



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

21 September 2023

Report of the Executive Director - Corporate Services & Transformation

Modern Ways of Working (MWOW) Phase 2 - Progress update

1. Divisions Affected

1.1 County Wide

2. Key Decision

2.1 This is not a Key Decision

3. Purpose

3.1 The purpose of this report is to provide Cabinet with an update on the Modern Ways of Working (MWOw) Phase 2 Programme of work. The report outlines key achievements, and change in scope from the original approved Outline Business Case (OBC) on 5 May 2022.

3.2 Cabinet are asked to note progress made under the MWOw Phase 2 Programme, the key achievements and the closure of the programme.

4. Information and Analysis

4.1 Background

In September 2020, the Council commenced work on its Modern Ways of Working (MWOw) Programme. A key workstream identified during the development of the Council's Enterprising Council Strategy, the Programme looked to maximise the opportunities available through changes to working practices following the pandemic.

- 4.2 Phase 1 evolved from undertaking a collaborative approach to co-ordinate a number of different workstreams to respond to a changing working landscape following the pandemic. A Business Continuity Group (BCG) was developed to consider the immediate, and longer term, impact on employees, the support required and key messages.
- 4.3 Phase 1 of the Programme engaged with a Group of over 170 employees to help to start to shape the Council's approach. A series of workshops were held with this cohort of employees to share their views on what Modern Ways of Working meant for them, both in the immediate short term, and in the future. A more flexible and hybrid approach to working arrangements was a primary finding. To support the flexible and hybrid approach, consideration was given to the introduction of an asset rationalisation approach and utilising a smaller working footprint.
- 4.4 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, take advantage of using office spaces in a different way. The programme of activity for MWow Phase 1 was approved at Cabinet on 17 June 2021 and included the allocation of a budget of £0.401m to support implementation.
- 4.5 The Phase 1 Programme comprised of five workstreams as follows:
- People
 - Communications & Engagement
 - Information Communication Technology (ICT)
 - Property
 - Information Governance
- 4.6 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 also took place, to facilitate agile working and hybrid meetings.
- 4.7 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 organisation, with the Council seeking to base work, and relationship with the people of Derbyshire, on quality of

service and process, rather than the desks being used or the buildings which staff sit in.

4.8 Work undertaken across the organisation and with staff involved during Phase 1 revealed that there was the potential to realise huge benefits for the organisation and the services it delivered to the public as follows:

- 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.
- 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 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

4.9 Following the success of Phase 1, the Council subsequently developed proposals for Phase 2. Comprising the following workstreams; Culture Change, Digitally Enabled and Property.

4.10 MWow Phase 2 was approved by Cabinet on 5 May 2022. As the plan for MWow developed, it became apparent that a scaling back of the original scope of the Programme for MWow would be required. A report was submitted to, and approved, by the MWow Programme Board in June 2022 to confirm the change in scope. The Programme Board considered that both the People Strategy and Digital Strategy were fundamental in formulating and providing the strategic direction of travel for the organisation, and therefore broader than the remit of the MWow Programme. The scope of Phase 2 was amended to focus on the following key areas of activity:

- Phase 2 site clearance undertaken by Facilities Management, to roll out a scheduled of work to take spaces back to a blank canvas, to enable more flexible use of, or repurpose space, alongside creating activity zones, with decisions delegated to managers around how to implement flexible ways to use their space according to business need – completed June 2023
- In line with the Phase 2 site clearance – clearance, disposal and repurposing of IT equipment and hybrid room set up undertaken by ICT – completed June 2023
- Renewing of the contract for and replacement of MFD's across the Council – completed August 2023

