

Corporate Overview Scrutiny Management Board

Workplace Transformation: Enabling Smarter Working

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Introduction

There has never been a more important time to meet changing expectations through the enhancement and expansion of our workplace transformation and smarter working approach.

Against the backdrop of covid-19, workforce and digital readiness is crisis readiness. The core themes and principles of our workplace and digital strategies, in addition to a strong technological infrastructure and broadband offer has enabled us connect people with services, support our customers, our communities and our organisation to deliver better outcomes for the people of County Durham.



Where we started...

Old Culture

Upper Management
Long-term strategy, products, markets, business organization
Info like CEO, CFO, COO, CSO, VP - marketing

Middle Management
Interprets plans & sets up jobs for regional clients

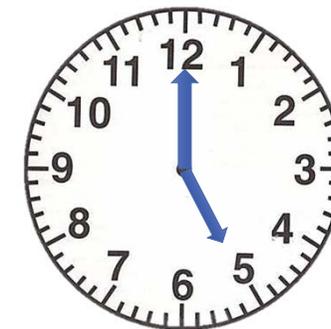
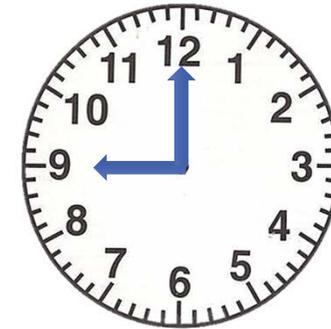
Lower-Level
Implementation of tasks, handles, summarizes

Handwriting	Typing
Post-It	Spiral Notebooks
Highlighting	Filing

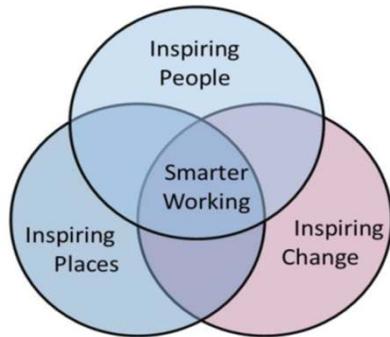
Paper-based culture

POLICY

- Learn
- Understand
- Comply



The journey so far – Foundations for success



Transformation Outcomes

inspire
people places change



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.



We work together to achieve the best for people



We put people and communities at the heart of everything we do and value our employees



We value, trust and support each other



We embrace change and look for better ways to deliver services



Digital Organisation

Use digital technologies to improve our services and operate more efficiently.



Digital Customer

Improve access to our services and information through technology and be responsive to customer's needs.



Digital Communities

Help the people of County Durham to get the most out of digital technologies in their homes and communities.

Digital Principles

1. Be digital by design
2. Be driven by data
3. Design services that are people and outcome focused
4. Understand our customer, market and audience
5. Design for scale
6. Build for sustainability
7. Be Innovative, agile and able to adapt to change
8. Use automation
9. Deliver value for money
10. Support collaborative working
11. Ensure foundations work
12. Ensure processes are fast, integrated and light
13. Use Open Standard, Open Data, Open Source and Open Innovation
14. Apply GDPR principles when processing personal data



Modernising our workforce



Strategic workforce priorities & initiatives underway



Modernising HR policies and procedures



More generic roles council wide



Redesigning services and roles and processes.



Leadership which enabled empowerment & new ways of working



Better use of technology in all job roles to work smarter



Strong Digital strategy and connectivity programme



Workforce development and planning programmes on future skills of the workforce



Using our data to make decisions



Covid-19 – Catalyst for change

COVID-19 created an unprecedented situation in which we were forced to rapidly develop emergency working practices to maintain service delivery.

DCC enabled over 8,000 staff to work remotely almost overnight, by making new IT solutions and physical resources easily accessible to support staff to work effectively, reassessing HR and smarter working policies to respond and react to changes in working practices and redefining the use of our buildings and assets to ensure continued service delivery in a safe environment.

COVID-19 has brought much change and many opportunities and together we have proven beyond reasonable doubt that for many of us, work is very much an activity and not a location.

These are challenging times, and technology, workforce development and HR policies are just some of the elements that have enabled us all to continue to work. Without the resilience, resourcefulness and passion of staff, services would have struggled to deliver what our residents need.

