration and leadership

- Team comradery

- Performance

- Growth and development

And by consequence reduce costs to NCC.

Smarter Working
(Modernisation and innovation)

NCC sustainability through self awareness and capability (policy, tools, process, insight) to challenge and actively remove nugatory and low value work in order to secure better outcomes for staff, citizens and the region.

Key Considerations for Leadership

On Hybrid Working

- Avoid hard decisions in the absence of evidence. Remain flexible and understand how needs are changing (either in reaction to pandemic constraints or proactive to changing staff needs).

- Be transparent in the comms. And clear that the plan will flex and what we are doing in the programme is ensuring we enable flexibility for teams and individuals.

- Be seen to be fair, recognise the persona types across council staff. Tailor comms around this.

- Empower management. This being the delegated authority as well as training and guidance on leading distributed teams.

On Smarter Working

- Agree some far-reaching and powerful objectives (eg, remove reliance on paper driven workflows).

- Find the x3 areas to prove the business case. There are places with clear appetite.

- Transitioning from programme to capability and defining that tipping point when value is certain.

- What is the SW legacy that will make a difference? (behaviour, leadership, challenge, collaboration, standardisation, continuous improvement)

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Review: Implementation Approach

Approach

- Task and Finish Group to focus accountability and lay foundations e.g Steering Group, Assurance, Strategic Outcomes

- Gathering data and research so key strategic choices are evidence led e.g:
  - Hybrid Working approach and guidance for all
  - Environmental Travel approach
  - Accessibility, Equality, Diversity & Inclusion approach

- SW Programme Group currently focused on optimising hybrid working

- Strategic SW capability and portfolio to be defined following hybrid optimisation and demonstration of value added

Task & Finish: Foundations → Optimise Hybrid Working → Strategic Smarter working

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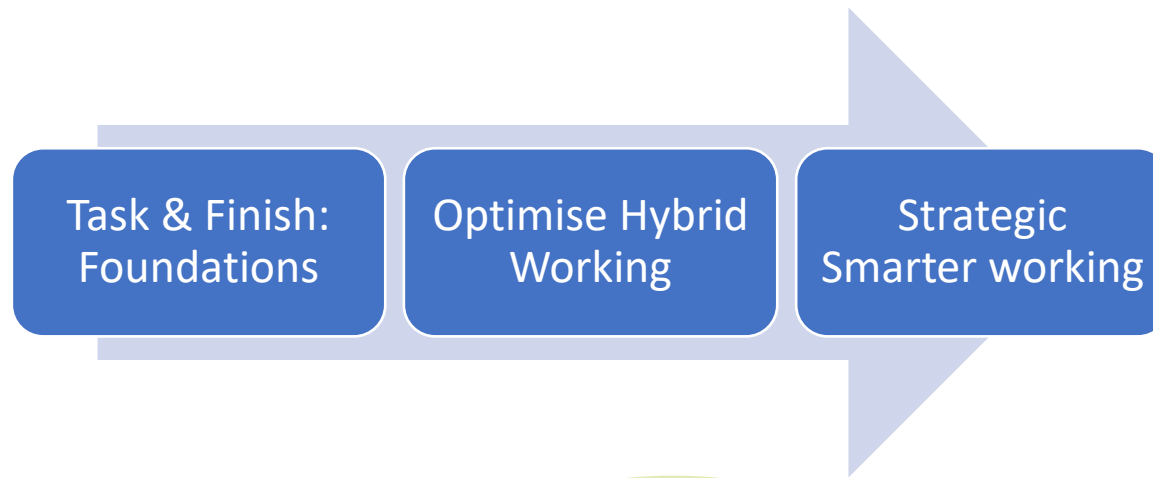
Progress update

Progress

- Plan B successfully implemented and removed
- All colleagues have access to offices and local discretion to utilise hybrid working to the best advantage of their Service Users, Team and colleagues
- Infection control measures to be reduced in line with Government guidance during March and April, led by Health, Safety & Wellbeing / Public Health teams (formal comms to all)
- Research and data dashboard build commenced – will inform future strategic choices
- Car Parking restrictions at CH frozen to allow reliable data to be gathered and informed Environmental Travel Policy to be defined
- An official supplier of Hybrid meeting room equipment has been selected and rollout is currently in planning stages
- Data now available on buildings attendance.

