



# COSMB Smarter Working

Delivered by



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# Transformation Outcomes



To redesign our services from the outside in, meeting customer needs at a reduced cost to the Council



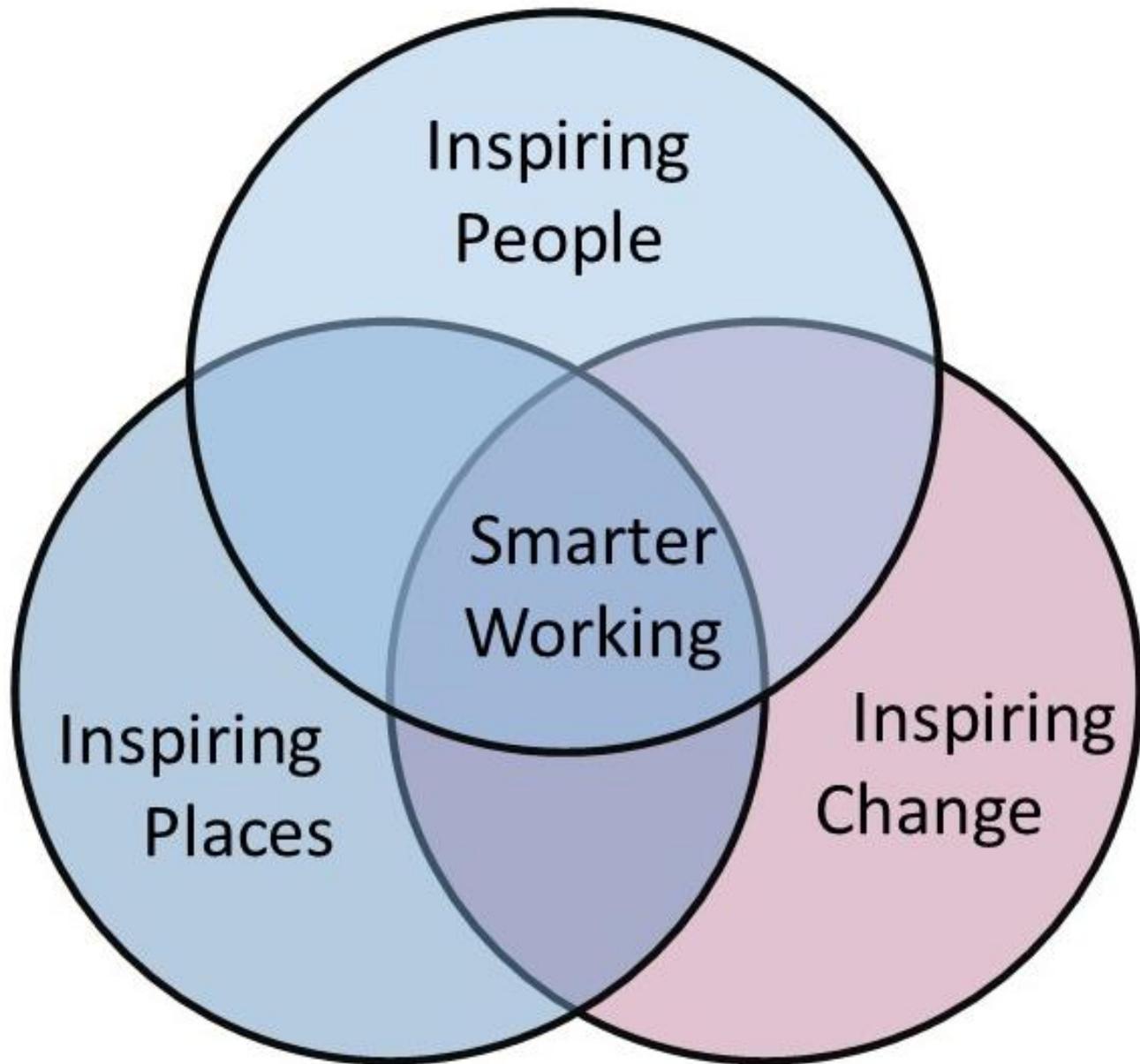
To help our communities to be resilient and self-reliant



To move our partnerships from good to great



To become renowned for our skilled and flexible workforce and our employee engagement.





