EXTRAORDINARY MEETING OF THE ISLE OF ANGLESEY COUNTY COUNCIL

Minutes of the meeting held on 4 December 2014 (10.00 am)

PRESENT: Councillor Vaughan Hughes (Chair)
Councillor Jim Evans (Vice-Chair)

Councillors Lewis Davies, R Dew, Ann Griffith, John Griffith,
D R Hughes, K P Hughes, Victor Hughes, W T Hughes,
Llinos Medi Huws, A M Jones, Carwyn Jones, G O Jones,
H E Jones, R. Meirion Jones, Alun W Mummery, R G Parry OBE,
Dylan Rees, J A Roberts, Nicola Roberts, Alwyn Rowlands,
Dafydd Rhys Thomas and Ieuan Williams

IN ATTENDANCE: Chief Executive,
Deputy Chief Executive,
Corporate Director (Community),
Corporate Director (Lifelong Learning),
Head of Function (Council Business)/Monitoring Officer,
Interim Head of Function (Resources) & Section 151 Officer,
Interim Head of Democratic Services,
Corporate Assets Transformation Manager (CS),
Acting ICT Services Manager (NS),
Committee Officer (MEH).

APOLOGIES: Councillors Jeff M Evans, T Ll Hughes, Raymond Jones,
T Ll Hughes, Richard Owain Jones and Jeffrey M.Evans

1.   DECLARATION OF INTEREST

No declaration of interest received.

2.   EXCLUSION OF THE PRESS AND PUBLIC

The Chief Executive stated that it is usual when an item is commercially sensitive or
affect staff, a process is followed to consider whether those matters should be
discussed in an open or closed meeting. In this particular instance as Officers it
was decided that this matter should be discussed in private but relevant parts of the
Smarter Working Project could be released into the public domain.   He further
stated that as Officers it was considered that the Smarter Working Project should
not be discussed in full at a public meeting as information is included that is
commercially sensitive i.e. value of Councils assets before being placed on the
open market.

The Monitoring Officer stated that the Public Interest Test attached to the report sets out the reasons for having the debate in private or in public. The balance of the Public Interest Test considers that the debate should be in private session in the first instance in order to enable Members to have a free and frank exchange of views. The particular legal concerns are that there is sensitive commercial information within the report. The information falls into 3 categories:-

- Sale of assets to help fund this project which identifies in detail what the expected receipts are from the sale of the assets.
- Information in detail about the procurement required in order to realise the project i.e. supplies and services the Council will need to purchase.
- References to opinions of Officers about certain characteristics of named contractors.

Therefore the legal advice still remains that the debate should take place in a private forum. However, the Monitoring Officer stated that if the Council is minded not to follow that advice as the Corporate Scrutiny Committee intended to at its meeting held on 4 November, she asked that the Council should limit the risk as follows :-

- To avoid reference to the commercially sensitive information in the debate by the Council;
- To give authority to the Monitoring Officer, if the Council decides to have the debate in public, to release the papers and to redact the commercially sensitive information after the meeting. There are 12 sets of redactions within the document.

The Leader of the Council stated that following the detailed advice by the Monitoring Officer, that if the commercially sensitive information is not discussed in public, he proposed that the Smarter Working Project report be discussed in public and to redact the commercially sensitive information within the report thereafter. Councillor Alwyn Rowlands seconded the proposal.

The Chair of the Corporate Scrutiny Committee stated that the Executive held on 20 October, 2014 approved the Smarter Working project and thereafter the item was 'Called-In' to be further discussed by the Corporate Scrutiny Committee and that Committee requested that it be discussed in public. That meeting was deferred and it is emanating from that decision that the matter has come before the full Council. He further stated that briefing session on the Smarter Working Project should have taken place before the Corporate Scrutiny Committee held on 15 October, 2014 to allow for discussions.

Members unanimously **RESOLVED that the matter be discussed in public with the redactions as outlined by the Monitoring Officer.**

3.   **SMARTER WORKING PROJECT**

A request for an Extraordinary meeting of the Council had been made by Councillors Lewis Davies, Ann Griffith, John Griffith, Trevor Ll. Hughes, Vaughan

Hughes, Llinos M. Huws, Carwyn E. Jones, R. Meirion Jones, Alun W. Mummery, Bob Parry OBE, Dylan Rees and Nicola Roberts in accordance with Section 4.1.3.1 of the Constitution, to revisit the Executive's decision made on 20th October, 2014 in relation to the Smarter Working Project and to consider the matter in public. A copy of the reasons for the request was attached within the Agenda for the meeting.

The Chair of the Corporate Scrutiny Committee raised a Question that the Executive resolved to approve the Smarter Working project on 20th October, 2014 subject to capital and revenue resources being available. He referred to the Council's Constitution 4.3.2.3 – Decisions outside the budget and questioned if the decision of the Executive was within the Councils regulations as Appendix 6 within the report states that the project would be implemented immediately in December. Questions were raised to how this project was to be funded.

The Monitoring Officer responded that the Executive can only make spending decisions where the funding to underpin that spending has already been allocated. As the project is multi-layered, some funding may be already in place in the budget. Some elements of the project may not require funding e.g. disposal of assets; these will be issues for the Executive. Anything else will be a Council decision.

The Interim Head of Function (Resources)/Section 151 Officer stated that any activity that has taken place this year in respect of the Smarter Working may have not required any budget i.e. Officers time or funding from departmental budgets already in place. However, if any funding is required during the course of this financial year, the Council does have earmarked reserves which can be deployed through the proper processes to release funding. He further stated that there is currently no capital provision in place for this project and the Executive has recognised that by only agreeing to the principle of the project. The Officer stated that he considered that the Executive at its meeting held on 20 October, 2014 made a legitimate decision under the constitutional provision.

The Chair of the Council invited Councillor Bob Parry OBE, as the Leader of the Opposition Group to address the meeting. Councillor Parry expressed that the main concerns of the Opposition Group to the Smarter Working Project was the expenditure of this project. The project is dependent on selling the Council's assets on the open market together and selling these assets quickly. He further stated that whilst he appreciated that elements of the Smarter Working project are acceptable he specified that spending over £1m on the Headquarters would not be acceptable to the residents of the Island when the Authority considers increasing the Council Tax. The issue of local government reorganisation is also a factor that needs to be considered.

Main issues raised by the Opposition Group :-

• Possible redundancies of administrative posts;
• Spending over £1.5m on the County Council's Headquarters was unacceptable ;

- Enhancement of the ICT is needed to modernise the Authority with more resources being imputed into the ICT budget from the Smarter Working Project;
- The need to investigate fully the energy efficiencies savings of the headquarters i.e. LED lighting, solar panels;
- The project is dependent on selling the Council's assets and selling these assets quickly;
- Parking and health and safety issues with bringing more staff into the headquarters.

The Portfolio Holder (Transformation) gave a detailed background to the Smarter Working Project and reported on the briefing session conducted with staff. The Smarter Working Project is delivered as a range of savings which is outlined within the report. Information Technology needs to be enhanced to encourage and promote agile working within the authority. Based on advice received by the Section 151 Officer, savings are unlikely to materialise by adopting a piecemeal approach. A number of the aspects within the report have been ideas put forward by staff and management can now work to modernise facilities, service delivery and working practices within the Council. Capital receipts will be used to contribute to capital investment linked to the project which will lead to improvements within the authority. The savings of £730k per annum will materialise from this project.
The Portfolio Holder emphasised that this project is an 'invest to save' project.

He referred to the issue of possible redundancies of administrative posts raised by the Opposition Group. He explained that it is envisaged that these posts will be lost through natural wastage i.e. voluntary redundancies and retirement.
The Leader of the Opposition Group stated that the decision regarding Smarter Working Project should be reviewed and should proceed in stages. A recorded vote was taken under the provisions of 4.1.18.5 of the Constitution

The recorded vote was as follows :-

That the Smarter Working Project decision be reviewed and to consider proceeding with the project on a stage by stage process:-

Councillors Lewis Davies, Ann Griffith, John Griffith, Vaughan Hughes, Llinos M. Huws, Carwyn E. Jones, R. Meirion Jones, Alun W. Mummery, Bob Parry OBE, Dylan Rees, Nicola Roberts.   **TOTAL 11**

Against the motion :-

Councillors Jim Evans, R.A. Dew, D.R. Hughes, K.P. Hughes, T.V. Hughes, W.T. Hughes, A.M. Jones, G.O. Jones, H.E. Jones, J. Arwel Roberts, Alwyn Rowlands, D.R. Thomas, Ieuan Williams.   **TOTAL 13**

Abstentions :   **NIL**

RESOLVED that the Chair declared that the motion was not carried.

Redacted Smarter Working Project Full Business Case Report

The meeting concluded at 1.00 pm

**COUNCILLOR VAUGHAN HUGHES
CHAIR**

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NODWCH, OS GWELWCH YN DDA, ER FOD Y DDOGFEN HON WEDI'I MARCIO FEL UN "EITHRIEDIG", MAE'R WYBODAETH YN CAEL EI DATGELU, ER EI GOLYGU, YN DILYN PENDERFYNIAD Y CYNGOR LLAWN.

PLEASE NOTE, WHEREAS THIS DOCUMENT IS MARKED "EXEMPT", THE INFORMATION IS DISCLOSED, ALBEIT IN A REDACTED FORM, FOLLOWING A DECISION OF THE FULL COUNCIL.

ISLE OF ANGLESEY COUNTY COUNCIL	
Report to:	Informal Executive (6th October, 2014); Corporate Scrutiny Committee (15th October, 2014) Executive (20th October, 2014)
Date:	29th September, 2014
Subject:	Smarter Working Project Full Business Case
Portfolio Holder(s):	Cllr Alwyn Rowlands
Head of Service:	Bethan Jones (Deputy Chief Executive) *(HoS Corporate Transformation post vacant at time of writing)*
Report Author: Tel: E-mail:	Danielle Edwards (Corporate Programme Manager) Ext. 2151 DanielleEdwards@anglesey.gov.uk
Local Members:	

A –Recommendation/s and reason/s

This report recommends that the Executive agrees to :

▪ the Smarter Working project going forward as set out in this report subject to the allocation of capital and revenue resources; and

▪ mandates and instructs the sale of the vacated assets in scope *(i.e. Park Mount, Rovacabin, Penyrorsedd House, Mon Training Centre)* as soon as is practicable,

requiring the Programme Manager to report back every 6 months on progress.

1. Introduction
Over the coming years the Isle of Anglesey County Council (IoACC) faces tough financial decisions, with ever reducing budgets coupled with increasing public demand placing pressure on the organisation to adopt an ethos of transformation. Change is inevitable; it is needed in order to survive and the IoACC cannot afford to be left behind. The Authority is fast becoming prepared for this transformation, showing a strong commitment to becoming a more modern, efficient and ultimately more sustainable organisation.

The *Transformation Plan* sets out the need for the Authority to have in place a clear plan as to how it intends to transform the internal culture and working practices; transform its services, how they are delivered and by whom; and ultimately ensure the Council's future financial viability. How we will do this and what it will look like for our citizens has been articulated through the Authority's *Corporate Plan* objectives. In order to achieve these

objectives, our Authority needs to begin the think and work 'smarter'.

2. Strategic Case

Smarter Working links in with the majority of the organisations other key initiatives, some of which would be difficult to achieve without its' implementation:

- Corporate Plan
- Efficiency Strategy
- Assets Management Plan
- ICT Strategy
- Business Continuity
- Energy Efficiency

There are compelling drivers that can be addressed and benefits to be achieved through Smarter Working. The 5 key drivers are:

- *Building closures* - the Authority needs to rationalise its asset portfolio to address issues of on-going maintenance costs and suitability of buildings as office space

- *Restricted accommodation* - A survey carried out in 2012 indicates that in the region of 600 workstations are presently accommodated in the main Llangefni office building. We know from this case that an additional 200 staff need to be relocated from properties currently being utilised as office space that are not 'fit for purpose' both in terms of the layout and design, and their general condition.

- *Underinvestment in ICT infrastructure leading to antiquated systems* - networks and infrastructure will need to be strengthened to ensure it is reliable and robust to meet new demands. Systems are in some cases; not fully or successfully implemented, under utilised, or not robust enough to support us as we go forward within a more flexible and customer focused environment. Some of the issues with our systems have been reported upon by Internal Audit and the ICO, showing we are exposed in certain areas and at risk of incurring hefty financial penalties and reputational damage.