- Preparing the Strategic Outline Business Case for the future options for County Hall – report due in Autumn 2023
- 4.11 The reduction in scope of the MWOw Phase 2 programme led to an underspend, primarily due to a number of posts not being required and subsequently not recruited to. The projected underspend in November 2022 was £0.363m. The MWOw Programme Board agreed to repurpose these funds to support the development of the OBC for County Hall Options, this programme of work would be led by Corporate Property and sit outside the scope of MWOw Phase 2.
- 4.12 In December 2022, the Programme Sponsor requested an additional piece of work be undertaken within the MwoW programme, to consider reducing the working footprint within County Hall, to better understand the working space requirements for employees who were contracted to work within County Hall. It was agreed that these findings would inform the development of the County Hall Options Outline Business Case (OBC). Due to a lack of funding within MWOw the implementation of the proposal to reduce the working footprint at County Hall did not move forward under MWOw Phase 2, but will continue to be considered by the Property Division as the plans for the future of County Hall emerge, further details of which can be found in Appendix 3.
- 4.13 Benefits
A number of benefits were identified within the OBC approved by Cabinet on 5 May 2022, outlined in Appendix 2. Although the benefits outlined in Appendix 2 are not measurable through KPI's, key achievements have been captured, further details of which are outlined in paragraph 4.17 below.
- 4.14 It was recognised at the OBC stage that the benefits and savings outlined within Property 2025 and One Public Estate, and included in the MWOw OBC, were illustrative, and although MWOw Phase 2 would support this work, the targets set would not be delivered by MWOW Phase 2. The work to deliver the benefits and savings which flow from the OBC would be delivered by Property as part of BAU.
- 4.15 Due to the reduction in scope, only the following benefits would form part of the MWOw Phase 2 programme to support the key deliverables. As follows:
- MFD – re-contracting –
 - over 5 years assuming that usage remains the same, there will be a saving of £24,000
 - Property clearance and utilisation –

- site clearances and buildings closure,
- Improved data protection compliance
- Improved working environment to support hybrid working

4.16 Current Funding Stream Position

Due to an overspend by the IT department on the development of the hybrid meeting rooms, for the Committee Rooms and Room 124, an additional charge of £0.048 has been placed against the MWoW funding stream for Phase 2.

4.17 It is anticipated that the £0.360m allocation for the County Hall OBC will be spent in the 2023/24 financial year. The table below also outlines the projected spend on the remaining deliverables for MWoW phase 2 (planned DCC buildings review and MFD contract renewal) and the projected salary costs up to the end of all contracts.

4.18 Taking into consideration the allocation for the County Hall OBC of £0.360m, projected spend on salary costs to end of contracts, projected spend to complete the planned work to complete Phase 2 of MWoW and the £0.048 IT charge, outlined above, there is currently a projected overspend on the funding stream for MWoW Phase 2 of £0.059m. This amount also includes income, from the sale of furniture of £0.003m. The projected overspend will be funded from general reserves. Details outlined in the table below.

	2022/23		2023/24/25	Over/under spend
	Allocation	Spend	Projected spend	
	£m	£m	£m	£m
Culture Change	0.114	0.003	0	-0.111
Digitally Enabled (inc £48K IT overspend)	0.374	0.140	0.072	-0.162
Property	0.515	0.369	0.059	-0.087
MWoW Programme Management	0.137	0.102	0.094	0.059
Funding for County Hall OBC	0.000	0.000	0.360	0.360
Sub totals	1.140	0.613	0.585	
Overspend Total				0.059

4.19 Summary of Key Achievements MWoW Phase 2

MWoW Phase 2 key achievements are as follows, with further details outlined at Appendix 2:

- More collaborative working and breaking down silos, leading to reduced duplication of effort and more joined up thinking.
- Resilient service delivery across the Council that is able to minimise future impacts of Covid-19 and supporting business continuity planning.
- Implementation of the new ways of using space at County Hall, with team zones; consolidation of teams from other assets into County Hall, including from John Hadfield House and Chatsworth.
- Sign in system implemented and occupation statistics used to continually review space use.
- Rationalisation of considerable amounts of paper records and improvements to the DPIA records and processes.
- Improved data protection processes and procedures – through the clearance of buildings the Council has streamlined the information that is held. Therefore, the Council is better placed to ensure that it complies with its data protection requirements now and in the future.
- 18 sites have gone through the clearance process, with John Hadfield House now decommissioned. Chatsworth Hall is decommissioned and being marketed for sale, current use is furniture store and occupation by CDL. Over almost 600 items of furniture have been repurposed across the Council, Schools and Community Groups, with 650 items sold and 72 pedestals distributed to staff for home use, there have also been 3 bags of children's clothes donated to charity.
- 11 hybrid meeting rooms created within the County Hall complex, 2 in North block and 9 in South Block, with a 2 further scheduled in South block.
- Collected and repurposed monitors, keyboards and associated cabling to support 250 workspace stations.
- Any laptops collected over 5 years old were repurposed and used to support the Thriving Communities program, in the form of a refurbished laptop.

