

Corporate Select Committee

Smarter Working

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15th November 2021

Progress & What has changed since July 2021?



- Expanded use of offices from 4th October – 50 % Capacity in Haven Bridge House, Priory House and County Hall.
- Significant work from colleagues, particularly Property, IMT & HR, to provide a safe and effective working environment: Refreshed Policies, Information Hub, Buildings Refitted, Workstations, Collaboration Spaces, apps for desk and car park booking.
- Low utilisation - initial fuel shortages, though low usage continues - Test & Learn monitoring until at least year end.
- Focus on reopening delayed phase 2 planning, though successful workstream delivery continued.
- Ideal Opportunity for Programme Review and Phase 2 planning.

Carbon Footprint / Net Zero Update



- Full report to Cabinet 8th November” “Natural Norfolk: Progress on delivering the Environmental Policy”.
- Shared interest with Smarter Working outcomes: reduced commuting & travel expenses, electric vehicles, reduced postage, move from paper to electronic records.
- Ongoing tracking of behaviours and benefits.
- Phase 2 will actively promote these outcomes to drive long term adoption and benefits.

Test & Learn Approach



- The approach provides a framework to try things at a small scale, limiting risk, wasted effort, cost and disruption while we find out what works.
- Valuable where very different views exist on what will work to solve an issue.
- Ensures “pilot” activities have defined success criteria, an end and review points. Pilots are scaled up, adjusted or closed.
- We are trialling a consistent approach to “Test & Learn” activities to ensure they:
 - are time-limited,
 - bring stakeholders along the journey,
 - have defined outcomes
 - provide an evidence for decisions making based on what has worked, or failed, without significant risk or cost.
- Current activities include:
 - Hybrid Meeting Solutions
 - New workspaces
 - Hybrid working office use
 - User needs / requirements approach

2021/21 Financial Savings



- The Finance Monitoring Report 2021-22 P6 report to November Cabinet forecast full delivery of the business transformation savings built into the 2021-221 budget.
- Although 2021-22 savings are currently forecast to be delivered, risks have been highlighted in the Finance Monitoring Report as a direct result of pressures created by the pandemic, particularly in Children's and Adults Social Services.
- Smarter Working Expected Savings:
 - Reduction in travel and mileage spend. Significant savings in 2020/21 (£2.373m). Savings are expected to be lower in 2021/22 as travel for work increases. The financial and Net zero benefits are actively monitored; Phase 2 will seek to actively promote these benefits.
 - Digitising Print, Post and Scan as well as reduction in printing due to home working. Digital is becoming the standard across NCC, however further work required to fully exploit in all areas. Monitoring as office usage increases.

Programme Review & Phase 2 Planning



- Review commenced October '21: engaging with key stakeholders on delivery to date & lessons learned, considering strategic alignment, governance & benefit assessment
- Close collaboration with all Departments to ensure phase 2 delivers benefit to Citizen and Service User outcomes and enables sustainable benefits and ongoing innovation
- Phase 2 planning will be completed early in the New Year, in parallel with delivery of the remaining Phase 1 outcomes

The Select Committee are asked to:



1. Recommend ways in which the Smarter Working Programme can help departments maintain the benefits realised as a result of the pandemic, including the commencement of the implementation of Hybrid working.
2. Acknowledge the ongoing savings programme in the 2021/22 financial year and suggest any further steps that can be taken to maintain the financial benefits and positive service outcomes of the Smarter Working Programme.
3. Review the proposed approach to be taken over the next 4 months in shaping phase 2 of the Smarter Working Programme, given the uncertainty due to the pandemic that continues to impact our ability to plan with confidence and certainty.
4. Agree that a further report be made to the Corporate Select Committee, with an updated plan that takes our transformation forward into Phase 2, in March 2022.