

**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**IMPROVEMENT AND SCRUTINY COMMITTEE – RESOURCES**

**3rd March 2022**

**Report of the Director of Property Services and Director of Organisation  
Development and Policy**

**Modern Ways of Working (MWow) Phase 1 Update**

**1. Purpose**

- 1.1 To provide an update on Derbyshire County Council's (DCC) Modern Ways of Working (MWow) Phase 1 Programme.
- 1.2 To seek views from I&S Scrutiny on how they wish to be engaged in the programme moving forward.

**2. Information and Analysis**

**2.1 Background**

Derbyshire County Council (DCC) wants to base the work, and relationship with the people of Derbyshire on quality of service and process, rather than the desks being used or the buildings in which staff sit in.

The long-term strategic vision for the future model will define the way in which the Council and its staff work. Work undertaken across the organisation and with staff involved has revealed that there is the potential to realise huge benefits for the organisation and the services it delivers to the public by enabling a more agile workforce and smarter working practices.

Benefits include:

- The creation of a more flexible customer experience by working in a range of locations that best suit the needs of our communities, our employees and our residents. Breaking the bond with the corporate centre.

- Enabling more collaborative working and breaking down silos, leading to reduced duplication and more joined up thinking
- An improvement in employee productivity, engagement and retention by enabling our employees to work in a hybrid/flexible way leading to improved employee wellbeing and work life balance
- Creating resilience in service delivery and minimising any future impacts of Covid-19 on the workforce

DCC will work together with partners and communities to be an Enterprising Council, delivering value for money and enabling local people and places to thrive with the following outcomes:

- To work in a range of locations to better meet the needs of staff and those of the residents
- To be agile in the delivery of our services
- Net-zero carbon emissions from DCC estate and property by 2032
- Resilience in the workforce and service delivery to maintain against the impact of COVID-19
- Contributing to the Councils savings plans over the next 5 years by reducing the number of Council buildings by using spaces differently
- Work in a way that drives a productive workforce, is advantageous to retaining and attracting skills.

It is imperative the Council makes better use of available technology and innovation in office design to develop a more flexible working environment. Technology is the key to an agile approach to delivering our services that are working in a range of locations that best suit the needs of communities, employees, and residents.

### **MWOW Programme – Phase 1**

MWOW commenced in September 2020 and started looking at ways in which to maximise the opportunities presented during the recent pandemic to the Council to the way staff worked. The MWOW approach today has been built on the significant shift in working practices, including the rapid implementation and use of new technology across the Council. Increased homeworking and more flexible and agile working practices have been evidenced in recent months.

The programme engaged with a group of over 170 employees to help to start to shape the Council's vision for Modern Ways of Working. A series of workshops were held with this cohort of employees to share their views on what Modern Ways of Working means for them in both the immediate and in the future.

The principal aspiration for MWOW Phase 1, was to reintroduce employees back into County Hall at speed and aligned with the cessation of Covid-19 measures at that time whilst taking advantage of using office spaces in a different way. The programme of activity for MWOW Phase 1 was approved at Cabinet on 17th June 2021, including the allocation of a budget of £400,646 to support implementation.

The Phase 1 Programme comprised of 5 Workstreams:

- 1) People
- 2) Communications & Engagement
- 3) Information Communication Technology (ICT)
- 4) Property
- 5) Information Governance

The Programme was initially focused on County Hall and was widened out to include John Hadfield House and Chatsworth Hall. This involved carrying out departmental surveys to understand what future spaces were required by teams, de-cluttering offices, securing analogue records for movement and re-locating staff.

This work saw the development and installation of more flexible spaces including hot desking, informal break-out areas and additional meetings rooms. Installation of a large number of workstations and pilot meetings rooms equipped with ICT were needed to facilitate agile working and hybrid meetings. The ICT Workstream have been diligent in re-using equipment where possible ensuring it was fit-for-purpose in our new ways of working.

To deliver the first stage of the MWow project it was necessary that staff who could work from home continued to do so until the year end 2021, however, because of the Government's announcement of 'Plan B' in early December 2021, this was extended until late January 2022.