- *Meeting efficiency targets* - The Authority must reduce its expenditure significantly, and with a funding gap of circa £16million needing to be met over the next 3 years, the Council needs to embrace change to meet future challenges and continue to provide high quality services in the future.

- *Modernising working practices* - In order to address the above drivers, a fifth needs to be considered around modernising working practices. This element of change requires a significant shift in the organisational culture and will take time to both implement and fully embed itself.

Economic Case

The preferred option proposes:

(i) The main council office building reception area is re-designed to make one main reception for the organisation with excellent service at the point of contact for our customers.

The reception area is one of the first opportunities the Authority has to make an impression on the customer/visitor, and therefore needs to be designed in a way that is both inviting and practical, providing a positive, consistent and lasting impression.

(ii) That the main council office building is re-designed to support the Authority in rationalising its assets and adopting smarter working practices.

The aim is to transform the working environment to enable a greater number of staff to use the main Council Offices and/or community based locations as their primary work location. This will require a more modern approach to service delivery, embracing the broader principles of agile and smarter working.

(iii) The Authority adopt more modern working practices in order to reduce time spent in relation to administrative duties.

Modernising and becoming more agile as an organisation will require staff to be empowered to become far more self-sufficient. Technological advances provide businesses with the tools required to carry out their work, often those traditionally seen as office based work, on the move. These ICT tools will not only allow the workforce to become more agile, but will also have an impact on efficiency through allowing work to be completed quicker and at the point of contact. What has become clear is that by embracing new technology and working smarter it can have an impact on reducing the administrative tasks carried out in the Authority.

The evidence presented shows that by implementing the above proposals we can deliver improved outcomes for our staff, the organisation and our citizens, meeting the project's investment objectives:

Investment Objective 1: Optimising access to service
- Customers receive a consistent IoACC greeting from the staff at the one main reception
- Customers receive an answer to their (basic) query at the first point of contact – a quicker more satisfying response
- Customers have access to services through the public access PCs, encouraging the channel shift towards self-service and skills development to access services from locations most convenient to them
- Customers receive support from officers when required to complete forms, benefit claims and book facilities whilst with them
- Customers will have a more consistent and improved quality response to their telephone calls

Investment Objective 2: Becoming modern, sustainable and prepared for change
- The organisation makes better use of the available space within the main building allowing for easier co-operation between services;
- Staff welfare i.e. happiness has increase due to the feeling of greater flexibility in

the way they manage their workloads and that the organisation trust them to effectively do so;
- Services are far leaner in their structure and learn to deliver their services to the maximum on a minimum
- Customer are able to access service easily
- Customers trust the Authority to keep customers data safe

Investment Objective 3: Rationalising our asset portfolio
- The organisation can close unfit outlying buildings
- Staff are based in buildings that are modern and suitable/sufficient for them to best carry out their duties
- There is increased supporting for the wider assets rationalisation programme for the Authority e.g. Schools Modernisation through the release of Y Graig
- Services are brought together to enable closer working across services, improving the holistic access to services to our customers

Investment Objective 4: Achieving efficiency savings
- The organisation has a reduced asset portfolio resulting in reduced pressures on revenue budgets per annum
- The organisation benefits from cost avoidance in relation to on-going revenue running costs for buildings where the historic budget has been removed from current service budgets
- The organisation make more efficient use of administrative staff within the Authority with identified surplus removed from structure

Investment Objective 5: Improving our reputation and developing our culture
- The organisation has an improved reputation within the local government arena recognised at the National level
- The organisation is attracting and keeping well trained staff
- The organisation and staff work within a culture of trust
- Supporting Services to make a significant contribution to the efficiency agenda
- The organisation is recognised by the ICO as being data compliant

The proposals also contribute to us meeting our duties towards *information governance*, addressing some of the ICOs key recommendations.

Financial Case
The summary position shows that over the 2-year period the project will release net savings in the region of £729k which will contribute to the efficiencies targets and are attributed to:
- reduction in staffing (£621,500)
- energy efficiency (£21,500)
- building running costs (£171,000)

The non-recurring revenue cost of change is in the region of £440k in year one and £136k in year two, which will be secured from reserves to cover:
- Redundancy costs and pension deficits (£472,500)
- ICT support for 2 years to support development and implementation (£69,000)
- Workforce Development support for 1 year to assist services in the fair and equitable

reduction of their administrative complement (£34,500)

Capital receipts are expected based on the market value of the buildings in scope in the region of £563k *(excluding Hen Ysgol Y Graig and associated sites for which the capital receipts are attributed to Ysgol Tal y Bont)*. Though shown in year 1, it cannot be predicted when the assets will sell and therefore receipts will be submitted to the corporate capital 'pot' as received.

Capital investment is required in the region of £1.1m to deliver the key proposals across the 3 recommendations to be secured through the corporate capital allocation, which will deliver:

- undertaking the re-development of the main reception (£77,000)
- undertaking the re-development of the main building (£588,500)
- professional support for design (£102,500)
- moving the training rooms to Shire Hall (£33,000)
- energy efficient lighting throughout the building (£151,000)
- associated ICT costs to; strengthen the network, provide the hardware, and wireless points (£54,000)
- purchase of a unified communication solution ████████████████
- remote access ██████████████
- Additional storage for electronic records (£29,500)
- Audio/visual equipment for meeting rooms (£5,000)
- New flexi system (£21,000)
- Purchase of Voice recognition software (£2,000)

The project identifies further opportunities for savings through the work that has been undertaken in relation to reducing administrative tasks and energy efficiency.

Commercial Case

In order to implement Agile Working there is a considerable amount of expenditure to be undertaken on equipment, building adaptations, information systems and IT infrastructure. The Procurement Officer has been involved through the project providing advice and guidance on the various procurement issues, exploring existing frameworks and contracts available to support the buying process.

Moving forward the Procurement Officer will assist in identifying gaps where full cycle procurement process needs to be carried out, and estimate the timescale of this process, which will inform the Project Plan for implementation of new software and structural changes.

The timescales and exact details will fluctuate according to the availability of the product being procured and the value of the purchase in compliance with IoACC policy and EU legislation.

The *Smarter Working Programme Manager* will continue to work with the Procurement Officer to ensure that probity and best practice are clearly demonstrated and that value for money is obtained.

Management Case

There are clear plans and governance arrangements for the management of the implementation and change going forward.

The implementation will broadly cover three areas of work delivered as interdependent 'Implementation Projects' reporting to the (Smarter Working) Programme Board:

- building restructure and service moves
- new ICT software
- managing the change & workforce development

An approach to managing the change and supporting our staff and managers is clearly thought out and detailed, setting a strong direction for successful change management.

B – What other options did you consider and why did you reject them and/or opt for this option?

The option to keep the status quo has been considered, but as it will not achieve the organisations corporate objectives it has not been chosen as a viable alternative.

Table 2 in Section 3.1 of the report sets out the proposals against the projects *Investment Objectives* to evidence; their ability to improve outcomes for our customers, staff and the organisation as a whole, and how they will contribute to achieving our non-financial benefits.

C – Why is this a decision for the Executive?

Capital and revenue investment is required to move to implementation and enable the release of revenue savings. Once the sites in scope are vacated the we will look to proceeding with the sale of these sites as soon as is practicably possible.

D – Is this decision consistent with policy approved by the full Council?

Yes

DD – Is this decision within the budget approved by the Council?

The Project will seek investment from the Council's reserves through submission of an application to be considered as part of the newly adopted capital investment process and by requesting additional revenue from reserves as a 'cost of change' initiative.

E – Who did you consult?		What did they say?
1	Chief Executive / Strategic Leadership Team (SLT) (mandatory)	The SLT support the recommendations of this report and find the Full Business Case robust *(presented on the 29th September 2014).*
2	Finance / Section 151 (mandatory)	The S151 Officer supports the recommendations of this report and find the Full Business Case robust *(presented on the 26th September 2014).*
3	Legal / Monitoring Officer (mandatory)	That the report should be submitted as a part two report due to the sensitivity surround the future of administrative posts.
5	Human Resources (HR)	The Project Lead is the *Head of Environmental & Technical*, with the *Head of Profession for HR* and (interim) *ICT Manager* part of the Project Board – all have been actively involved in the development of this Full Business Case.
6	Property	
7	Information Communication Technology (ICT)	
8	Scrutiny	Will be presented to Scrutiny on 15th October 2014.
9	Portfolio Holder	Cllr Alwyn Rowlands as portfolio holder has been and will continue to be a member of the *Smarter Working Project Board* and is in support of this case.
10	Staff & Unions	*Council Staff* – Have been invited to contribute to the development of the proposals through formal consultation and frontline staff stakeholder groups. *Trade Unions* – Have been invited to contribute to the development of the proposals through link meetings and formal consultation.

F – Risks and any mitigation (if relevant)		
1	Economic	The Full Business Case provides evidence that the proposals will support the strategic direction of the Authority and contribute to the delivery of it's Corporate Plan objectives – some of which would be difficult to achieve without its implementation.
2	Anti-poverty	
3	Crime and Disorder	
4	Environmental	
5	Equalities	
6	Outcome Agreements	
7	Other	The current project has adopted a risk management methodology, identifying the main risks and detailing mitigating actions to reduce the risk level. *The current risk register can be viewed in Appendix 1 of the Full Business Case.* Moving into implementation it is recognised that the three emerging high risks will be in

		relation to: ▪ *ICT* – The risk that the development required in ICT is not realised to the extent required to underpin this significant work and cultural transformation ▪ *Finance* – The risk that the savings are not released on time or to the amount expected ▪ *Staff Morale* – The risk that we do not engage and consult effectively with staff resulting in resistance to change

FF - Appendices:

Appendix 1 – Smarter Working Project Full Business Case (October 2014)

G - Background papers (please contact the author of the Report for any further information):

**CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL**
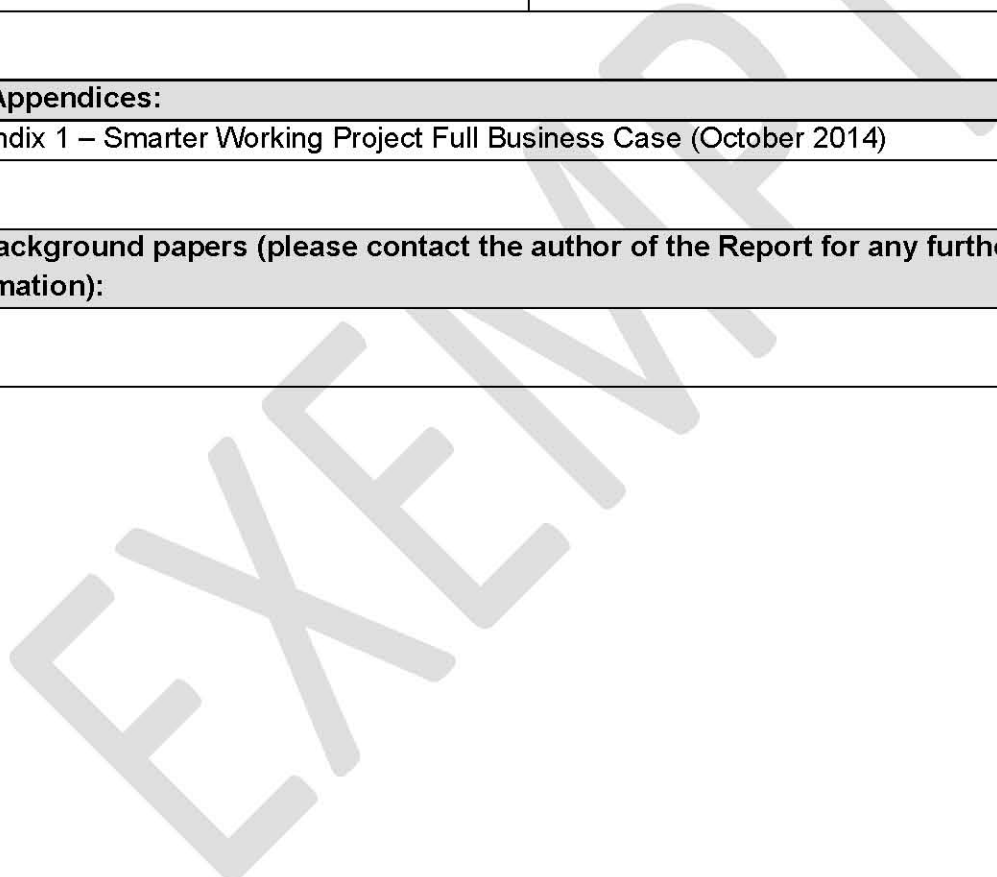
Smarter Working Project
Full Business Case

October 2014

Document Contact:

DanielleEdwards@anglesey.gov.uk

Content

Executive Summary

Summary of the Strategic Case

Smarter Working links in with the majority of the organisations other key initiatives, some of which would be difficult to achieve without its' implementation.