4.20 MWow Phase 2 programme has also supported activity associated with the development of the working arrangements policy, which was implemented in April 2023, and led to improved employee productivity through effective hybrid/flexible working, leading to better employee wellbeing and work/life balance. The use of MS Teams has also assisted and enhanced the move to a more hybrid approach. Workshops have also been undertaken outlining benefits of the new ways of working and how teams should approach the use of their space and information packs provided to managers.

4.21 Embedded Processes

A key lesson from MWow Phase 1, outlined the gap in capacity to undertake identified clearance activity, at accelerated pace, alongside business-as-usual asset management and facilities management activity and rationalisation. Therefore, additional resources were added to support the work required for MWow Phase 2.

- 4.22 The scope of buildings for clearance and repurposing within MWow Phase 2, were primarily considered due to providing a significant back-office function, with considerable front line service provision. This has led to a complex and challenging programme of activity. The work scheduled for these buildings concluded in June 2023.
- 4.23 To ensure the principles of MWow are embedded across the Council, it is proposed to consider the same approach across the remaining buildings within the Council's portfolio. This work will fall into the asset rationalisation five year asset review process, with an ambitious target to reduce assets by 50%. Undertaking this work now will also lead to a reduction in the current space used and support the reduction in the Council's assets to deliver savings earlier.

5. Consultation

- 5.1 No consultation was undertaken for the purposes of compiling this report.

6. Alternative Options Considered

- 6.1 The purpose of this report is to update cabinet on progress therefore alternative options were not considered.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 MWow Phase 2 – OBC and cabinet report – 5th May 2022.



MWow OBC v2.0
cab rep cover.pdf

- 8.2 MWow Phase 2 – change in scope paper – 27th June 2022.



Item 2 MWow Scope
v0.1.docx

9. Appendices

- 9.1 Appendix 1 – Implications.
- 9.2 Appendix 2 – Key successes and progress against benefits.
- 9.3 Appendix 3 – County Hall Complex - Interim Space options details.

10. Recommendation(s)

10.1 That Cabinet:

- Notes the progress and key achievements, of the MWOW Phase 2 Programme.

11. Reasons for Recommendation(s)

11.1 To ensure Cabinet is aware of progress against the MWOW Phase 2 OBC, agreed by cabinet on 5th May 2022 and subsequent spend.

11.2 To ensure cabinet are aware of the potential to embed the ways of working developed during the building's clearance and rationalisation work across the wider Derbyshire Estate.

12. Is it necessary to waive the call-in period?

12.1 No

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Implications

a) Financial

As highlighted in paragraph 4.13 the only financial implication is the overspend of £0.059mm on the MWow Phase 2 funding stream. The costs will be funded from the General Reserve.

b) Legal

A data protection impact assessment was prepared in connection with Phase 1 of Modern Ways of Working. This specifically addressed the necessary actions and mitigations which were needed in order to ensure the safety and lawful processing of the Council's data. This data protection impact assessment was updated as part of the Phase 2 process, again focussing on ensuring lawful processing and retention of data.

c) Human Resources

Four employees were recruited to through MWOW funding, all on fixed term contracts, the end dates vary, there is funding available to cover the salary costs for these contracts through to the end of the relevant fixed term period.

d) Equalities Impact

An Equality Impact Assessment was completed in order to support Phase 1 of the programme and was revisited ahead of Phase 2 of the programme. An equality impact assessment (EIA) is an evidence-based approach designed to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation. The EIA which was undertaken therefore provided information as to how the process could be best managed taking into consideration the public sector equality duty.

e) Corporate objectives and priorities for change

The MWow Programme addresses directly a number of objectives and priorities set out in the Council Plan and sits within the Enterprising Council strategic objective.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

f) Property and Asset Management

MWoW Phase 2 has focused on the clearance and utilisation of buildings – this work will continue within the Asset Rationalisation plan within Business as usual.

g) Environmental Sustainability

The reduction in use of buildings will have a positive impact on the Council Climate Change targets.