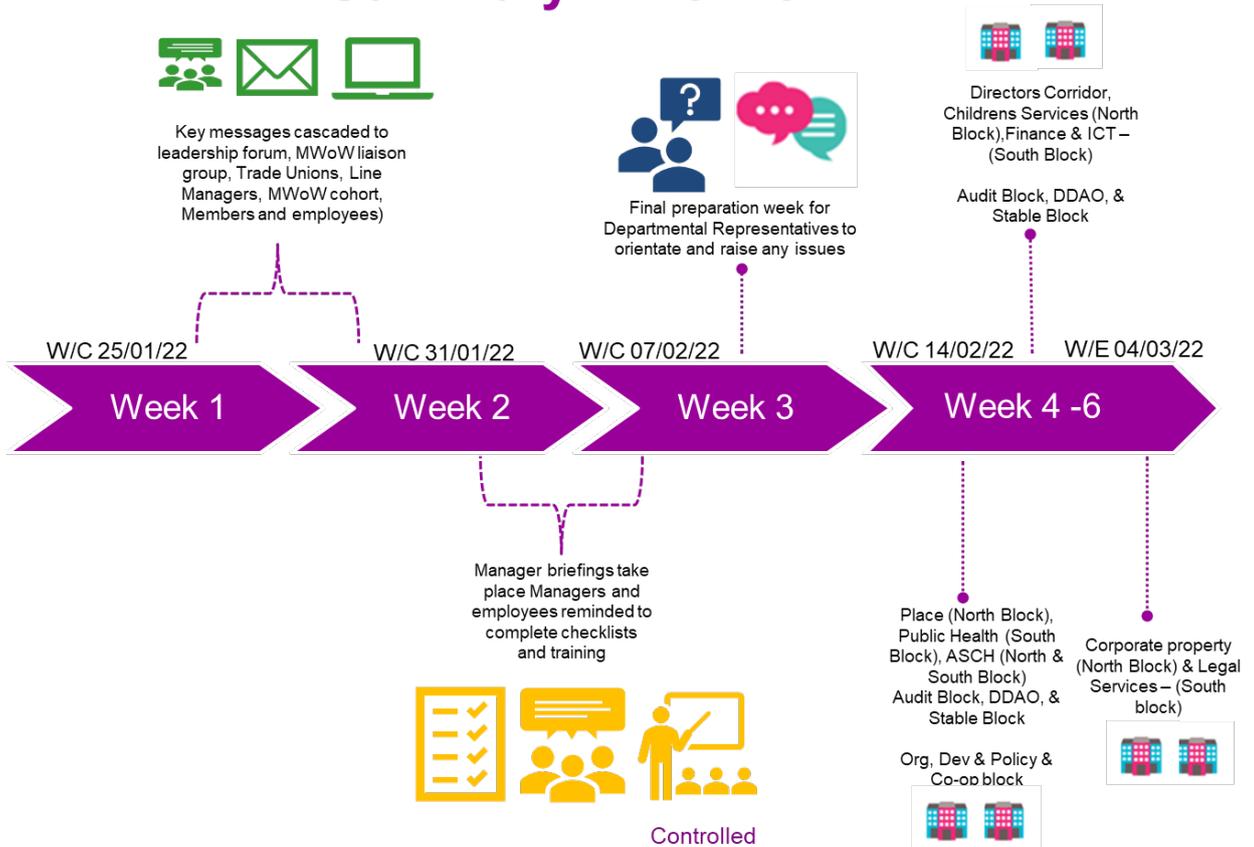
This arrangement provided sufficient time to develop and make available the flexible spaces described above.

On 26th January 2022, the re-occupancy of Derbyshire County Hall was approved. Approximately 80% of the staff previously based at the County Hall complex, John Hadfield and Chatsworth Hall will have been relocated in County Hall by the 4<sup>th</sup> March 2022, the other 20% have stayed in the existing locations.

### 2.3 Re-occupancy Timeline & Deliverables

The timeline below provides a summary of supporting activities being carried out for staff to return to County Hall. Managers across the Council were invited to manager briefing sessions detailing the plans for returning to offices and managers were also provided with a checklist to ensure that the return of their teams was successful. Additionally, all information on the MWow programme is available on the Council's website for employees.

# Summary Timeline



The following items and activities have been completed to allow teams to return with minimum disruption:

- Team zone and Covid occupancy signage displayed
- Hygiene stations and signage in place including surface spray
- Desk marked in line with current Covid restrictions
- Additional signing in stations in place
- Waste bins in place in Print and Recycle Hubs, Kitchens & Community Hubs
- Paper and stationery collected from John Hadfield House & Chatsworth distributed between all P&R Hubs
- All excess furniture removed and either stored or recycled if broken and beyond repair
- All pictures fixed where requested and touchdown and meeting rooms ready to use
- Plants located for wellbeing / Community hub areas
- All corridors cleared
- Liaison with Vertas, Commissionaires, Reception staff and Directors Secretariat to ensure everyone is up to date with the new procedures
- All excess IT equipment removed
- Unusable old IT equipment sent for disposal
- ICT equipment set up on desks, in line with Covid Restrictions
- Provided ICT floor walkers to assist with IT issues

- Conducted orientation tours with department reps
- Floorplans displayed on each floor to help with the return to work
- All floorplans sent to comms for updating on Our Derbyshire
- All team work-related items moved to new locations
- Curved desks removed and replaced with straight desk