There are compelling drivers that can be addressed and benefits to be achieved through Smarter Working, and its' implementation will assist with the achievement of our corporate objectives. In order to ensure success, there are risks that need to be mitigated and careful planning to be undertaken.

Summary of the Economic Case

The preferred option has three broad recommendations:

Recommendation 1 -   The main council office building reception area is re-designed to make one main reception for the organisation with excellent service at the point of contact for our customers.

Recommendation 2 -   That the main council office building is re-designed to support the Authority in rationalising its assets and adopting smarter working practices.

Recommendation 3 -   The Authority adopt more modern working practices in order to reduce time spent in relation to administrative duties.

The evidence presented shows that by implementing the proposals within the 3 recommendations we can deliver improved outcomes for our staff, the organisation and our citizens, meeting the project's investment objectives:

- Investment Objective 1: Optimising access to service
- Investment Objective 2: Becoming modern, sustainable and prepared for change
- Investment Objective 3: Rationalising our asset portfolio
- Investment Objective 4: Achieving efficiency savings
- Investment Objective 5: Improving our reputation and developing our culture

The proposals also contribute to us meeting our duties towards information governance, addressing some of the ICOs key recommendations.

Capital investment is required, along with some transitional and revenue costs in return for financial benefits (revenue and capital savings) and non-financial benefits.

Summary of the Financial Case

The financial case is viable with the summary position showing that over the 2 year period the project will release net revenue savings in the region of £729k, and capital receipts in the region of £563k (realised as sold).

The non-recurring revenue cost of change is in the region of £440k in year one and £136k in year two, which will be secured from reserves, with an investment in the region of £1.1m capital required to secure the improvement outcomes for the organisation (from capital allocation).

There are further opportunities for savings identified through the work that has been undertaken in relation to reducing administrative tasks and energy efficiency.

Summary of the Commercial Case

There is assurance that the project has been and will continue to work with the corporate procurement office to ensure that we act in accordance with the appropriate acts and regulations.

Summary of the Management Case

There are clear plans and governance arrangements for the management of the implementation and change going forward.

The implementation will broadly cover three areas of work delivered as interdependent 'Implementation Projects' reporting to the (Smarter Working) Programme Board:
- building restructure and service moves
- new ICT software
- managing the change & workforce development

An approach to managing the change and supporting our staff and managers is clearly thought out and detailed, setting a strong direction for successful change management.

1. Introduction

Over the coming years the Isle of Anglesey County Council (IoACC) faces tough financial decisions, with ever reducing budgets coupled with increasing public demand placing pressure on the organisation to adopt an ethos of transformation. Change is inevitable; it is needed in order to survive and the IoACC cannot afford to be left behind. The Authority is fast becoming prepared for this transformation, showing a strong commitment to becoming a more modern, efficient and ultimately more sustainable organisation.

The *Transformation Plan* sets out the need for the Authority to have in place a clear plan as to how it intends to transform the internal culture and working practices; transform its services, how they are delivered and by whom; and ultimately ensure the Council's future financial viability. How we will do this and what it will look like for our citizens has been articulated through the Authority's *Corporate Plan* objectives.   In order to achieve these objectives, our Authority needs to begin the think and work 'smarter'.

1.1   Vision for Anglesey County Council

The IoACC vision is to;

> *'developing better, more modern services, increasing efficiency, lowering long term costs, improving motivation, and extending working flexibility. This supports the Transformation Plan's ambitions for; transforming culture, working practices, and services and ensuring future financial viability'.*

The achievement of this vision will rely upon innovative thinking and the adoption of bold and ambitious proposals, hand in hand with investment in the working environment and operational systems to enable mobile, flexible and home working to play a large part in the delivery of services.

In June 2013, it was agreed that a specific project needed to be established to drive forward changes in working practices and culture within the IoACC, resulting in the **Smarter Working Project** which aims to ensure that:

Service Users	can receive the services they need faster and at a variety of locations that suits them.
Staff	can work the required hours at times and locations, that are more suited to their home life whilst feeling valued and trusted enough by their manager to do so. This will be embodied in their feeling of pride in working for a modern and progressive organisation.
Elected Members	can contact officers when they need to and work from a range of locations making themselves more accessible to their constituents thus contributing to providing value for money services.
The Organisation	becomes a leaner, more responsive and more efficient organisation which can better recognise the contributions of staff to the corporate aims whilst attracting more people to work for, and stay with, Anglesey Council. It can

now be regarded as 'good practice' in the local and Welsh Government arena

1.2 Defining Smarter Working

Smarter Working refers to developing new ways of working made possible by advances in technology and made essential by economic, environmental and social pressure.

Smarter Working is about taking a comprehensive and strategic approach to modernising working practices in order to achieve our corporate objectives. Through this project we have explored the lessons learned internally and from across the public and private sectors, asked our leaders, managers and staff what they think will work best for Anglesey, and developed a case to suit the IoACC and its citizens.

1.3 Structure of the Full Business Case

The business case has been developed in line with current Welsh Government guidance regarding the content and structure of business case reports (the 'five case model'). In line with this guidance it contains the following sections:

Strategic case: provides assurance that the synergy and strategic fit of the proposal is right for the IoACC and details the case for change – the 'why'

Economic case: considers whether Smarter Working can provide better outcomes for staff, the organisation and citizens, and will ensure value for money

Financial Case: sets out the wider financial context and demonstrates that the preferred option recommendations will result in a fundable and affordable deal, evidenced by a robust proposed financial and savings model

Commercial case: details what steps the project has and will take towards ensuring that any spend will be procured competitively, in accordance the appropriate rules and regulations.

Management case: sets out the governance and project approach that will ensure that the preferred option recommendations are able to be delivered successfully. It will also ensure that there are appropriate and robust arrangements in place for change management, the mitigation of risk and the longer-term management of benefits realisation.

2. The Strategic Case

2.1 Alignment with Key Strategies and Initiatives

Smarter Working ties in with a framework of many other business strategies and corporate responsibilities within the organisation. Some of these, for example our *Efficiency Strategy* forms part of the main drivers for Smarter Working, and some will use Smarter Working to provide a case for change in line with future and existing operational needs.

Governance arrangements through the Corporate Programme Management Office (CPMO) exist as part of the framework of strategies, to ensure that Smarter Working is implemented in compliance with legislative and organisational objectives.

2.1.1 Corporate Transformation Plan & 6 Key Themes

In 2012, the Authority's Executive Committee approved a *Transformation Plan* for Anglesey. The Transformation Plan sets out how the Authority aims to improve over the next three years. The vision outlined in the Plan is that by 2016:

"we will be a professional and well-run Council, innovative and outward-looking in our approach, committed to developing people and partnerships in order to deliver efficient and effective services of good quality that are highly valued by our citizens."

This means that by 2016 the Authority will have:

- increased the pride in Anglesey, of its elected Members, management, staff, services and amenities;
- respect within the local government family in Wales, locally, regionally and nationally;
- elected members, managers and staff who make a difference and grow in capability as a result;
- an understanding of and be proactively managing the performance of its services, targeting improvement actions where and when this is needed;
- areas of innovation, good practice and service excellence that other organisations seek to benchmark themselves against;
- productive, transparent and trusting relationships with its partners;
- satisfied its auditors in terms of leadership, governance and organisation.

The implementation of Smarter Working across our organisation will be a key contributor to the underpinning *6 key Themes*, in particular:

> *Theme 2: Innovative, Ambitious and Outward Looking* – we will establish an environment and culture that encourages and nurtures innovative and creative ideas and solutions, looking beyond the organisation to seek ambitious solutions that benefit our customers, citizen and communities

2.1.2 Corporate Plan

The Corporate Plan 2013-17 was formally adopted by the Council in December 2013 and clearly states what the Authority aims to achieve during the four year period of the plan. The Smarter Working Project underpins a major overhaul of the way in which the Authority currently delivers it services and can be linked closely to two objectives within the Corporate Plan 2013-2017:

Transform our Information and Communication Technologies (ICT)

The Corporate Plan 2013-17 states that in the future *"all interaction, internal and external, will be enabled electronically. Face to face and other routes will exist, for those who need it. By changing the systems it will free staff up to get on and 'do their job' within clear boundaries and using processes which are robust yet agile."*

In order to achieve this, there are a number of pre-requisites that must be achieved:

- staff must have the ability to access the ICT systems they require securely from any location;
- customers and citizens must be enabled to communicate with the Council services they need via the internet at a time and place convenient to them; and
- services must be supported in adopting wider use of technology to enable more efficient and effective delivery of their services.

It is envisaged that the work streams within the Smarter Working Project will support the Authority in meeting the above pre-requisites, whilst also:

- enabling staff to work flexibly from multiple locations using a variety of devices;
- enabling staff to move and work easily between roles and services as a result of standardised equipment and processes;
- improving service delivery through the integration and harmonisation of ICT processes
- rationalising the Authority's asset portfolio; and
- reducing the overhead running costs of the Council

Becoming Customer, Citizen & Community Focused

The Corporate Plan 2013-17 states that *"we will take a 'One Council' approach to service delivery by supporting the delivery of a modern, flexible workforce, equipped to deliver the Council's goals".*

One of the key principles of the Smarter Working Project is putting in place the infrastructure which enables the staff to 'work from where they need to work'. It is by adopting this mantra that the Authority can begin to become 'customer, citizen and community focused', demonstrating the flexibility of its services to be delivered at the point of need or convenience to the customer.

The proposed concept of smarter working will ensure more flexible working arrangements with staff managed by outcomes and less office based, so that they can spend a higher percentage of their time in direct contact with customers.

2.1.3 Efficiency Strategy

All public sector organisations are facing the need to make large savings. Anglesey has a budget of £126m and we estimate we will need to save around £16 million over the next three years.

The Smarter Working project aligns with the principles set within the Efficiency Strategy, in particular:

- to make sure the way we work across the whole council ensures good value in the way we spend money
  - Reducing the number of offices and buildings we have

- to reduce the cost of management, democracy and bureaucracy to what is necessary to deliver good services.
  - We will be making a 10%-20% saving in the cost of administration through introducing electronic means for our internal and external processes. For example, job application forms, orders and invoices, expense and sickness forms etc.
  - We will encourage the public to contact the Council by e-mail and will enable access to our services through the use of our website
  - Bureaucracy that does not add value to our work will cease and streamlined ways of working will be introduced.
  - We will review the number of formal meetings we have and we will expect officers, and encourage elected Members to use computers rather than paper, e-mail rather than letters and video conferencing rather than travelling

2.1.4 Assets Management Plan

The purpose of the *Asset Management Plan* is crucial for achieving a strategic focus on the management of the property portfolio which is also linked to the corporate objectives and capital expenditure strategies of the Council.

Its purpose is to provide the basis for which the Councils property related decisions are to be made and to ensure operational buildings are safe, fit for purpose and the use of property assets are optimised and costs minimised in order to ensure the property portfolio is sustainable for the future.

The Council's large and varied portfolio of land and building assets whilst on the one hand is considered a valuable resource, it is also a liability which requires considerable revenue and capital funding to run and maintain. It is well known that poorly performing assets which do not support service delivery can detract from the Councils services to its citizens.

Our assets need to be linked to the Councils corporate priorities and must contribute to the process of transformation and service improvement. This is the key driver for any strategic approach to asset management as service delivery is at the heart of everything we do. In order to ensure we have an asset base which is sustainable and fully supports service delivery in the future, we need to challenge the status quo of how our assets are currently aligned with service delivery and what changes need to be made to ensure they will support service transformation as we move forward.

In the future, the Council will need to be responsive and agile in the way it provides its services at a time of tight fiscal management and rising expectations and demands from our citizens, we will have to deliver more for less and the perceived vision for the future assumes a reduced property asset base that fulfils these requirements.