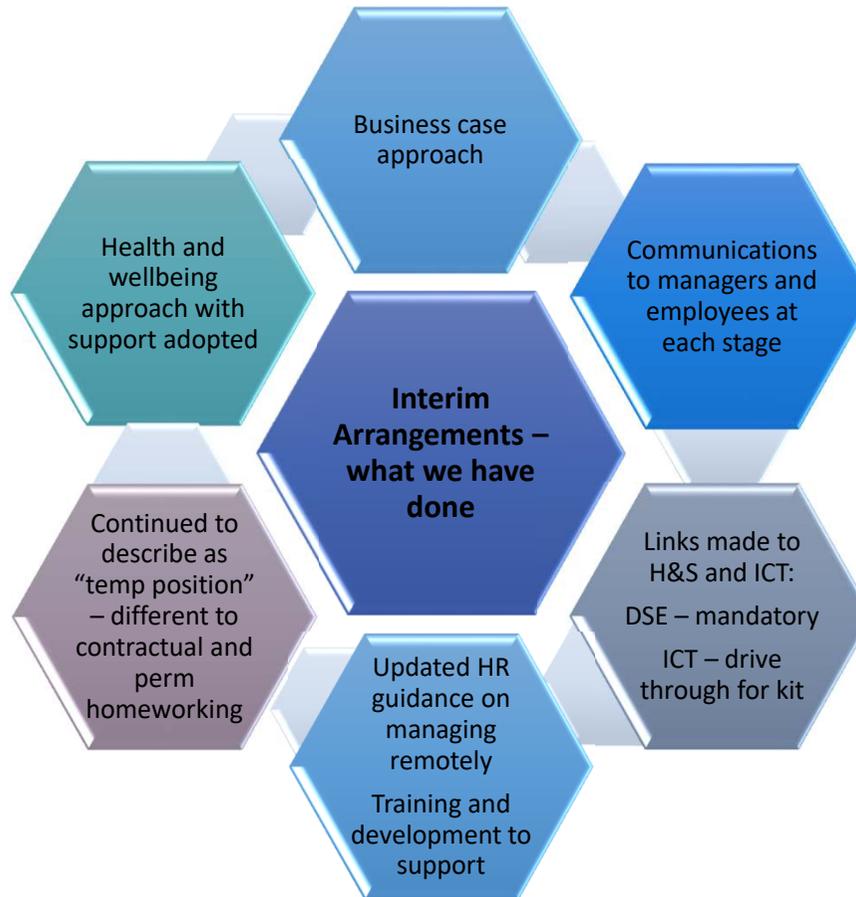


Covid-19 – workforce response:



- Supporting all services/schools with recovery/restoration/disruption and contingency planning
- Overcome school closures & challenges
- Blended approach to training
- Emergency Mobilisation Process – 500 redeployed employees during the peak
- Supporting all services/schools with recovery/restoration/disruption and contingency planning
- Navigated through a vast range of complex workforce related issues across services and schools
- DLDs development – DSE RA / Care Academy / redeployment questionnaire
- MH & Wellbeing initiatives
- Virtual Apprenticeship Induction – 47 apprentices recruited
- Kickstart Scheme – 91 job placements

Interim HR arrangements we put in place for home working

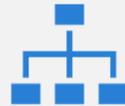


Digital response



Digital customer

- Changing customer behaviours
- Responding to changing customer needs and enhancing customer experiences
- Developing our service offer



Digital organisation

- Reframing the employee experience - Supporting the shift to digital and remote
- Supporting the response through data led decision making
- Integrating our customer service offer
- Digitising processes



Digital communities

- Community Hub
- Supporting digital adoption and inclusion
- Remote teaching and learning in schools
- Digital democracy
- Digital Durham

Digital Customer



New online form development and existing form enhancement



SMS functionality supporting proactive contact



Development of customer feedback approach



Integrated Customer Service



Changes to service opening hours



Enhanced social media and website and web chat offer



Digital skills and adoption



Supported and enhanced multi channel communication



Shaping online content and proactive comms

Digital Organisation

 Remote access

 M365

 ICT policy review

 Unified communications

 Remote, self serve support and drive thru collection point

 FPOC support offered to meet increased FPOC demand.

 Cyber security focus

 Data warehousing and dashboard delivery

 Digital democracy

 Developing our customer feedback approach

Digital Communities



Community hub



Supporting partners - NHS Connectivity upgrades to use spare network capacity to support hospitals in Durham during the crisis.



Supporting digital adoption – First point of contact support and guidance to access services digitally, online shopping etc



Supporting schools



DfE rollout of over 1,000 laptops to disadvantaged children



Digital Durham – Connectivity, devices, digital inclusion

Data and Insight



Explore the data we hold to identify opportunities to track and highlight how effectively we have navigated the shift to virtual working



Analyse data to identify where disruptions to ways of working are having the greatest impact and provide insight to direct tools and processes to support new ways of working and health and wellbeing



Support employees to explore their own working patterns with Microsoft MyAnalytics enabling them to learn new ways to improve focus, wellbeing and collaboration.

The data we are working to unlock includes:

How is employee collaboration changing?

Is the wellbeing of employees being protected?

Effectiveness of remote meetings?

Are employees able to create and share effectively while working remotely?

Impact on Leadership, Management and the Workforce



A shift towards a more flexible culture – roles, skills



Agile and remote working
Managing remotely



How work is designed
Systems thinking



Flexible redeployment of staff through skills matching



Rapid adoption of technology



Pivoting to a digital future/delivering accessible on-line services - digital skills and tools will be crucial



Shared issues and values across the public sector workforce



Reconfiguring working environments



Empowerment – distribution of power to deliver on a shared purpose



Innovation and creativity



Working in collaboration and partnership



Caring for one another, being cognisant of health, wellbeing and resilience



Talent Management



Trust, engagement and recognition



Strong and supportive leadership and management



Aligning workforce planning with business strategy/recovery

Impact on residents, partners and communities



Changing customer requirements- New ways required to interact with the council



Increase in satisfaction



Increased connectivity requirements



Data led decision making and service re-design



Changing behaviours – Increased use of digital channels



Changing service offer



Community led approach



What's next – future plans

The last nine months has provided a wealth of experience to guide future work design, with thousands of workers adapting to new technologies and developing new working practices.