To support the successful return of staff to County Hall, a cohort of employees who represent service areas across the council was formed and subsequently consulted on the plan which helped the Programme develop staff 'critical success factors' for MWow Phase 1, which have all been achieved:

- Facilitated introduction for employees (Walking the floor) on their return to work.
- Online feedback channel in place
- Clean Kitchens and toilets that function
- Staff Wellbeing
- Staff comfortable with their allocated space
- Availability of the right equipment
- Sufficient Storage
- Information for colleagues on use of equipment (Photocopiers)
- Knowledgeable Colleagues who understand expectations at work
- Supply of Hygiene Stations for desk cleaning
- Availability of lockers
- Clear communications on what to expect and who to contact if staff have issues on return
- Details of First Aid arrangements
- Updated fire evacuation signage as all in new spaces so need to know where to go and who to contact

Council Programme 'success factors' below:

- Allocated Team Zones that are efficient and fit for purpose
- Sufficient electronic Signing-in process working effectively
- Hybrid Meeting Rooms fully functional
- Meeting Room booking system working effectively
- Central Stationery Hubs rather than individual purchases
- New Fire Evacuation Systems tested and working
- Adequate provision of First Aid and new process working effectively
- Defibs suitably located around County Hall
- Return to County Hall checklist with updated fire and first aid procedures
- Refreshed COVID-19 secure risk assessment
- Mandatory basic fire e-learning module for staff
- Significant wellbeing information and support on dedicated page on Our Derbyshire

The significant lessons learned from Phase 1 is to ensure Phase 2 is appropriately resourced and realistic planning and timescales on completing the wider estate clearance activities are in place.

## **MWoW Programme - Phase 2**

The short to medium-term strategic vision for the future model will define the way in which DCC and its staff work. Work undertaken across the organisation and with staff involved has revealed that there is the potential to realise huge benefits for the organisation and the services it delivers to the public by enabling a more agile workforce and smarter working practices.

Having now undertaken phase 1, the Programme team intend to 'lock-in' the 'lessons learnt' and ensure they are benefited from during phase 2. This will include ensuring that a realistic timescale and plan is developed for the clearance of the wider estate based on the pilot at County Hall amongst other workstreams.

MWOW Programme Phase 2 is currently being developed and a report will be presented to Cabinet in due course with a clear Business Case to underpin delivery of Phase 2. I&S Scrutiny Committee are asked to consider how they would like to be involved in the programme moving forward.

## **6. Background Papers**

### **6.1 Final Council-Committee Enterprise Council June 2021**



Final  
Council-Committee 1

## **7. Appendices**

### 7.1 Appendix 1- Implications

## **8. Recommendation(s)**

That Committee:

- a) Notes progress and achievements on the MWow Phase 1 Programme.
- b) Acknowledge the intention to develop and submit a MWow Phase 2 report to a future Cabinet Meeting.
- c) Considers how it wishes to be engaged in the MWOW programme moving forward.

## **9. Reasons for Recommendation(s)**

- 9.1 To update Scrutiny Committee on the outcome of Phase 1 of the Modern Ways of Working programme and seek views as to how Scrutiny wish to be engaged moving forward.

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## **Implications**

### **Financial**

#### 1.1 MWow – Current Financial Position & Forecast 2021/2022

The Cabinet report approved in June 2021 allocated £400k to support the implementation of Phase 1. The budget was split between several areas.

CORPORATE PROPERTY -  
£125,000  
Removals & Storage  
Restore Data Movement  
Fire Assembly Point Signs  
Insurance  
Packing boxes/bin liners etc  
Printing & Stationery  
Defibs  
Digital Sign In

ICT - £125,000  
Room 129 - Hybrid meeting  
room  
Cllr Lewis's room  
USB hubs  
Risers and HDMI cables  
Keyboards

CST - £168,146  
Seconded Project Officer -  
Salary + oncosts  
Agency

### **Human Resources**

#### 2.1

The implementation of phase 1 has not resulted in any changes to employee terms and conditions. Engagement with the Trade Unions and staff has taken place regularly during the phase 1 process.

## Equalities Impact

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires DCC, when exercising its functions, to have 'due regard' to:

- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- The need to advance equality of opportunity between persons who share protected characteristics and those who do not
- Foster good relations between those who have protected characteristics and those who do not

Note: 'Protected characteristics' are age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

DCC is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, DCC is also committed to improving the quality of life and wellbeing for all Derbyshire County Council residents in respect of socioeconomics and health determinants.

An Equality Impact Assessment was carried out in December 2021 for Phase 1 of the programme and will remain constantly under review ensuring any plans are in place to address any issues.

### **Legal**

3.1

None directly arising out of the report.

### **ICT**

4.1

None directly arising out of the report.