The work being undertaken through the *Smarter Working Project* is a key contributor to this agenda enabling the releasing of a number of outlying office accommodations.

2.1.5 ICT Strategy

The work being undertaken through the Smarter Working Project is helping to shape the ICT Strategy. It is through understanding how we will be working going forward that will define the direction of and need for ICT in the IoACC.

In order to deliver on our corporate objectives it is recognised that there are a number of pre-requisites that must be achieved:

- staff must have the ability to remotely access the ICT systems they require securely from multiple locations;
- customers and citizens must be enabled to communicate with the Council services they need via the internet at a time and place convenient to them; and
- services must be supported in adopting wider use of technology to enable more efficient and effective delivery of their services.

It is envisaged that the work streams within the Smarter Working Project will support the Authority in meeting the above pre-requisites, whilst also:

- enabling staff to work flexibly from multiple locations using a variety of devices;
- enabling staff to move and work easily between roles and services as a result of standardised equipment and processes;
- improving service delivery through the integration and harmonisation of ICT processes; and
- reducing the overhead running costs of the Council.

2.1.6 Business Continuity & Emergency Planning

Business continuity is vital in ensuring that unexpected events do not halt normal operation. By ensuring that staff can access the internal servers and continue with their daily work remotely, the Authority can strengthen itself in terms of business continuity.

The ability to work remotely from a number of office buildings and from home will assist with business continuity in the event of pandemic, adverse weather, transport and terrorist threats. Some members of staff already have remote access to internal servers however, in order to ensure our ability to meet future unexpected challenges; we will need to make this more available.

2.1.7 Energy Efficiency Strategy

The developing Strategy will set out the intentions for the Authority in working to meet the Public Sector targets in the Welsh Government Climate Change Act 2008
- to reduce emissions to a maximum of 0.83 metric tonnes of carbon dioxide equivalent (MtCO2e), against a baseline of 1.13 MtCO2e, and
- 3% reduction in emissions year on year.

The IoACC have set a local target for a 5% reduction in energy and water usage.

As part of the feasibility work, the Smarter Working Project commissioned mechanical and electrical consultants to undertake a full review of the main council office building to identify how we can make better use of our utilities within any re-design, which could result in savings and contributing to the above local and national targets.

2.2   The Case for Change

2.2.1   Drivers *(Existing Arrangements)*
There are 5 key drivers for implementing Smarter Working:
- Building closures;
- Restricted accommodation
- Underinvestment in ICT infrastructure leading to antiquated systems
- Meeting efficiency targets;
- Modernising working practices

Building Closures

The Authority needs to rationalise its asset portfolio to address issues of on-going maintenance costs and suitability of buildings as office space. A number of buildings have been identified for closure in the near future, which requires a clear plan of how to relocate the staff based within each one; these are:
- *Park Mount;*
- *Rovacabin;*
- *Penyrorsedd House;*
- *Môn Training Centre;*
- *Hen Ysgol y Graig and the associated buildings*
    - *Genesis*
    - *Cynnal*

Currently, these satellite offices house approximately 200 staff that will need to be relocated to the main council offices in Llangefni.

In addition to this need, there is a requirement to re-locate the training rooms from *Ty William Jones* and to consider if there are options within *Shire Hall* for this purpose.

Evidence shows that the Authority currently spends in the region of £171k per annum in running costs *(excluding Shire Hall which will remain in use)* and the properties in scope for disposal within this project *(excluding Hen Ysgol y Graig, Genesis and Cynnal buildings as any receipts will need to be assigned to the new Ysgol y Bont School)* have a market valuation in the region of ▉▉▉▉

Table.1 Buildings to be vacated in scope of the Smarter Working Project

Building	Current Issues	Service(s) and no. of Staff to be Re-located	Annual Running Costs [1]	Est. Market Value	Constraints
Park Mount	Not conducive to use as modern office accommodation and the design of the building limits the opportunity for substantial alterations to take place. The building in general is not DDA[2] compliant and suffers from a lack of investment	70 staff comprising the Education Service	50,728	▉▉▉▉	

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1 inc. Insurance and business rates where available
[2] Disability Discrimination Act

	in maintenance over an extended period.				
Rovacabin	Built with a design life of circa 15 years the Rovacabin is now some 16 years old and was further extended several years ago due to needs at the time. The running and maintenance costs associated with this building are becoming onerous for the Council to bear. The upper floor of the building is not DDA compliant.	circa 70 staff in total comprising the following services: Planning Service; Waste Management Service; Property Estates Team; Maritime Team, and Trade Union	31,063	███████	
Penyrorsedd House	Design of the building limits the opportunity for substantial alterations to take place to enable efficient use of the building as office accommodation. Location is remote from the main office. Parts of the building are not DDA compliant. There is limited parking available for staff.	Most recent occupant of Penyrorsedd House has been the Social Services Provider Unit. The accommodation is considered suitable for up to approx. 20 staff	13,554	██████	
Môn Training Centre	Age and condition of the building, together with considerations relating to the presence of asbestos containing materials, are such that prolonged use by the County Council would not be recommended and it is intended that staff should be relocated at the earliest opportunity to enable the site to be vacated for disposal and redevelopment	Team of approximately 15 council ICT staff	24,838	█████	The grant stipulates that no profit can be made from the disposal of the site – minimal net receipt
Hen Ysgol y Graig	The site is earmarked for disposal for commercial redevelopment along with the adjacent Ysgol y Bont site and Cynnal buildings. Marketing for interested parties commenced in the early part of 2013, in anticipation of vacant	Primarily for modern office records storage, although several small teams of Social Services staff are also accommodated within the building;	38,854	█████	Any capital receipts are attributed to Ysgol Y Bont

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[3] Asset Valuation

	possession of all areas by early 2014 to enable disposal of the site to take place. Staff currently accommodated within the building will also need to be relocated during this period.	in total approximately 20 staff			
▪ Cynnal		Team of 9 Supporting Families Education Staff	6,649	███████	
▪ Genesis		Team of 8 Early Years Education staff	N/A	███████	
Ty William	The IoACC doesn't own the building and is currently paying ██████ pa rent. Building not DDA compliant as there is no disabled access to the 1st floor Training Rooms and no suitable facilities exist	No staff just Training Room relocation	██████ *(lease and running costs)*	N/A	N/A
Shire Hall	Listed building currently accommodating the Registrars to one end and the Town Council at the other, with the Police and courts services having recently vacated their part of the building on the Ground Floor and Archives from the first floor. The area vacated by the Police is at basement level with many small rooms not really suitable for modern office accommodation. The section used by Town Council and the old Council Chamber is very dated, not DDA compliant. The first floor is in poor condition which requires major strengthening works to the floor structure due to years of overloading, is not DDA compliant and is very dated which would require significant funding in order to bring up to modern standards.	Registrars staff based there are to remain. Transport staff from Y Graig to be moved to former Police Station part & to remain there. HR have 4 Job Evaluation staff based there who are likely to have finished the process so shouldn't need relocating	17,000	N/A	

Restricted Accommodation

A survey carried out in 2012 indicates that in the region of 600 workstations are presently accommodated in the main Llangefni office building.

We know from 2.2.1 of this case that an additional 200 staff need to be relocated from properties currently being utilised as office space that are not 'fit for purpose' both in terms of the layout and design, and their general condition.

Options need to be considered in relation to how to make the best use of the assets at the Authority's disposal, ensuring a positive impact on the availability and accessibility of services to our customers. This will involve looking at how we currently work and exploring if some of the principles of Smarter Working can provide more flexibility to our environment and develop opportunities for working closer to our customers e.g. working from other locations such as schools, care facilities, home.

Underinvestment in ICT Infrastructure Leading to Antiquated Systems

The Councils I.T. infrastructure has technology that allows secure remote access, however experience has indicated that the networks and infrastructure will need to be strengthened to ensure it is reliable and robust to meet new demands.

Systems are in some cases; not fully or successfully implemented, under utilised, or not robust enough to support us as we go forward within a more flexible and customer focused environment *(e.g. key systems such as HR (▮▮▮▮▮), Finance ▮▮▮▮), Flexi, Records Management)*. Some of the issues with our systems have been reported upon by Internal Audit and the ICO, showing we are exposed in certain areas and at risk of incurring hefty financial penalties and reputational damage.

It is recognised that records management will need to become a key feature for any Smarter Working arrangements to operate effectively.

If we want to ensure data compliance and develop a modern sustainable organisation, will need to invest in ICT. There is a clear opportunity through developing Smarter Working approaches to understand what we need from ICT going forward, and to ensure that our systems are robust, meeting our responsibilities and commitments as an organisation to our staff and customers.

In order to achieve these improvements in ICT, there are a number of pre-requisites that must be achieved:

- staff must have the ability to access the ICT systems they require securely from any location;
- customers and citizens must be enabled to communicate with the Council services they need via the internet at a time and place convenient to them; and
- services must be supported in adopting wider use of technology to enable more efficient and effective delivery of their services.

It is envisaged that the work streams within the Smarter Working Project will support the Authority in meeting the above pre-requisites, whilst also:

- enabling staff to work flexibly from multiple locations using a variety of devices;
- enabling staff to move and work easily between roles and services as a result of standardised equipment and processes;
- improving service delivery through the integration and harmonisation of ICT processes ; and
- reducing the overhead running costs of the Council

Meeting Efficiency Targets

The Authority must reduce its expenditure significantly, and with a funding gap of circa £16million needing to be met over the next 3 years, the Council needs to embrace change to meet future challenges and continue to provide high quality services in the future.

The rising costs of maintaining ageing buildings together with increasing fuel costs has made it necessary to consider whether we are currently making the best use of our assets i.e. Main Council Office Building, Schools, Libraries etc. The cost of office space across the UK varies, however what has been recognised is that 45% to 50% of office accommodation is empty at any one time[4] and that dedicated workspace for every employee has now become an expensive luxury.

Research into the implementation of Smarter Working approaches in other authorities suggests that there are opportunities to realise financial benefits through the disposal of assets and reduction of staff through better ways of working, and it is the challenge of this case to identify and provide assurance of the potential for revenue savings and capital receipts for IoACC in return for transitional investment. This case will also explore the viability of releasing these potential savings and over what time frame.

Modernising Working Practices
In order to address the above drivers, a fifth needs to be considered around modernising working practices. This element of change requires a significant shift in the organisational culture and will take time to both implement and fully embed itself.

Currently (in the main) organisational policies, terms and conditions require employees to attend a set location for a set number of office hours, within the limitations of the existing flexi policy. An employee review and development scheme is in place with managers setting performance objectives, measurement and targets.

The Corporate Directors are situated close to the services rather than together as one corporate team. This is unusual within local authorities as we all strive to create a culture of oneness – all working towards the same goals. Feedback form the staff consultation on the conceptual Smarter Working designs was that 73% of staff felt that SLT should be co-located.

Heads of Service are located in offices within one of the services they are responsible for and in the main, teams are located together, with managers occupying their own offices close to the teams. Employees have fixed desks which are not used by any other members of the team and there is little evidence of desk sharing taking place, even when employees are equipped with remote access technology and work away from the main office base.

Improvements in technology have allowed office based employees to work differently, and there is evidence that in the region of 113 employees are currently equipped to access office systems from remote locations, though few in reality do. Anecdotal evidence and feedback from the consultation period suggests that there is a lack of faith in ICT systems and management style currently to support this flexible approach to work.

Communications within the organisation are via meetings, telephone and e-mail. There are difficulties with communication when employees work remotely, as they are unable to take their

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[4] *Flexibility.co.uk*

telephone number with them and currently do not have the technology available to them to join meetings remotely.

To enable the benefits of Smarter Working to be realised there will need to be changes in current office culture, policies, management arrangements and communications and will require

- an investment in the management of change, supporting employees to adopt modern working methods to deliver efficient, economic services to citizens and maintain a good work life balance;
- the provision of operational policies and procedures to support Smarter Working and to ensure that fairness and equality is given to all employees;
- support in remote working and management techniques;
- the provision of the necessary tools and equipment to carry out duties efficiently and effectively, when working remotely or when mobile; and
- the establishment of effective communication channels and methods to enable access to managers, employees and citizens as appropriate.

2.2.2 Scope

The following buildings are *in scope*:

- Council Main Building
- Park Mount
- Rovacabin
- Mon Training
- Pen Yr Orsedd
- Hen Y Graig
- Cynnal
- Genesis

All other building are *out of scope* of this project.