Key Successes & Progress against Benefits

Phase 1 - were as follows:-

- Employees from Chatsworth Hall and John Hadfield House relocated to County Hall
- Allocated Team Zones are efficient and fit for purpose on return to office spaces
- 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 for all occupants to access

Phase 2

Original benefits outlined within the OBC, approved in May 2022 – please note the benefits changed to match the reduced scope agreed by the programme Board on June 2022.

People Strategy

- More collaborative working and breaking down silos, leading to reduced duplication of effort and more joined up thinking
- Improved employee productivity through effective hybrid/flexible working leading to better employee wellbeing and work/life balance
- Resilient service delivery able to minimise future impacts of Covid-19 and supporting business continuity planning

Digital Strategy

- Capitalise on technology to develop a better, flexible approach to service delivery which also reduce running costs

Property 2025 & One Public Estate

- Support the Council's ambition to achieve net-zero carbon emissions from DCC's estate and property by 2032
- Realising projected £6m savings from property rationalisation over the next 5 years by reducing the number of Council buildings (It is anticipated that over 5 years, Phase 2 will deliver a minimum saving of £8.5m (£5m revenue savings, £3m Capital receipts, £0.5m in printing and stationery and interest savings)).
- Opportunities for income generation by using our spaces differently.

CCHQ Options

- Agile delivery of our services to residents and communities, enhancing the customer/resident experience

MFD – Re-contracting

- Saving of £0.368m over a 5 year period on printing, stationery and photocopiers – please note the amount changed following the reduction of scope for MWow Phase 2 agreed in June 2022.

Progress update against identified benefits as outlined within the MWow Phase 2 OBC.

People Strategy

The following benefits could be aligned to those identified within the MWow Phase 2 OBC as a result of the wider People Strategy deployment.

More collaborative working and breaking down silos, leading to reduced duplication of effort and more joined up thinking.

Overall, the organisation has seen improved cross organisational collaboration as result of more modern, working practices and learning from the pandemic. Key workforce initiatives outlined below continue to encourage and support this approach to further breakdown silos and enable more joined up thinking.

- Departmental People Plans have been reviewed for 2023/24 and continue to be in place as result of the People Strategy. This a corporate approach which considers departmental priorities and enables us to share good practice across teams (sickness dashboard / people metrics)
- Collaborative working across enabling functions allows us to target local issues within a corporate framework (responding to ill health and capability issues with both legal and finance teams). This approach also allows us to more easily spot trends / learn lessons / identify and share good practice
- Regular engagement and development forums for directors and assistant directors, creating opportunities for them to collaborate to shape and influence the organisation vision and strategic direction every 3 months.
- The 'Inspiring Leaders' leadership development programme was launched in early 2023. This is a mandatory programme for all leaders who manage a team of one or more, with c.1,800 leaders completing this over the next 3 years. Leaders will progress through the programme

within a cross-department cohort of leaders of the same grade and the cohort will remain together as an action-learning set at the end of the programme, to ensure the benefits of sharing learning from peers across departments

- Continued engagement with the employee network groups to consider any equality considerations of the Working Arrangements Policy and policy development through the recently established Policy Forum
- A connected resultant benefit from the ability to work flexibly and embrace modern technology has been invaluable in helping to develop relationships with our partners within the Joined-Up Care Derbyshire system. This has led to the ability for employees from a variety of organisations spread geographically across the county to work collaboratively without the need to meet in person. This resulted in the deployment of an Employee Assistance Programme to support colleagues through the Pandemic with work now underway on a system wide menopause policy

Improved employee productivity through effective hybrid/flexible working leading to better employee wellbeing and work/life balance

- Within the People Strategy, the recently refreshed Wellbeing Strategy, approved by Cabinet, the following is being delivered:
 - Targeted interventions through policy development to support better employee wellbeing / work-life balance. Putting in place good practice guides to support our line managers and employees to better interpret policy. The HR Advice & Support team provide coaching sessions for managers, guiding new / existing managers through many of our key employment policies. Through regular team meetings they share lessons learnt with the wider Business Partner community
 - A strategic approach to the managing attendance and the wellbeing of our employees. The sickness absence data dashboard is available for Departmental Management Teams to enable them to identify trends and target appropriate interventions
 - Better, more effective use of Management Information being able to report on both primary and secondary sickness categories to enable a more targeted approach to supporting wellbeing interventions. This information can also be drilled down to department, division and team to identify and target support through sickness absence performance clinics. In addition, to enable better organisational oversight quarterly sickness absence performance reports are provided to CMT