Inspiring Places

# Key features

- Developing a smaller, more efficient HQ in Durham City
- Redevelopment of Aykley Heads for jobs and investment
- Relocate approximately 800 staff from the HQ and other supporting sites into our strategic sites
- Consolidate the Council's property portfolio
- Reduced Desk ratios, common standard of 7:10
- Refurbishment works of four strategic sites: Crook, Green Lane, Seaham Spectrum 8, and Meadowfield Depot
- Smarter Working and Cultural Change by design

# 12 elements of workplace design

1 <b>Da</b> Daylight	2 <b>Co</b> Connectivity			
3 <b>Sp</b> Space	4 <b>Ch</b> Choice	5 <b>In</b> Influence	6 <b>Cn</b> Control	7 <b>Re</b> Refresh
8 <b>Se</b> Sense	9 <b>Cf</b> Comfort	10 <b>Ic</b> Inclusion	11 <b>Wa</b> Wash	12 <b>St</b> Storage

A productive workplace enables people and teams to perform at their best by being:

**Healthy** – supporting and improving individual wellbeing at work

- A safe and secure environment
- Active design features that encourage movement
- Ergonomic furniture supporting a range of work styles
- Comfortable light levels with access to natural light
- Connection with nature through natural materials, views, green spaces and artwork
- Optimum indoor air quality and temperature range
- A clean and tidy environment
- Access to good nutrition and hydration

**Efficient** – making good use of space, time and information

- Efficient access, entry, exit and navigation
- Minimal time spent looking for spaces, people, information or services
- Optimum use of available space through ongoing review of performance and utilisation
- High levels of service with responsive and effective day-to-day and strategic management

**Effective** – enabling people to do their work well

- A variety of spaces match the work styles of the building's users
- Sufficient quality space for concentration and contemplation
- Spaces for planned and incidental communication and collaboration
- Shared amenity areas and events support ad hoc working, recharging and collaborating
- Technology and other resources enable flexible access to, and sharing of, information
- Appropriate choice in the selection of the right place and conditions in which to work
- Acoustic and visual control enables effective use of each workspace

**Engaging** – a desirable destination that looks and feels like a great place to work

- A high-quality people-centric experience through design, space, technology and services
- Supports a sense of belonging and community
- Reflects the corporate brand, culture and values
- Supports life at work with amenities, services and conveniences

# Design considerations Workplace Activity

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## The environment needs to support what you do

- Individual focused work (desk based)
- Planned meetings
- Telephone conversations
- Informal – unplanned meetings
- Collaborating focused work
- Reading
- Individual / routine tasks
- Business Confidential discussions
- Hosting visitors / clients / customers



# Workplace Activity (cont)

The environment needs to support what you do

- Learning from others
- Audio conferences
- Spreading out papers / plans / materials
- Collaborating on creative work
- Private conversations
- Large group meetings or audiences
- Individually focused work away from your desk
- Video conferences
- Using technical / specialist equipment / materials
- Thinking / creative time
- Informal / social interaction
- Relaxing / taking a break

# Strategic Sites - Timetable

- Crook
  - Completed
- Spennymoor Green Lane
  - Phase 1 completed,
  - Phase 2 due for completion 15<sup>th</sup> September,
  - Phase 3 due for completion May 2020,
  - Full building due for completion estimated October 2020
- Spectrum
  - Feasibility study underway – due for completion 30/09/19, followed by minor alterations
- Meadowfield
  - Feasibility study completed – options being explored



# Crook Civic Centre

- The refurbishment of Crook provided 260 workstations and a capacity at April 2018 of 391 FTE.
- The Inspire Programme Team have completed a review of desk sharing ratios across the teams in Crook.
- As a result of the review, design capacity has been increased and at June 2019 occupancy was at 418 FTE with 29 spare workstations.
- All employees moving in to Crook are being prepared for smarter working.