The disposal thereafter of any Authority owned property will be considered by *the Corporate Land and Built Assets Group (formally AARP),* and indicative savings/income will be identified and attributed to this project.

The project will consider the working terms and conditions of all Authority employees with the exceptions of **(not in scope)**:

- All staff within schools;
- DLO staff;
- Home care staff
- Leisure and Culture staff (non-office based)
- Maritime staff based at coastal locations
- Staff at Pulveriser, waste disposal centres, etc.
- Other non—office based staff current working at sites other than Llangefni e.g. Heritage and Countryside attractions.

2.2.3 Benefits

Service Users

- Can receive the services they need, in a location that suits them;
- Can receive services faster

- Can access more of the services they need from one location

Staff

- Can work the hours, and from locations, that are more suited to their home life
- Feel proud that they work for a modern and progressive organisation
- Feel valued and trusted by their managers

Elected Members

- Can contact officers when they need to and work from a range of locations
- Are more accessible to their constituents

The Organisation

- Is a leaner, more responsive, more efficient organisation
- Can better recognise the contributions of staff to the aims of the organisation
- Attract more people to work for, and stay with, Anglesey Council
- Improved reputation within the local and Welsh Government arena

2.2.4 Risks

Risk management is part of the control process of the Smarter Working project and a list of the risks and their inherent scores are summarised below. Actions have been identified to mitigate the risks and a risk register has been developed to monitor them and take mitigating actions throughout the life of this project.

The full risk register and mitigating actions can be viewed in Appendix 1.

Risk Description	Consequence	Inherent RAG
R1 - Resistance to change from staff	• A lack of willingness and commitment from staff to engage with and contribute to the change • Staff do not adopt changes to their working practices in line with the new culture • Impact on the ability of the project to deliver on time • Negative impact on staff morale • **Unable to fully realise the project benefits**	R
R2 - There will be resistance to change from Heads of Service	• A lack of willingness and commitment from Heads of Service to engage with and contribute to the change • A lack of support by Managers to the change of management style, and for staff who change their working practices in line with the new culture • Impact on the ability of the project to deliver on time • Negative impact on staff morale • **Unable to fully realise the project benefits**	R
R3 - Conflicting corporate priorities resulting in minimal political buy-in	• No support for a preferred option • Project does not proceed through to implementation • Negative impact on staff morale • Decrease in motivation in managers to support the transformation agenda – increase in resistance • **Project objectives not completed** • **Potential efficiencies cannot be realised** • **Unable to realise the project benefits**	A
R4 - The Full Business Case is not delivered on time	• Project does not proceed through to implementation • Impacts on the ability of this project to deliver on time • Corporate confidence in capacity to implement the project is lost • **Corporate approach to allocation of resources and assets management is restricted** • **Potential efficiencies cannot be realised in the next financial year**	A
R5 - The pace of the project stifles	• Decrease in motivation in managers to support the transformation	G

innovation and continuous improvement at a Service level	- agenda – increase in resistance - Opportunities to progress service level transformation is missed - A lack of willingness and commitment from staff and managers to engage with and contribute to the change - Negative impact on staff morale	G
R6 - Innovation and continuous improvement at a Service level conflicts with the strategic direction/aims of the project	- The Authority finds itself in a position of disinvestment having implemented changes on an ad hoc basis at service level - Impacts on the ability of this project to deliver on time due to rectifying disinvestment issues	G
R7 - The interdependent projects exceed their timescales in areas that are required to progress this project	- Impacts on the ability of this project to deliver the Full Business Case on time - Decrease in motivation in managers to support the transformation agenda – increase in resistance **Corporate approach to allocation of resources and assets management is restricted** **Potential efficiencies cannot be realised in the next financial year**	A
R8 - There is a lack of effective planning and consultation concerning changing work conditions or redundancies/redeployment (resulting from changing working practices)	- A lack of willingness and commitment from staff and managers to engage with and contribute to the change - Negative impact on staff morale - Additional burden on budgets due to transitional costs associated with redundancy/redeployment - Expertise and experience is lost from within the workforce due to fear of the unknown - Personal safety issues where Health and Safety haven't been considered appropriately	A
R9 - The lack of capacity, in particular in relation to support services, impacts on the ability of the project to deliver on time	- Project does not proceed through to implementation - Impacts on the ability of this project to deliver the Full Business Case on time **Corporate approach to allocation of resources and assets management is restricted** **Potential efficiencies cannot be realised in the next financial year**	A
R10 - There is insufficient resources available to support the transitional costs associated with this transformation	- Project does not proceed through to implementation - Impact on the ability of the project to deliver on time - Corporate confidence in capacity to implement the project is lost - Potential efficiencies cannot be met in full - Negative impact on staff morale - Decrease in motivation in managers to support the transformation agenda – increase in resistance **Project objectives not completed** **Potential efficiencies cannot be realised** **Unable to realise the project benefits**	R
R11 - There are too many competing priorities within the Authority	- Inadequate resources to support the implementation of the preferred option - Impact on the ability of the project to deliver on time - Negative impact on staff morale - Decrease in motivation in managers to support the transformation agenda – increase in resistance **Corporate approach to allocation of resources and assets management is restricted** **Potential efficiencies cannot be realised in the next financial year**	A
R12 - There is an impact on Service quality and delivery during and after the implementation of the preferred option	- Negative perception of the Authority by members of the public – reputational damage - Negative impact on staff morale - Decrease in motivation in managers to support the transformation agenda – increase in resistance	A
R13 - The project does not fully engage with its key stakeholders	- Negative impact on staff morale - A lack of willingness and commitment from staff and managers to engage with and contribute to the change - A lack of support by Managers to the change of management style, and for staff who change their working practices in line with the new culture	A

Moving into implementation it is recognised that the three emerging high risks will be in relation to:

- *ICT* – The development required in ICT is not realised to the extent required to underpin this significant work and cultural transformation
- *Finance* – The savings are not released on time or to the amount expected

- *Staff Morale* – The risk that we do not engage and consult effectively with staff resulting in resistance to change

2.2.5   Interdependent Projects

The following projects are clearly recognised as interdependent to the work of the Smarter Working Project, and as such, regular meetings of the Project Managers take place to ensure alignment to the delivery of activities:

- *Customer Service Excellence* – contributes to the corporate aim of establishing an excellent customer, citizen and community focus.
- *Information Governance* – Strengthening Information Governance to ensure that the entire organisation is aware of and complies with its responsibilities under the Data Protection Act 1998.
- *Northgate (Pause & Review)* - To implement a fully functioning integrated bilingual payroll and HR system

2.2.6   Investment Objectives

There are 5 investment objectives identified for the Smarter Working Project against which the success of this project will be measured.

Investment Objective 1: Optimising access to service

The Authority needs to become more 'customer, citizen and community focused', demonstrating the flexibility of its services to be delivered at the point of need or convenience to the customer.

Customers should have the choice of accessing services either in person or via self-service means, receiving the services they need faster and at a variety of locations that suits them.

Investment Objective 2: Becoming Modern, sustainable and prepared for change

Developments in technology in recent years have revolutionised the way that the public access a range of services and communicate with each other.   Organisations have grasped these advancements in technology and the widespread use of mobile technology to offer 24/7 customer service; enabled through the internet and telephone systems. The nature of Local Authorities means that many services are still delivered on a face to face basis, but this service delivery can be enhanced using technology to provide real time information and interactive services.

The Williams Commission Report on Public Service Governance and Delivery (January 2014) recommends the creation of 12 unitary authorities in Wales culminating in the merger of Anglesey County Council and Gwynedd Council. The Authority needs to ensure that it is organisationally ready for any change that may occur, that staff are prepared for change; and more importantly that efforts are made to plan for and engage with change, rather than react to it.

Investment Objective 3: Rationalising our asset portfolio

The original driver for the project's creation was the need of the Authority to rationalise its asset portfolio for a variety of reasons, including on-going maintenance costs and suitability of buildings as office space. The rising costs of maintaining ageing buildings together with increasing fuel costs has

made it necessary to consider whether we are currently making the best use of our assets i.e. Main Council Office Building, Schools, Libraries etc.

Reductions in the cost of office provision and travel will increase the protection of front line services. The rising costs of accommodation and the need for efficiencies has made it necessary to rationalise the use of this expensive resource and re-think the way that office facilities are provided. It has been accepted nationally that up to 50% of office accommodation is empty at any one time and that dedicated workspace for every employee has now become an expensive luxury.

The Authority needs to aim to rationalise its asset portfolio by emptying and selling/demolishing its outlying satellite offices in Llangefni i.e. Park Mount, Rovacabin, Penyrorsedd House, Ysgol y Graig, Môn Training, Cynnal building, Genesis building.

Investment Objective 4: Achieving Efficiency savings

As local authorities are facing large budget cuts for the foreseeable future the Executive wants to ensure that savings are made, wherever possible, through identifying efficiencies and elimination of waste. The Authority must reduce its expenditure significantly, and with a funding gap of circa £16million needing to be met over the next 3 years, the Council needs to embrace change to meet future challenges and continue to provide high quality services in the future.

The complexity of the Smarter Working Project needs to be recognised at the outset and an understanding reached that any savings made from the project will be realised over a short to medium and possibly even long term.

It should also be recognised that due to the nature of the project significant investment should be expected in the short term in order to realise the long term efficiencies.

Investment Objective 5: Improving our Reputation and Developing our Culture

This element of change requires a significant shift in the organisational culture and will take time to both implement and fully embed itself. Giving employees greater control over how, when or where work is done requires a flexible, open-minded attitude from managers at all levels.

There is extensive evidence of the business benefits of new ways of working in both benign and tough economic times. Flexible working arrangements can cut costs, boost productivity, motivate people and release more potential. Many companies have used flexibility creatively to respond to recession, enabling them to cut costs while retaining skilled staff. In order to ensure the longevity of the Authority's services, the working practices currently adopted and implemented are in need of review, and recognition given to the work that needs to be undertaken to underpin the cultural shift and make it a smooth transition.

Organisations that do not manage change well are four times more likely to lose talent. Research carried out by Right Management[5] highlights that 20% of employees who perceived change was not handled effectively indicated they planned to leave within one year versus only 5% of employees who held a favourable view. Those with a favourable view reported they planned to stay with the organisation for at least five years.

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[5] Right Management: A Manpower Company (2010) Ready, Get Set...Change: The Impact of Change on Workforce Productivity and Engagement

2.2.7   IoACC Staff View

The *Smarter Working Project* held a consultation with staff during the fortnight 24th March–4th April, 2014 to seek their views on the concepts of Smarter Working.

These concepts included:

- the redesign of the main Council office building reception area to include a new, single point of access (central main reception desk), three public access ICT workstations and a new coffee shop with soft seating;
- the redesign of the main Council office building to incorporate a number of open plan office spaces; increase the number of meeting rooms; ensure that the front end of the building (ground floor) becomes more customer focussed including a number of secure, interview rooms; provide soft seating and team meeting areas within each service area etc.
- a number of proposals to change the working practices undertaken within the Authority including the cessation/reduction of a number of practices including minute taking at internal meetings

The consultation was responded to by over 220 members of staff, with a number providing a collective response on behalf of their teams. A summary of the consultation results are available to view on MonITor.

What became clear was that there is strong support for adopting smarter working principles within the Authority with staff realising the need for modernisation.

The proposals that gained the most support were:

Main Reception

- The main reception will deal with all 'basic' inquiries through a central number
- An informal meeting area with privacy screen will be available for ad-hoc customer interactions requiring a level of privacy
- A Soft, informal meeting area will be available for ad-hoc customer interactions and waiting area
- Private meeting/interview rooms will be accessible through the main reception, with main reception advising the service of the clients arrival

Main Building/Agile Working Practices

- The SLT (Chief Executive, Deputy Chief Executive and all three Corporate Directors) will be based centrally within the main building
- Heads of Service will retain individual offices within the appropriate service area
- 'Service Specific Meeting Rooms' will be available within services for more private meeting needs e.g. 1:1 meetings
- 'Bookable Meeting Rooms' (including video conferencing and PC projection) will be available throughout the main building, all bookable through the Outlook system
- Training facilities/rooms will be available within the main Council building

More Modern Working Practices

- All service information and FAQs should be made available on the Council's Internet pages

- Where appropriate, projection equipment should be used to share common documents at meetings
- Calendar groups for meeting rooms should be accessible to all staff to book where a payment is not necessary
- Online forms for applications should be made available wherever possible, including job applications, claims for benefits, Housing, replacement bins, licences etc.
- Documents should be saved, recorded, managed and archived electronically
- Within the re-design of the main building, Video conferencing facilities should be available

The proposals that received the least support were:

Main Reception

- All internal reception areas will be closed (Main Council building only)
- A Café with seating will be available in the reception area for public and staff use

Main Building/Agile Working Practices

- 'Soft seating Areas' will be available within zones to provide alternatives to the small informal staff meeting areas
- Desks (workstations), where applicable, will be operated on a 'clear desk' policy and will be available to be used by any member of staff a hot-desk basis
- To support the clear desk policy: - lockers, filing cabinets, secure record rooms

More Modern Working Practices

- We should stop taking minutes at internal meetings

3. The Economic Case

The Economic Case considers whether Smarter Working can provide better outcomes for staff and citizens and value for money.