- The Council has seen an increasing take up of the free wellbeing activities mentioned in the above programme over time and in April became the largest user of these activities across the JUCD system
- The 2023 Employee Survey was launched on 5th June 2023 which will enable us to further test and evidence how employees are feeling since our last survey in February 2022.

The focus remains on improving our employee offer, including employee benefits as follows:

- The Working Arrangements Policy and the Travel Policy implemented on 1 April 2023 following an extended period of consultation with departments and the Joint Trade Unions. This outlines the Council as a hybrid organisation, recognising the importance of both in person and remote working to enable the four principles of the Working Arrangements Policy to be met. It establishes four employee profiles with the Travel terms and conditions being outlined within the Travel Policy aligned to each of the employee profiles. The policy continues to recognise the importance of flexibility for employees, supporting their work/life balance and caring responsibilities whilst balancing this against service delivery and business need
- Our Derbyshire Rewards implemented in February 2023 provides access to discounts and benefits alongside a new provider of our employee assistance programme which provides a vast range of wellbeing activities, support for employees including counselling sessions

Aligned to the People Strategy delivery plans regular information is shared with the Corporate Management Team, Departmental Management Teams and Leaders through the Managers HR Bulletin. This ensures plans align to delivery of the Council plan and Departmental service plans, our senior leaders support and champion approaches and leaders understand their role in implementing new initiatives and supporting employees.

Resilient service delivery able to minimise future impacts of Covid-19 and supporting business continuity planning

- Aligned to the creation of the Organisation Resilience, People and Communications division, work will commence to review the organisation's business continuity approach aligned to the local resilience forum (LRF). BCG was central to the organisation's response to Covid-19 and learning has been adopted across all departments with regard to minimising any future impacts

- In addition, the Council's People Strategy has and continues to ensure that the organisation is supported from a workforce perspective with activity in place such as workforce planning, support for transformation programmes and wellbeing interventions to improve workforce resilience
- Departmental People Plans are developed locally to support departments to meet service needs, being regularly refreshed and updated to support changing demand when considering the required workforce interventions
- Work with the Joined-Up Care Derbyshire system is supporting planning and developing our support network across the NHS and wider care community. This also allows us to tap into a wider range of expertise

Digital Strategy Progress

Although a decision was made not to include the development of the Digital Strategy within the MWow programme as a workstream, the following has taken place and been supported via MWow funding stream and monitored through MWow Governance.

- Hybrid meeting rooms have enabled the successful collaboration with staff working from home and partner organisations. They also provide the facility for hybrid working which supports the MWow programme
- Surplus ICT equipment has been utilised, reducing the need to purchase new equipment and to further extend the equipment's useful life cycle

More than 3000 items have been recovered, of which approximately 600 devices consisted of monitors and laptops. Where possible these devices continue to be reutilised, as 2nd user stock, avoiding the need to purchase new devices. Over 250 workstations have been supported through this redistribution of equipment.

Other devices have been disposed of, however under the Council's ICT Hardware Disposal Contract, the Council receives 75% of any resale revenue, should the device be in a suitable condition. Additionally, some of the laptops, which were over 5 years old, have been used to support the Thriving Communities program, in the form of a refurbished laptop. The Council distributes 40 laptops every 6 weeks from disposals and collected redundant across the Voluntary and Community sector, a proportion of those laptops were collected through MWow.

Property 2025, One Public Estate and County Hall Options

Although a decision was made not to include the Property 2023, One Public Estate and County Hall Options as specific workstreams within the MWOW programme. The following has taken place within the Phase 2 site clearances strategy and plan.