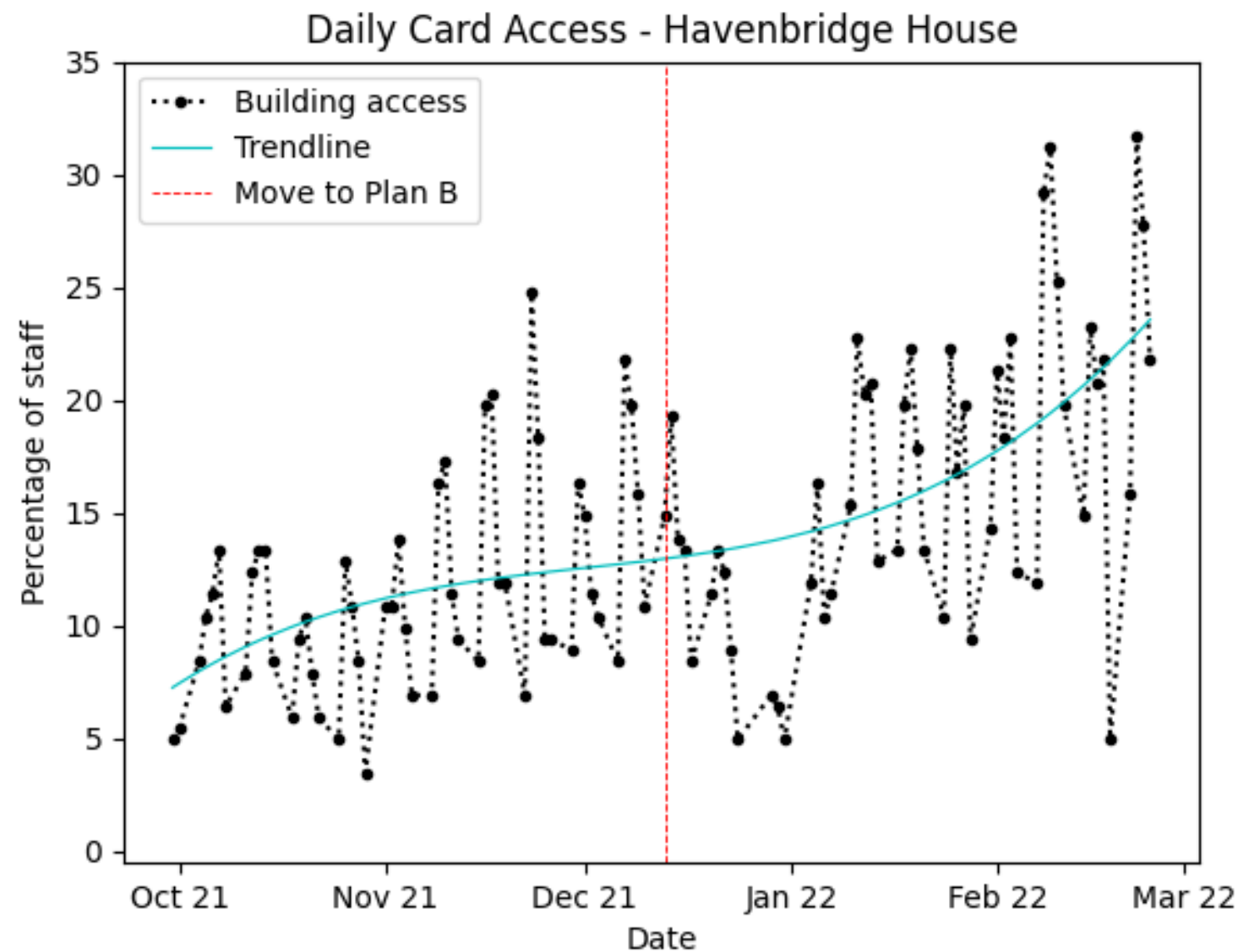# Main buildings occupancy Data – October 2021 to February 2022