The case for change is compelling, and the Outline Business Case proposed a preferred option with three broad recommendations which were agreed by the *Smarter Working Project Board*:

Recommendation 1 -   The main council office building reception area is re-designed to make one main reception for the organisation with excellent service at the point of contact for our customers.

Recommendation 2 -   That the main council office building is re-designed to support the Authority in rationalising its assets and adopting smarter working practices.

Recommendation 3 -   The Authority adopt more modern working practices in order to reduce time spent in relation to administrative duties.

All three recommendations need to ensure that they contribute to us being compliance with our duties in relation to Information Governance.

The option to keep the status quo has been considered but as it will not achieve the organisations corporate objectives it has not been chosen as a viable alternative.

Each recommendation has a number of assumptions that have been developed through research, analysis and consultation with staff and Members, and will result in implementation costs in order to achieve the anticipated financial and non-benefits.

3.1 Evidencing Improved Outcomes and Value for Money

Table 2 sets out each recommendation against the projects *Investment Objectives* to evidence; their ability to improve outcomes for our customers, staff and the organisation as a whole, and how they will contribute to achieving our non-financial benefits.

Section 4 details the 'Financial Case' in terms of the savings projected against the investment required.

Table 2 – Improved Outcomes

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Preferred Option Recommendation	Contribution to Investment Objective	Improvement Outcomes for our Customers , Staff and the Organisation	Non-Financial Benefits
R1 The main council office building reception area is re-designed to make one main reception for the organisation with excellent service at the point of contact for our customers.	**Objective 1** Optimising access to services for the residents of the island	▪ Customers receive a consistent IoACC greeting from the staff at the one main reception ▪ Customers receive an answer to their (basic) query at the first point of contact – a quicker more satisfying response ▪ Customers have access to services through the public access PCs, encouraging the channel shift towards self-service and skills development to access services from locations most convenient to them ▪ Customers receive support from officers when required to complete forms, benefit claims and book facilities whilst with them ▪ Customers will have a more consistent and improved quality response to their telephone calls	**Service users:** ▪ Can receive the services they need, in a location that suits them; ▪ Can receive services faster ▪ Can access more of the services they need from one location
	Objective 4 Achieving efficiency savings	▪ The organisation makes more efficient use of administrative staff within the Authority with identified surplus removed from structure	**The Organisation** ▪ Is a leaner, more responsive, more efficient organisation
R2 That the main council office building is re-designed to support the Authority in rationalising its assets and adopting smarter working practices	**Objective 2** Becoming modern, sustainable and prepared for change	▪ The organisation makes better use of the available space within the main building allowing for easier co-operation between services; ▪ Staff welfare i.e. happiness has increase due to the feeling of greater flexibility in the way they manage their workloads and that the organisation trust them to effectively do so; ▪ Services are far leaner in their structure and learn to deliver their services to the maximum on a minimum ▪ Customer are able to access service easily ▪ Customers trust the Authority to keep customers data safe	**Service users:** ▪ Can receive the services they need, in a location that suits them; ▪ Can receive services faster ▪ Can access more of the services they need from one location **Staff:** ▪ Can work the hours, and from locations, that are more suited to their home life ▪ Feel proud that they work for a modern and progressive organisation **Elected Members:** ▪ Can contact officers when they need to and work from a range of locations ▪ Are more accessible to their constituents **The Organisation:** ▪ Is a leaner, more responsive, more efficient organisation

Table 2 – Improved Outcomes

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Preferred Option Recommendation	Contribution to Investment Objective	Improvement Outcomes for our Customers , Staff and the Organisation	Non-Financial Benefits
			▪ Can better recognise the contributions of staff to the aims of the organisation
	Objective 3 Rationalising our asset portfolio	▪ The organisation can close unfit outlying buildings ▪ Staff are based in buildings that are modern and suitable/sufficient for them to best carry out their duties ▪ There is increased supporting for the wider assets rationalisation programme for the Authority e.g. Schools Modernisation through the release of Y Graig ▪ Services are brought together to enable closer working across services, improving the holistic access to services to our customers	**Service users:** ▪ Can access more of the services they need from one location
	Objective 4 Achieving efficiency savings	▪ The organisation has a reduced asset portfolio resulting in reduced pressures on revenue budgets per annum ▪ The organisation benefits from cost avoidance in relation to on-going revenue running costs for buildings where the historic budget has been removed from current service budgets	**The Organisation** ▪ Is a leaner, more responsive, more efficient organisation
R3 The Authority adopt more modern working practices in order to reduce time spent in relation to administrative duties.	**Objective 4** Achieving efficiency savings	▪ The organisation make more efficient use of administrative staff within the Authority with identified surplus removed from structure	**The Organisation** ▪ Is a leaner, more responsive, more efficient organisation
	Objective 5 Improving our Reputation and Developing our Culture	▪ The organisation has an improved reputation within the local government arena recognised at the National level ▪ The organisation is attracting and keeping well trained staff ▪ The organisation and staff work within a culture of trust ▪ Supporting Services to make a significant contribution to the efficiency agenda ▪ The organisation is recognised by the ICO as being data compliant	**The Organisation:** ▪ Attract more people to work for, and stay with, Anglesey Council ▪ Improved reputation within the local and Welsh Government arena **Staff:** ▪ Feel proud that they work for a modern and progressive organisation ▪ Feel valued and trusted by their managers

3.2 Summary of the Preferred Option – Recommendation 1

Recommendation 1: The main council office building reception area is re-designed to make one main reception for the organisation with excellent service at the point of contact for our customers

For the re-design of the main reception area, the following receptions are in and out of scope:

In Scope:
- All internal receptions within the main building (currently 9)
- Parc Mount reception
- Rovacabin reception

Out of Scope:
- Anglesey Business Centre
- Libraries
- Archives
- Leisure Centres
- Educational Establishments

3.2.1 Key Proposals for Recommendation 1 – One Main Reception

The reception area is one of the first opportunities the Authority has to make an impression on the customer/visitor, and therefore needs to be designed in a way that is both inviting and practical, providing a positive, consistent and lasting impression.

The key proposals for this recommendation are:
- The main reception desk will act as the main reception for all Services based within the main building, creating a single point of access
- All other internal reception areas (in scope) will be closed
- The main reception will deal with all 'basic' inquiries at the point of contact
- Office space will be available behind the reception desk area
- There will be three public ICT points available for customers within the main reception area
- There will be free publically accessible Wi-Fi within the main reception area
- Interview rooms will be accessible from the reception area with; networked PC and telephone, a secure retreat route for staff, appropriate sound proofing, and panic alarms
- Informal meeting area with privacy screen will be available at the main reception desk for ad-hoc customer interactions requiring a level of privacy
- A Soft, informal meeting area will be available for ad-hoc customer interactions and waiting area
- Replace entrance doors with new doors and draught lobby.
- Location of Security Barrier to restrict public access to the Main Building.

Full schematics are available to view in Appendix 2.

To support these changes:
- Staffing will increase at the one reception area to 4 full time and 2 part time staff (currently 2 full time staff)
- All service information and FAQs will be made available on the Council's Internet pages
- Forms to access services will be available to complete online (support can be given to complete these at the public ICT points available for customers within the main reception)

- Where they are still necessary, paper forms can be obtained and submitted without direct contact from officers i.e. collection and drop box point
- We will need to improve the use and consistency of the call handling functionality within our current telephone system, and stop publishing separate numbers for smaller service (using the main reception number instead)

3.2.2 Re-designing the Main Reception

Reception 'Must Haves'

The NHS found in their 2004 Report '*Improving the Patient Experience: Welcoming entrances and reception areas*', that the "*entrance and reception area is the first aspect of a building (hospital) that most users encounter and is also the natural hub of the building (hospital)*". They believe that this makes it important that the area is both functional and aesthetically pleasing. The report identified that "*whilst the design of this area will play a vital part in ensuring people (patients) feel welcome, the availability of professional, friendly staff to meet, greet and assist visitors is even more important*".

For the NHS, the entrance and reception area is associated with the following:
- arrivals and departures (for many different departments);
- waiting;
- meeting and socialising;
- obtaining information and assistance.

These four aspects also fit into the requirements of the reception area within a Local Authority building. The way in which we approach these aspects may vary between organisations; however, a number of external organisations including '*Staples*' and '*Sulekha.com*' identify a number of items that are considered as 'must haves' within a reception area. These can be broadly categorised under:
- reception desk and receptionist;
- seating and tables;
- phone and computer; and
- snacks and beverages

The IoACC Authority's main reception area was extended circa 2008 in order to alleviate issues in relation to flooding. This extension to the building culminated in a new foyer being erected which covers a space of 236m^2.

The space currently only offers a reception desk with a staff rest room and a seating lounge area, both around the edge of the space leaving a large open area in the middle. In response to the ICO recommendation in relation to restricting public access into the services, directional flow barriers have been placed in the central space to direct customers passed the reception desk in order to have visitor sign in and out of the building.

This large space is underused and the challenge now is how to make better and more flexible use of the space available, that better supports the services we deliver to our customers. This will be achieved through creating a more interactive relationship between reception staff and customers, with access to technology and information, and the space for services to meet with their customers in a safe and productive environment.

3.2.3 Increasing the Capacity in the Main Reception

Across the receptions in scope, over a two week period (30th June – 11th July, 2014) data was collected to identify the volume of visitors and their reason for visiting. The analysis identified that, with intention for a number of reception areas to be subsumed into the main Council Office building reception area, this would potentially increase the workload of the new one main reception as follows:

Telephone calls
- A **potential 71% increase in telephone calls** that will be received;
- If we did not increase the capacity, this would mean the current two FTEs would be required to take a telephone call every 1 minute

Physical visitors
- A **potential 74% increase in physical visitors** to the main building
- Based on retaining only two FTEs each member of staff would deal with a physical visitor every 3 minutes

Based on the percentage increases, this nearly doubles the current workload of the current main reception staff (2FTEs). It is also important to note that the number of missed calls across the receptions in scope is already high (*an average of 855 missed calls per week)* and would potentially increase if we stretched the existing capacity further.

It is therefore the proposal of this report that the staffing complement should be increased to a <u>minimum</u> of 4FTEs (an increase of 2FTEs), with a possible two 0.5 FTEs to cover leave – a total of an additional 3 FTEs. It is anticipated that these staff will be from the pool of staff in scope of the administrative review – re-designating them to the main reception. The 3FTEs will therefore be deducted from the savings profile to ensure we are not double counting.

Information from Gwynedd supports this proposal with 4FTEs on their main reception at any one time; with an additional two 0.5FTEs to cover leave. It should be noted that the Gwynedd staff do not handle telephone calls as this is covered by an external call centre. To apply a balance to this we recognise that included in the increase in visitors to the intended one main reception, is requests for and dropping off of forms (in the region of 473 over the period, or an average of 53 per day). The work being undertaken to have forms available to collect, complete and drop off through self-service online and at a collection point should significantly reduce this burden.

The full 'Reception Workforce' report is available to view in Appendix 3

3.2.4 Telephone Calls/Handling

The current corporate telephone system was installed in 2009 and is a "Voice Over IP" System which uses the ICT network, rather than traditional cabling and currently has 884 telephone extensions, spread across the Council's buildings.

Current call handling processes vary across the organisation with customers receiving a significantly different response dependant on the service called i.e. Waste Management has in place a call centre solution which provides the ability to offer a choice of Welsh and English, record the reason for their call, and queue calls and present callers with a bilingual "you are in a queue" message. In other Services some calls ring out if the intended recipient is not available.