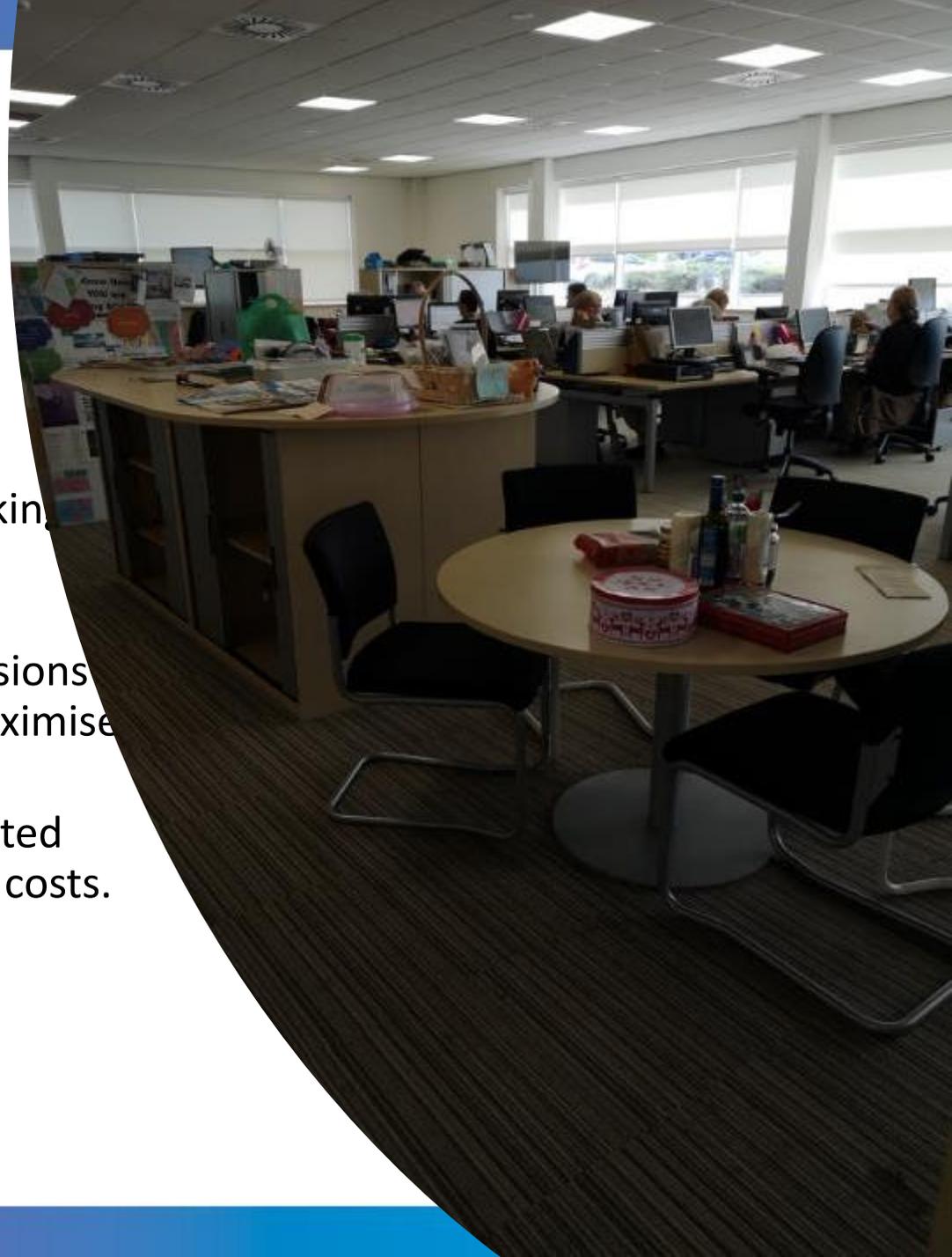
# Green Lane

- Refurbishment works on site, being undertaken in five phases – due for completion October 2020.
- Phase 1 complete and employees have moved in and are enjoying their new working environment. Minor improvements to be made to the next phase to further enhance the overall scheme.
- Phase 2 underway – due for completion September 2019.
- Value Engineering is being undertaken at Green Lane to keep the scheme within existing budget.
- Outdoor area to be developed as a well-being garden with involvement from employee volunteers – no budget.