Please see below an update on progress to date relating to the clearance of buildings, this is one of the agreed and in scope deliverables within MWoW Phase 2:-

Activity/site	Financial Savings	Update
Sale of furniture	£5,020 Income £7,000 savings	Sale of surplus furniture to Martins Furniture Also savings of over £7k as we do not need to dispose of this furniture
Furniture gifted to Schools and community groups	£5,000 savings	Surplus items provided to School/community groups resulted in 8 Schools/Community Groups using 69 items of furniture, Saving approx. £5K in disposal costs. 3 bags of children's clothes donated to the Red Cross.
John Hadfield House clearance & mothballing	TBC	Mothballing completed December 2022 – running costs reduced to a minimum, business rates relief being claimed, cleaning removed, ICT infrastructure removed and repurposed Reduced running costs in relation to cleaning, ground maintenance, building maintenance & energy usage
Chatsworth Hall running costs 'D block' only	TBC	A Block: still a WIP – with BAU FM B Block: CDL C Block: Mothballed D Block: Police & Trade Unions occupying – Police covering running costs Reduced running costs in relation to cleaning, ground maintenance, building maintenance & energy usage Decommissioned and being marketed for sale, with a small number of meanwhile uses, including furniture store, occupation by CDL
Closed Central Buildings and Rutland Street	TBC	Both buildings handed to Asset Management Feb 22 and mothballed. Reduced running costs in relation to cleaning, ground maintenance, building maintenance & energy usage

Signing in System Data	Future savings through asset rationalisation	<ul style="list-style-type: none"> • Link to Asset Rationalisation Plans and tie in with County Hall Options. • Data used to inform County Hall interim space options.
Wider Estate Clearance	TBC	<ul style="list-style-type: none"> • Clearance work allows servers/boilers to function more efficiently through removal of clutter = reduced energy costs • Identifying non-compliance with fire regs/COSHH/PAT testing etc improves building efficiency • Excess furniture can be used elsewhere – reducing costs for other sites • Improves data protection – effective paper data management • Ability to create additional space – meeting rooms, breakout areas etc = Better working environment for staff and potential to improve service delivery • Creation of additional space for shared meeting rooms / shared touchdown space and create different types of working spaces.
Excess furniture kept in store for future use elsewhere	TBC	<ul style="list-style-type: none"> • Removes the need to purchase additional furniture • To date 79 surplus items were distributed across DCC sites (outside of MWow) to replace damaged or broken existing equipment. • Over 1200 items of furniture have been repurposed across the MWow sites to replace damaged or broken furniture and to install new furniture where required • Creating standardised offices with the removal of pedestals & curved/wave desks • 72 surplus pedestals distributed to staff for personal use
Increased wastepaper going to Shred Station	TBC	<ul style="list-style-type: none"> • Reduction in paper data being stored on site improves data protection and increases available space • Increased compliance with Council retention schedules.

The following updates are within scope of the agreed deliverables for MWow Phase 2.

Data Management

The clearance work undertaken as part of the MWow project has required offices to identify and review all hard copy documentation to ensure that records are held in accordance with the Council's Retention Schedules. Where documents are no longer required, they have then been securely disposed of. This has not only reduced the volume of hard copy documents held but has also allowed the Council to better understand the information that we have and to ensure that this is held securely.

By streamlining the information that we hold, the Council is better placed to ensure that it complies with its data protection requirements now and in the future. Throughout the clearance process, staff have been reminded of the importance of data security and compliance with the Retention Schedules, this should ensure that not only is existing data suitably cleansed and secured but also that future documentation is administered appropriately.

MFD re-contracting

This work is now complete, the benefits for this work has been revisited, the following outline the current benefits that will be realised:

- Over 5 years assuming that usage remains the same, there will be a saving of £24,000, although it is anticipated that the new technologies will change behaviour when it comes to printing. Part of this will be to increase and encourage more printing to the business centre which is more cost effective
- Achieve operational excellence – Driving cost reductions and efficiency.
- Ensure the Council is digitally fit and future ready – Ensuring compliance and increasing capability
- Provide an easy to use managed print solution incorporating print, copy and scan
- Reduce the Council environmental impact
- Enable shared services with other partnering agencies
- Reduce costs, via controlling printing materials such as colour printing.
- Provide device management with toner alerts, accurate meter readings of usage of each device
- Provide a solution to enable the workforce to work in an agile/flexible way
- Enable partnership working with the supplier and collaboration with other partnering agencies, to understand our / national business pressures, requirements and user needs
- Reduce internal IT involvement for support
- Enhance collaboration and productivity across the organisation

- Maximise security – Through Pull Printing, which also minimises waste.
- Provide contactless authentication

Appendix 3

Interim Space options – County Hall Complex

Following a presentation to CMT on 17 January 2023 regarding options to consider reducing the working space available across the County Hall Complex, a decision was made to engage with colleagues to agree the preferred approach, engagement sessions and discussions took place, with proposals discussed by all DMT's.