Appendix 4 details the current call handling processes across services.

The current system has the ability to:
- group extensions into a "Hunt" group – this circulates a call amongst the group until the call is answered *(currently adopted on a service by service level)*;
- group extensions into a "Pickup Group" so that users may answer a colleague's ringing telephone by pushing the F1 key on their handset;
- provide Voice Mail accounts upon request and (currently in use on 179 extension numbers);
- provide callers with a basic touch tone menu to direct their call, currently this only used for the Waste Service and the Switchboard out of Hours.

There are two options for IoACC moving forward:

Option 1 use our existing system better and with more consistency, ensuring the numbers on our web pages are up to date and maintained and stop publishing separate numbers for smaller services and instead use the main reception number

Option 2 purchase a new central system and move all service numbers over

Based on the options appraisal *(Appendix 4)* the preferred option is Option 1.

There is no strong evidence for moving to one central number and there is an associate cost as well as disruption, but it is clear that we can and should be using our existing system better and with more consistency. This will mean:
- ensuring the numbers on our web pages are up to date and maintained
- stop publishing separate numbers for smaller services and instead use the main reception number

3.3   Summary of the Preferred Option – Recommendation 2

Recommendation 2 -   That the main council office building is re-designed to support the Authority in rationalising its assets and adopting smarter working practices

The aim is to transform the working environment to enable a greater number of staff to use the main Council Offices and/or community based locations as their primary work location. This will require a more modern approach to service delivery, embracing the broader principles of agile and smarter working.

The following services will be affected by office moves within the building in order to make room for those services that are to be relocated from the above mentioned buildings *(these proposals are based on a review of the number of staff in scope and time spent at their desks, and informed by the feedback in meetings with services and the staff consultation):*

Full schematics are available to view in Appendix 2.

Ground Floor	- HR to be moved to 2nd floor to make room for Revs & Bens. - Revs & Bens to be moved to where HR vacated in order that Housing can be put together and to make room for Planning Service. - Environmental Health to be moved from 1st to Ground floor with Trading Standards

	• Adult Services to remain with minor office alterations and relocation of Partnerships from this area to 1st floor.
First Floor	• SLT, Communications, Partnerships & Transformation to be located where Environmental Health has vacated to form the "Corporate Centre". • Democratic Services being moved from their current location to Chief Exec / Deputy Chief Exec currently located in order to make room for Education, Youth & Supporting Families. • Transport being moved to 2nd floor Highways Office to make room for Education, Youth & Supporting Families. • Children services to remain in current location but alterations carried out to make room for Education.
Second Floor	• Legal services to remain with minor office moves to make room for HR. • HR to be located where Corp Transformation & Policy have vacated. • Property to remain with minor alterations to make room for Estates team from Rovacabin. • Highways to remain with minor alterations to make room for Transport from 1st floor and Waste Management from Rovacabin. • Finance and IT to remain with minor alterations to make room for extra IT staff from Mon Training.
Mezzanine Level	*no change planned*
Other	• Training facilities/rooms will be relocated to Shire Hall

In respect of the Council Chamber and associated areas, it is recognised that it would ideally be located on the Ground Floor. However, exploration into the options for the relocation of the chamber identified a number of constraints with the building's design, the costs and disruption associated with moving to the lower floor cause it to be prohibitive. *A copy of the non-financial option appraisal is available in Appendix 5.*

To support these changes:
- Services will work with the Project Team, Corporate Information Officer (regarding data protection) and the Health & Safety Officer to design their own space which <u>can</u> include:
  - *'Service Specific Meeting Rooms' will be available within zones for more private meeting needs e.g. 1:1 meetings*
  - *'Quiet Rooms' will be available within each zone to allow staff to concentrate on specific tasks free from distraction*
  - *'Small Informal (open) Staff Meeting Areas' will be available within zones to encourage staff to discuss aspects of work in an informal and ad-hoc way*
  - *'Soft seating Areas' may be a feature to provide alternatives to the small informal staff meeting areas*
  - *To support the clear desk policy: - lockers, filing cabinets, secure record rooms*
  - *In areas where a Laptop is the main device, each workstation will have a monitor, keyboard and mouse to accommodate a flexible approach to the use of workstations by staff*

- Staff will be able to access the server (using a work supplied device) from other locations through remote access (e.g. in schools, libraries, care homes, employee homes)
- Documents will be saved, recorded, managed and archived electronically i.e. records management solution
- Implementation of a unified communication solution (e.g. MS Lync), which will enable staff to be contactable via their phone number on their laptop and managers to know when their staff are online

An initial draft 'Implementation Plan' is available to view in Appendix 6

It is important to note that once the initial implementation has taken place, the next stage will be to consider steps to placing appropriate staff closer to the communities they serve. This has the potential to further support the realisation of our benefits and support for other corporate priorities such as reducing surplus places in our schools.

3.3.1 Scope of Smarter Working in Anglesey County Council

There is a pressing need for us to vacate outlying offices and accommodate these staff in our main building and out in the community. This is a prime opportunity to look at how we approach our working culture to ensure that we are making the best use of space and, more importantly providing our customers with high quality, assessable, value for money services.

Smarter working in Anglesey is about taking a comprehensive and strategic approach to modernising working practices in order to achieve our corporate objectives.

This in itself has a number of factors that need to be considered, e.g. the locations where people work and questioning if it is the best place to serve our customers, encouraging staff to achieve a work/life balance, how it affects the management style we are so accustomed to, and whether we have the right (ICT) tools (embracing existing and new technologies) and processes to be more flexible.

For the purpose of this recommendation, the following are in and out of scope:

In Scope:
- All office based employees of IoACC

Out of Scope:
- All staff within schools;
- DLO staff;
- Home care staff
- Leisure and Culture staff (non-office based)
- Maritime staff based at coastal locations
- Staff at civic amenity sites
- Other non–office based staff current working at sites other than Llangefni e.g. Heritage and Countryside attractions.

3.3.2 What does our research tell us?

Customers are now more demanding and expect more from the services they receive, at a time that suit them – without costing more! Anglesey recognises that it needs to become more modern, flexible and sustainable – which can be achieved through transforming our culture, working practices, and services, with the citizen at the heart of that change.

Two key statements found during our initial research provided a direction for developing Smarter Working for Anglesey:

"work is an activity, not a place"[6]

"[agile working is] an approach to getting work done with maximum flexibility and minimum constraints - it goes beyond just flexible working or telecommuting and focuses on eliminating the barriers to getting work done efficiently"[7]

These approaches are about (appropriately) offering employees empowerment around where and when they work, with excellent service to customers at the heart – a culture that has meant removing the artificial measures of success, such as time and attendance, and focusing on results and performance.

There are a number of examples within local government where agile working has been implemented successfully or is currently being implemented. As part of our initial research, members of the *Project Board* visited two local Authorities that are at different stages of implementation; Monmouthshire County Council being a more complete example whereby the whole Authority underwent the culture change at once, and Denbighshire County Council taking the route of piloting an area with the intention of reviewing the lessons learnt before rolling out.

What are common to both authorities are the key messages and lessons learnt, some of which are:
- When you reach a certain point – start taking action
- Don't expect to foresee and plan mitigations for any and all risks – have the courage to take actions knowing that risks will develop, issues will occur and we will learn from them as we go
- Involve the staff teams in defining what agile working could look like for them and their customers
- Agile working is just one part of an whole change in working ethos that encompasses increased transparency, accountability
- Drive and leadership right from top was one of (if not <u>the</u>) key reasons for success
- Don't *make* people work from home
- Keep it simple!

There were also areas of commonality in respect of the resources in place to facilitate the culture change including:

- Shared desks
- All staff provided with laptops
- Individual lockers for personal belongings
- Video conferencing facilities in meeting rooms
- Electronic record management solution;
- Remote access to servers
- 'log-in' desk phones, and softphone technology on laptops

3.3.3 Current Use of the Workspace

The current office configuration has meant that space is designed around a hierarchical organisational structure rather than around the needs of the work. Managers, Heads of Service, and Directors, have their own individual offices located close to the services they are responsible for.

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[6] *The Royal Institute of Chartered Surveyors'* (RICS) 2009 paper *'Property in the Economy'*

[7] *'Unilever'*

The majority of employees have their own desk, even when working away from their designated base for the majority of the time. This is interesting when we consider that internal research in has demonstrated that 153 (21%) of our 718 members of staff are away from their desks for up to 50% of their working time as illustrated in Graph 3.

Graph 3 – Number of Staff who are deskbound (under 50% and over 50% of working time)
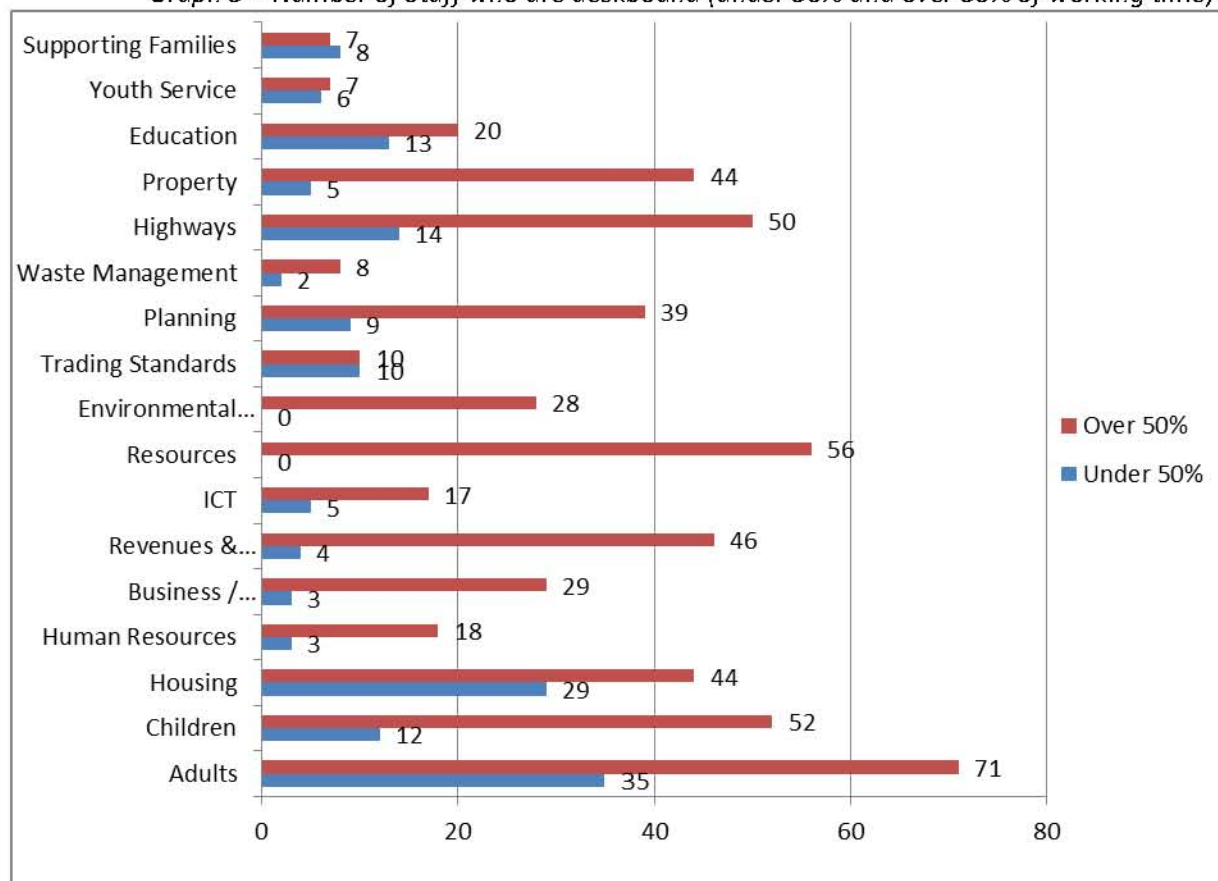
The main Council Office building was designed around the concept of open plan office areas and was intended to be operated as a paperless office environment. For various historical reasons the office building is not currently utilized in this way. The building is effectively sub-divided into service areas and there are restrictions on staff access to certain parts of the buildings where sensitive service areas are located, thus encouraging a silo approach to work.