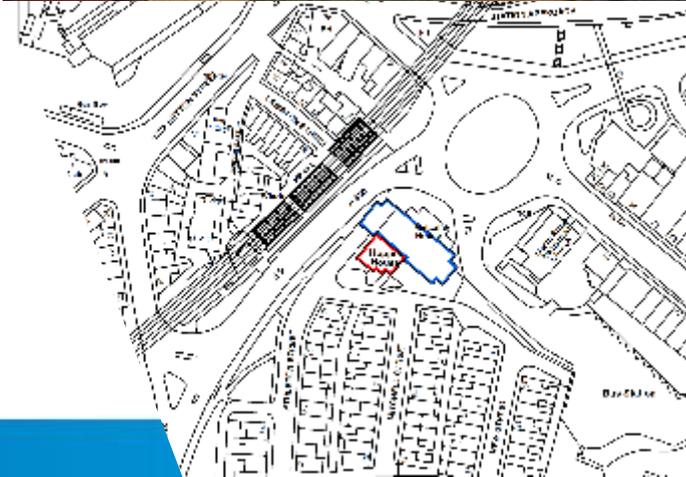
# Seaham Spectrum 8

- Leased building, currently open plan.
- Minimal works to be undertaken.
- Works comprise mainly of: Room booking system, lockers, replacement of ICT equipment.
- Smarter working and engagement sessions with employees required to detox, maximise use of ICT and improving.
- Rationalising ICT set up for the Integrated teams – saving £6,000 in replacement costs.
- Utilise the space more efficiently.
- Global desk ratio 5:10.



# Meadowfield

- Current scheme for the refurbishment of Meadowfield Depot is being reviewed as part of the programme
- Smarter working and reduced desk ratios to be introduced to office based accommodation at the front of the building
- Team profiling started with existing teams to ascertain extend to works required



# HQ

- Enabling works – August 2019
- Construction start on site – September 2019
- Construction anticipated completion – September 2021
- Smarter working and cultural workshops booked in with management teams between September – December 2019
- Team Agreements to be drafted in the New Year



# Culture

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## Example of Exercise

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2



**REALITY** – BASE-LINE OF CURRENT MEASUREMENTS, HOW MUCH TIME DO WE CURRENTLY SPEND IN MEETINGS, DO THEY HAVE CLEAR OUTCOMES, HOW ARE OUTCOMES SET ACROSS THE SERVICE – HOW MANY DO WE HAVE

3



**RESPONSE** – LIST OF ACTIONS OF HOW TO GET FROM CURRENT STATE REALITY TO FUTURE STATE RESULTS E.G. REVIEW PROCESS X BY DATE, DETOX ALL PAPER DOCUMENTS BY DATE, UPSKILL TEAM TO MAXIMISE BENEFITS FROM MOBILE TECHNOLOGY BY DATE, PREPARE TEAM AGREEMENT

1



**RESULTS** – HOW DO YOU WANT TO WORK DIFFERENTLY IN THE FUTURE, WHAT ARE YOU GOING TO STOP, START AND CONTINUE DOING –

- \*LESS MEETINGS
- \*MORE AGILE / RESPONSIVE TO CHANGE AND MARKET CONDITIONS
- \*MORE OUTCOME FOCUSED
- \*LEANER PROCESSES

# Team Agreements Example

## Team Agreement



- 1. What we agree about providing our services (both internal and external)**
  - We will always choose the most appropriate place to work, ensuring that we meet the needs of the business and finally our individual needs.
  - We recognise that some teams need to provide cover and we will work together to ensure the teams know who, where and when this is provided.
  - We will treat working flexibly the same as working from the office to ensure seamless service, for example, we will not say to customers or colleagues a team member is working from home.
  - We will ensure that our **work** phones have been transferred to our mobile phones, so that we are always contactable.
- 2. How we will work flexibly**
  - We will take our laptop home to ensure business continuity at all times.
  - We will utilise the necessary tools and technology to enable flexible working.
  - The behaviour of our team will be helpful, professional and supportive to our customers.
- 3. What we agree about our working environment**
  - We accept that we do not 'own' a desk and agree to clear and clean our work area at the end of each day or if we are going to be away for more than two hours.
  - We each take responsibility for the way we use the workspace, respect others who are also using it, for example, quiet spaces and comply with confidentiality requirements at all times.
  - We will share workspaces (desks, meeting rooms, quiet rooms, break out spaces) to encourage collaboration, integration and sharing of good practice.
  - Where we are having private/confidential phone calls/discussions these will be held in an appropriate place.
  - We will use valuable resources as effectively and responsibly as possible (colleagues' time, use of meeting rooms and other office space, or keeping our equipment and information secure and safe).
- 4. What we agree about keeping in touch**
  - We will cascade information to staff working away from the office.
  - We will contact the office if absent due to ill health.
  - We will keep up to date with news and information (e.g. Team OneNotes, discussion board etc.)
  - We will be supported with regular 1:1s, team meetings, feedback and be part of a team.
  - We will agree with managers in advance of working from an alternative location.
  - We will each have an open outlook calendar, which is kept up to date, showing our places of work, including appointments and site visits.
  - We will attend regular team meetings and get together with colleagues at least once a month.
  - We will get together informally with colleagues at least once each fortnight at an agreed time to ask questions and 'bounce' ideas off each other (huddle).
  - We will use Skype and other technology to keep in touch with our colleagues, and ensure our skype status is updated during the day.
- 5. What we agree about trust and empowerment across the team**
  - Managers will 'manage by outcomes' (consider managing flexible workers by outcomes training).
  - We trust staff to carry out their work, wherever they are working from.
  - We trust managers to treat everyone fairly.
- 6. Health and Wellbeing**
  - Consider lone working dependent upon role and type of visit.
  - Consider DSE when working in different environments.
  - Consider breaks so people are entitled to at least half an hour lunch. This is an important part of the day and we would expect people to eat lunch away from their desk, e.g. take the opportunity to go for a walk or to the canteen.