The proposal to close the Co-op Building and audit block and partially close North Block was considered by CMT. With this reduction in space there will be, approximately 800 workstations available, which is 54% against the current figure of 1471.

In total over 1,200 members of staff engaged with workshops, and survey during February and March 2023. With all DMT's receiving a presentation outlining the proposal. The proposal to reduce the working space available was supported, although a number of concerns were raised, regarding equipment and the suitability/accessibility of chairs, desks and monitors. Other concerns related to the acoustics, office layout and availability of alternative spaces to be used.

There are costs associated with undertaking the work to implement the movement of employees and equipment, totalling £0.259m. Alongside this cost there is the potential for projected income from the lease of Derbyshire Dales Area Office (DDAO) and projected Energy Savings, totaling up to £0.215m.

There are currently 2608 employees contracted to work in County Hall, with 1471 workstations available. The usage of County Hall is updated daily on a 4 week rolling cycle. In June the average daily work station usage across the County Hall complex is 28.1%, with daily room usage at 54%. Finance & ICT are the highest users of their allocated team zones and usage of work stations at 37.7%, followed by Corporate Property, and Adult Social Care & Health. The Business Centre has the highest usage of workstations in a building at 37.1%. Wednesdays are still the days that see the highest usage with Fridays the lowest.

A proposal to close Audit block, Co-op Building and partially close North block has been considered by CMT, this proposal would incur the following approximate costings. As mentioned in the report, although this approach is

supported, funding has not yet been identified and therefore on hold. These costings are indicative and for information only.

Proposed indicative costs outlined in the table below.

	Identified savings/income £	Cost £
X400 lockers (100 banks of 4 lockers)		17,000
Relocation of two Hybrid meeting rooms		7,160
Specialist removals – 4 weeks		40,000
Staff resource (x1 G12, X2 G11 – 12 months)		126,000
ICT – Relocation of Trading Standards Secure Line		500
Room/Desk Booking App		60,000
Securing North/South bridges		8,000
Income from lease of DDAO: Rent*	52,310 – 73,234	
Income from lease of DDAO: Service Charge**	31,386 – 41,848	
Energy Savings	99,771	
Indicative totals	183,467***	258,660

* Based on a rent of £10-£14 per ft²

** Based on a service charge of £6-£7 per ft²

*** based on the lowest highlighted income from leasing DDAO

This work is in addition to business as usual and there are no current resources within the structure to undertake this work, therefore a small team would need to be developed within Corporate Property, x1 Project Manager (G12) and x2 Senior FM Officer (G11) on 12 month contracts.

Due to the issues and concerns raised through the consultation additional costs have been compiled to replace office chairs and ICT equipment along with the purchase of some height adjustable desks. Details are available on request, although indicative costs would be in the region of £0.164m for Office equipment (x800 chairs and x100 height adjustable desks) are between £0.116m and £0.234m dependent on the option taken to replace all ICT monitors to a more accessible landscape option.

The total cost of undertaking this work would be in the region of £0.259m, by taking into consideration the potential savings and income the initial cost would be £0.075m.

Therefore, if the projected savings, income and costings for the purchase of office furniture and lower priced ICT equipment, are considered, the total funding required to undertake this work would be £0.324 m. If the projected savings and income were not taken into consideration the required funding would be between £0.259 and £0.539m, dependent on which ICT and furniture options were chosen.

	Potential Savings/income £m	Cost £m	£m
Indicative cost to undertake work		0.259	
Office Furniture		0.164	
ICT equipment		0.116	
Potential Savings/income	-0.215		
Sub totals	-0.215	0.539	
Total			0.324