Careful consideration of the benefits and challenges experienced will support evidence-based decision making and underpin new working practices which mitigate and control risks to work and wellbeing, as well as capitalising on the benefits.

However, an important part of shaping future work design is incorporating a positive vision of what the best future might look like.





COVID-19 Employee Feedback

What is working well?



Supporting the response



Maintaining critical services



IT and digital capability



Staff wellbeing/resilience



Business continuity

What learning can we take forward?



"It can be more productive to work at home on certain projects than going into the office."



"We are adaptable to any situation and together as a council we are very strong. being able to think of different ways of doing things is so important.."



"The Council has provided us with the tools to be able to work from home efficiently. Teams is a great resource and has really helped provide the same service at home as you would have in the office. It shows that you do not have to be in the office to carry out your everyday routines"

Key Themes



Demonstrating our Values

- 21% of participants identified their ability to be outcome focused better (Managers- 28.7%)
- 31% identified their ability to be people focused better. (Managers - 42%)
- 25% identified their ability to be empowered better. (Managers- 40.4%)
- 39% identified their ability to be innovative better.
- (Managers – 59.95)



Mental health and wellbeing

- 65% rated this as being the same or better (Managers 67.9%)
- 35% of participants rated their own mental health and wellbeing as being worse or much worse than usual (managers 32.1%)
- 52.9% of Managers rated the mental health of their staff as being the same, better or much better
- 41.8% of Managers rated the mental health and wellbeing of their staff as worse or much worse than usual



Communication

- 90% of respondents agree they feel well informed by the council's management arrangements. (Managers 86%)
- 84.6% agree they receive information in good time (Managers 83.9%)
- 86.9% agree the information they receive contains enough information to act upon. (Managers 86.6%)
- 72% agree they feel well informed by central government (Managers 50.9%)



Collaboration

- 33% of respondents feel collaboration within the workplace is better than usual
- (Managers – 53.5%)

Lessons we need to embed through culture change

The shared sense of purpose that emerged

Maintaining flexibility around individual and team roles

The importance of strong policy and procedural foundations

The adoption of place-based models and for systems leadership

We lived our values: outcome focused, people focused, empowering, innovative

Improved collaboration between local authorities, other public sector bodies

Frontline staff were given the space to do what they judged to be best for those individuals

The desire to work in new ways has a strong moral

Work is an activity not a place

The Future of Local Government



Remote working will be retained by a large proportion of staff



Digital tools will enable a large proportion of **council-run services to be delivered remotely**



Increased and enhanced public participation and engagement will lead to improved decision-making and better outcomes for communities.



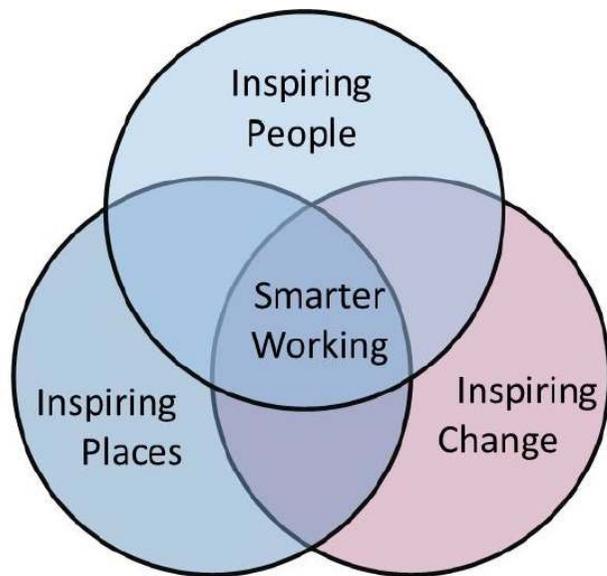
Sharing power with local communities embedding a community asset/strengths based approach.



Greater and new types of collaboration between councils, statutory partners, the third and private sectors and communities will achieve better outcomes for their people and places.

Future Workplace Model

Future Direction & Plan Building on:



- **Work (the what)**
 - Opportunity of technology and how we interact with our customers/our processes
- **Workforce (the who)**
 - Workforce planning focusing on capacity and capability
- **Workplace (the where)** – ‘work is an activity not a place’
 - HQ and other strategic sites
 - Principle of a hybrid model

A large, vibrant red 3D question mark stands prominently in the center of the frame. It is surrounded by a vast field of smaller, white 3D question marks that recede into the background, creating a sense of depth. The background is a bright, slightly hazy white, suggesting an outdoor or studio setting with soft lighting. A semi-transparent dark grey horizontal band is positioned across the middle of the image, containing the text "Any Questions?".

Any Questions?