County Hall Attendance – Oct 21 to Feb 22

Daily Card Access - County Hall

Priory House Attendance – Oct 21 to Feb 22

Daily Card Access - Priory House
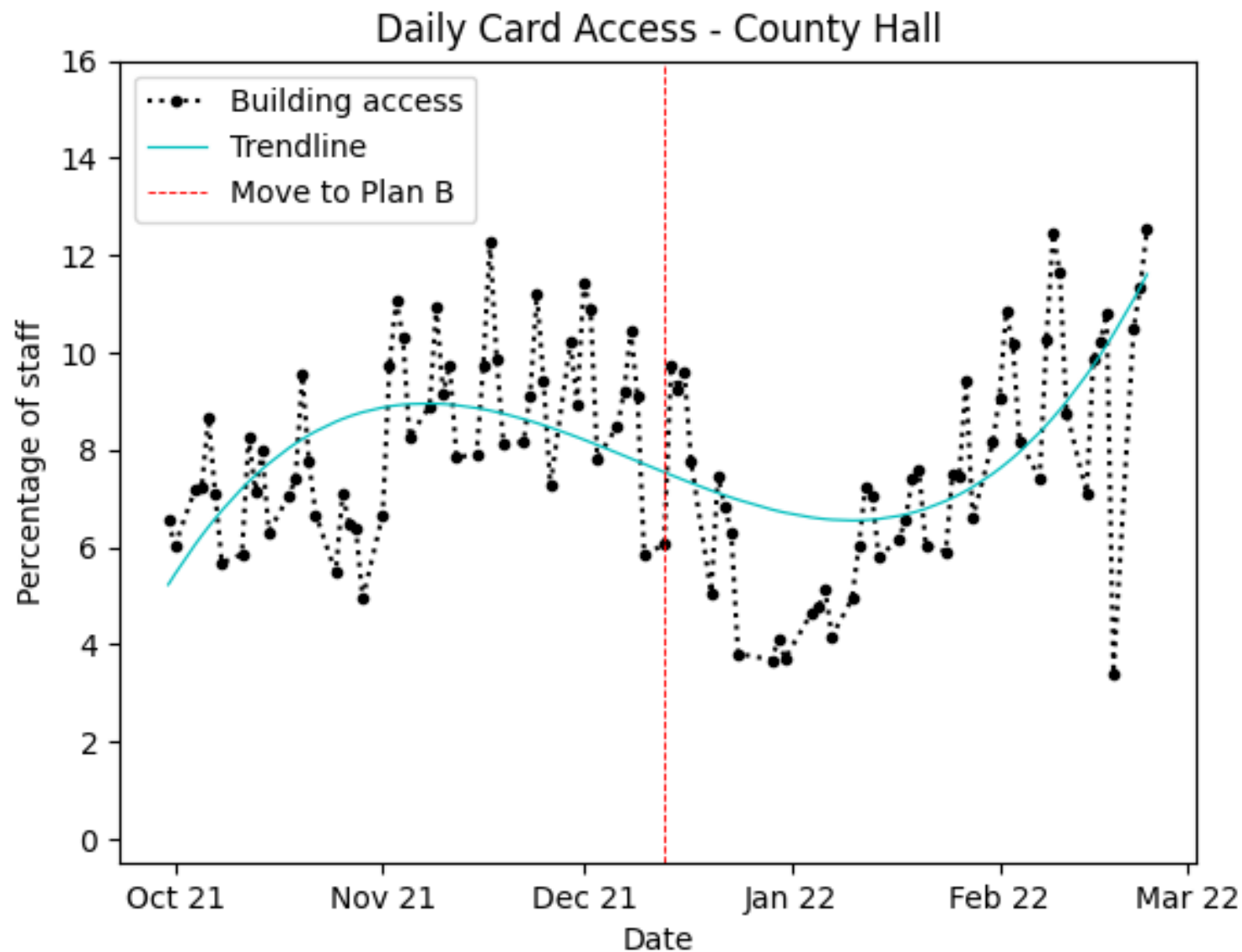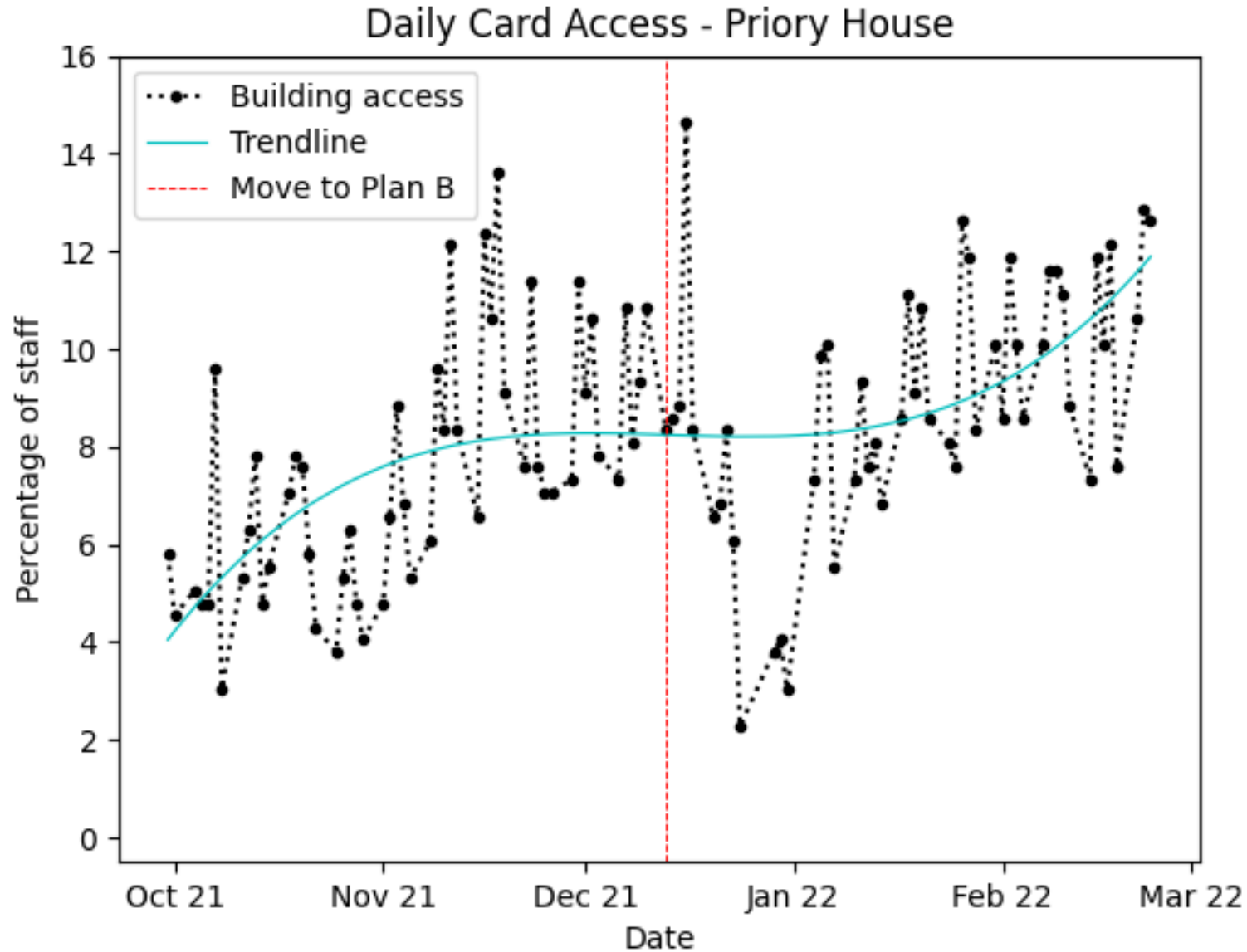
Havenbridge House Attendance – Oct 21 to Feb 22

Daily Card Access - Havenbridge House

Summary of key observations

- Initial analysis focused on Attendance levels and investigations are ongoing to understand these findings in more detail and expanded analysis will develop over the coming months

- Data is available today for our 3 largest premises, data for all premises is being investigated

- Attendance %ages are based on the total number of colleagues who have that building as their "home" location on HR records (CH 3991, PH 396, HH 202)

- County Hall, Priory House and Havenbridge House are all experiencing increasing occupancy since January.

- Attendance levels are currently at, or above, the highest recorded since October for each location, with an increasing trend.

- Havenbridge House is experiencing attendance levels that are double that of County Hall, or Priory House.

- Attendance levels did not immediately decrease following the move to plan B, for any location, but did decrease notably over the Christmas period. This *may* identify the core group of colleagues who's personal circumstances, or that of their service, mean they cannot work remotely. This hypothesis is currently bring tested.

Actions required

The Select Committee are asked to:

1. Provide feedback on the approach outlined and identify any areas they feel need to be considered further.

2. Confirm if a standing update on progress at each future committee is appropriate.

3. Consider their immediate Hybrid Working needs and issues, as well as longer term Smarter Working aims, in anticipation of upcoming engagement with the Programme.