Flexibility

Options

Empowerment

Wellbeing

Healthy

Clean / tidy

Productive

Motivated

Work/life balance

Connected

Work is something you do, not somewhere you go

Knowledge sharing

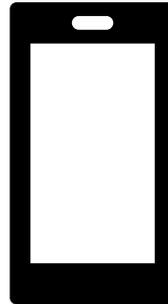
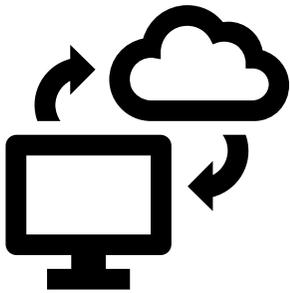
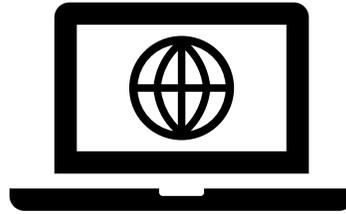
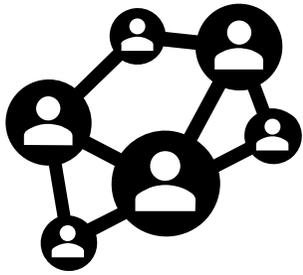
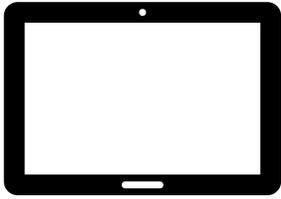
Collaboration

Inviting

Innovation

**inspire**  
people places change

We space not me space



Digital  
upskilling

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# Smarter working toolkit

## Currently available:

- Liquid Logic
- Skype for business & Instant messaging
- Sharepoint
- Outlook
- Electronic signature
- OneNote (individual and team)
- Solstice
- Conference calls
- Team agreements
- Culture workshops
- Fortigate boxes

## Coming up:

- Azeus
- Unified comms
- Office 365:
  - Teams
  - Planner
  - Microsoft forms
  - Team calendar



# Inspiring Change



# Business Process Reviews

## Lean Six Sigma: DMAIC



### DEFINE

Define the problem.



### MEASURE

Map out the current process.



### ANALYZE

Identify the cause of the problem.



### IMPROVE

Implement and verify the solution.



### CONTROL

Maintain the solution.

# Mobile and Flexible Workforce

- 989 employees have been personally supported/digital up-skilled.
- 88.08% of employees now access their payslips on line via ResourceLink (and 41.57% of DCC members).
- Social Workers are testing the mobile solution for Liquid Logic, Social Workers will be able to mobile work, reducing the need to come back to base as often and increasing their time with clients.
- Mobile Wardens using hand held data sharing devices
- 95% of County Hall store rooms RAG rated green or amber in preparation to move out with many documents scanned or moved to Box-it.
- Over 14,000 boxes of documents are securely stored offsite at Box-it.
- Over 80 hot desks available for staff to work for short stays in other offices.
- 102 staff attended One Council Approach training enabling them to review, simplify and transform business process.
- HR policies and guidance have been reviewed to support employees working more flexibly.