The main office in Llangefni is the principle office accommodation owned by the Council on the island with a total floor area of some 7753m^2. A recent survey of the building has recorded in the region of 600 workstations. From earlier surveys of the building, it is known that the distribution of space per workstation is not equal throughout the service areas and it is clear that, in common with many office buildings, in some areas a greater density is being applied, whilst in other areas more space is allocated to each workstation, suggesting that it is possible for the physical layout of the building to be adapted to embrace agile working practices. One option within the recommendation is to re-design the layout of the main building to incorporate more open plan offices whilst re-fitting the existing on site and off site services into this newly created space – anticipating and actively encouraging an increase in the amount of staff working from other locations.

3.3.4 ICT Pre-requisites

To achieve *Recommendation 2* and move the organisation forward sustainably, it is essential that we recognise the need to invest in ICT infrastructure and Systems as a priority:

- staff must have the ability to access the ICT systems they require securely from any location;
- customers and citizens must be enabled to communicate with the Council services they need via the internet at a time and place convenient to them; and
- services must be supported in adopting wider use of technology to enable more efficient and effective delivery of their services.

To do this it is vital that we invest in the following ICT solutions.

It is anticipated that a short term investment will be required for 1FTE ICT Officer to co-ordinate and advise to ensure the successful delivery of these key solutions. This capacity is not available within the existing ICT Team.

- **Remote Access**
  To enable staff to work flexibly from multiple locations using a variety of devices, they need to have access into the Authority's servers via a remote access key. Within Anglesey, we are currently using ███ which has received some negative reviews regarding it success as a solution ███
  ████████████████████████

  Research undertaken across the other North Wales Authorities shows that the majority of the North Wales Authorities are using Citrix as their remote access environment. If we are to be able to work collaboratively across the region where systems will be placed with host authorities, then we would need to invest in Citrix *i.e. Legal electronic case and document management system (Iken) is reliant on Citrix to work locally and across authorities.*

  As we develop a more agile approach to our work, it is recognised that more staff will be looking to access their information remotely. In order to ascertain the full costs of this a review would need to be undertaken by a specialist to look at what it would take for IoACC to work within a Citrix environment.

  We can however build an estimate based on our current solution with expected costs in the region of £54,000 covering additional access keys, consultancy, gateway and server costs.

- **Records Management (RM)**
  The requirement to invest in a Records Management solution across the authority addresses not just the need to underpin Smarter Working, but it will also ensure we meet duties in relation to Information Governance (identified as a recommendation following the ICO Audit in October 2013).

  We have profiled; where we have Services that have a RM solution within their specific software and are using it, where they have it and are not using it, and where there are no RM solutions within Services. Through the work of the *Information Governance Project*, an 'Information Assets Register' is being developed, which will be used to inform the preferred system (i.e. what type of records we hold, where there is a duty to do so, for how long, and ideally the expected capacity)

The intention is to strengthen the use of RM within those services that have access, and then look to where we have ability to roll out existing solutions to those Services without. This would be approached by setting up a forum for those services without access to a RM system and set up demos of the internal options available.

Some of the key benefits of rolling out an existing internal solution rather than purchase a 'corporate' solution are:

- Services using RM effectively will in most cases be attaching the document to the client record, this will continue to be the case
- Significant reduction in the up-front investment costs as the software is already in our ownership (increase in licence costs and disk space are included in the financial estimates)
- Expertise exists within the Services which can be shared through implementation for other services
- Improved ownership of the system as it will be based on an internal recommendation

With the expectation that we will be able to roll out an existing solution within the Authority, we are able to estimate the costs in the region of £73,800 per annum. This is based on the current Planning system with a fully featured EDRMS at ████ for █ users (████ per user), with in the region of an additional 600 licences required spread across the three years. Expectation is that appropriate records would be placed in the system from Yr1 onwards.

In order to ensure there is sufficient disk space to hold the records, it is recommended that we invest £29,300 capital.

Once the system is embedded we anticipate being able to make savings in respect of administrative costs in the region of £98,400 in year 3 onwards.

It is important to note that work towards delivering an RM solution will need to consider future plans for storing those records identified through the Information Assets Register as being required to be held on paper. There are unidentified potential costs associated with this that will become clearer as the Information Assets Register is developed.

- **Unified Communications (e.g. MS Lync)**
  Unified Communications delivers streamlined communications for the staff from their laptop, so they and you can find and communicate with the right person. Regardless of where the work is being carried out, the member of staff can be contacted through their Laptop using their works landline phone number, and attend meetings remotely via the web cam. As a manager, you can see when the member of your team is online and available to be contacted.

  The costs associated with this solution are in respect of:
  - licencing, which would cost in the region of £████ (based on ████ per user x ████ which is 50% of the total ████ staff that will be in the building), and
  - software and server costs in the region of £7,500

  The tolerance in these estimates again allows for staff in other off-site locations requiring the solution to be able to work remotely.

- **Laptops**
  It is recognised that in order for staff to work remotely they will require a works laptop. This can be managed potentially in two ways:

    i.   each service will need to identify and prioritise which staff will need a laptop and plan for this within their service budget

    ii.   the authority's policy is to replace expired XP PCs with Laptops – where a PC expires and the member of staff is not working remotely, could the Laptop be given to a member of staff waiting for one, swapping it for their desk PC to be used instead (dependant on the synergy between the user needs)?

- **Use of Personal Mobile Devices**

In order to support a more agile approach to undertaking our work, it is recognised that staff in some cases will need to access their emails and calendar from mobile phones.

The current ICT policy states that "*personally owned equipment cannot be used for Council business*".

However, despite the prohibition in the policy, it is important that Information Asset Owners recognise that the practice of using personal devices (mobile phones) by staff is still happening for a number of practical reasons.

The guidance from the SIRO states that *"if you have taken the decision to allow the practice in your Service, then we ask that you ensure that the guidance is followed, thereby mitigating the risk. The issue will be reviewed again as part of the terms of reference of the Smarter Working Project"*.

In moving forward into implementation, this practice will be considered by the Project Team and reported for consideration to both the Smarter Working and Information Governance Boards.

It is important to note that in order for staff to work from home, they would need to adhere to the Authority's 'Home Working' policy. It is the responsibility of all managers and staff to ensure this is obtained, understood and signed.

3.3.5   The Importance of Managing Change

There is extensive evidence of the business benefits of new ways of working in both benign and tough economic times. Smarter working arrangements can cut costs, boost productivity, motivate people and release more potential. Many companies have used flexibility creatively to respond to recession, enabling them to cut costs while retaining skilled staff. In order to ensure the longevity of the Authority's services, the working practices currently adopted and implemented are in need of review, and recognition given to the work that needs to be undertaken to underpin the cultural shift and make it a smooth transition.

Organisations that do not manage change well are four times more likely to lose talent. Research carried out by Right Management[8] highlights that 20% of employees who perceived change was not handled effectively indicated they planned to leave within one year versus only 5% of employees who held a favourable view. Those with a favourable view reported they planned to stay with the organisation for at least five years.

The approach to managing this change effectively in Anglesey is set out in the *'Management Case'* in Section 6 of this document.

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[8] Right Management: A Manpower Company (2010) Ready, Get Set…Change: The Impact of Change on Workforce Productivity and Engagement

In order to release the savings identified across the three recommendations in relation to reducing the associated administrative duties, it will be necessary to invest in a 1FTE Workforce Development Officer. This post will to work with services to restructure their undertaking of the remaining administrative duties to release the savings. This capacity is not available within the existing Workforce Development Team.

3.4   Summary of the Preferred Option – Recommendation 3

Recommendation 3 -   The Authority adopt more modern working practices in order to reduce time spent in relation to administrative duties.

3.4.1   Key Proposals for Modernising Working Practices

Where appropriate and recognised as a dependency, some of the proposals for investment and savings from modernising working practices have been attributed to Recommendations 2 and 3. The remaining are reflected within this Recommendation 3.

The key proposals for this recommendation are:
- To offer guidance on efficiencies and good practice
- Reduce the number and volume of reports
- All service information and FAQs should be made available on the Council's Internet pages
- All Outlook calendars should be open for all staff to view as 'busy/free' regardless of seniority
- All staff with access to Outlook must keep their calendars up to date
- Calendar groups for meeting rooms should be accessible to all staff to book where a payment is not necessary
- Enable staff to access their e-mails on their personal mobiles
- To have in place a solution to allow members of the public/staff to submit various forms without direct contact from officers
- Where it benefits the individual and improves the delivery of the service, voice recognition software will be available
- Flexi should be maintained by staff (self-service) with monitoring reports available to managers

In order to make this change we will need to:
- **Stop, reduce and/or centralise tasks and processes** that are 'wasteful' or do not 'add value' for customers and create more efficient and cost-effective methods of maintaining and, if possible, improving those tasks and processes that do 'add value';
- **Change staff behaviour and culture** to ensure that work is carried out by the individual where possible rather than delegated elsewhere i.e. word processing/typing;
- **Implement of a number of ICT solutions** that will make the delivery of some tasks more efficient i.e. replace the existing Flexi system, voice recognition software
- **Reduce supplies and services costs** that are closely related to administration

3.4.2   Admin Review

Modernising and becoming more agile as an organisation will require staff to be empowered to become far more self-sufficient. Technological advances provide businesses with the tools required to carry out their work, often those traditionally seen as office based work, on the move. These ICT

tools will not only allow the workforce to become more agile, but will also have an impact on efficiency through allowing work to be completed quicker and at the point of contact. What has become clear is that by embracing new technology and working smarter it can have an impact on reducing the administrative tasks carried out in the Authority.

Administrative duties describe many different tasks and processes that support other officers, Services and citizens in the delivery and receipt of services.

The tasks in scope of this project are:

- External Mail (paper based only) - *franking, logging, acknowledging and delivering all paper based mail*

- Administration of Cash Payments - *the taking and administration of cash payments from customers*

- Processing external (customer) applications, claims, licences etc. - *this specifically refers to assessing eligibility and decision making*

- Data inputting - *specifically the inputting and validation of information from paper-based or electronically sent forms into service system(s) (excludes assessing eligibility and decisions making)*

- Ordering and processing internal invoices - *this includes e.g. stationary, furniture, ICT equipment,*

- Specifically filing, retrieving, archiving or shredding information which has administrative processes which must be followed

- Word Processing/ Typing - *correspondence and reports for other staff/officers/managers/senior leaders from e.g. 'handwritten' reports, Dictaphones etc.*

- Flexitime System & Leave Management *(e.g. entering flexi for staff from paper/electronic time recording sheets, entering flexi adjustments (inc. obtaining managers approval where appropriate), entering leave and photocopying/filing leave sheets)*

- Travel Claims & Expenses - *administering and submitting for staff travel claims and expenses*

- Meeting/Diary Management - *co-ordinating and booking meetings for other staff/officers/managers/senior leaders (inc. general meeting room management e.g. Committee Rm 1)*

- Photocopying and printing - *e.g. for use at meetings, copies for paper files, sharing general communications*

- Specialist/Expert Advice & Information - *where the response required relies on a thorough knowledge of the service being accessed/and or other related services*

- General advice & Information via Telephone or E-mail - *e.g. basic requests for general signposting information.*

- Reception / Front of house - *General advice face to face e.g. basic requests for general signposting information, requests for or submitting of application forms, drop off/collection of post or equipment (e.g. Keys, dog litter bags), request to book or arrival at meetings.*

- Programme / Project administration - *providing all aspects of admin support to live programmes and projects*

- Minute taking at internal meetings *(exc. Meetings where there is a legislative duty to record formal minutes)*

- Minute taking at external meetings *(exc. Meetings where there is a legislative duty to record formal minutes)*

- Minute taking at internal and external meetings where there is a duty to record formal minutes

In October 2013, all services were asked to consider the percentage of time each of their administrative staff spend undertaking the above tasks. This collection was subsequently validated in July 2014 by all Heads of Service.

The numbers of staff undertaking administrative support and the most time-consuming tasks varies between departments. This is a reflection of the differences in functions performed and the scale and type of demands placed on them by both internal and external customers, and importantly the extent to which the non-administrative staff are empowered to be self-sufficient in these activities.

Considering the implications of Recommendations 1 & 2 above and the changes that these will have on the working environment, it makes sense that administrative support must fit into this new structure rather than creating a structure around our existing, and restrictive current practices.

This review provides us with the information to identify areas where we could be making more efficient use of our resources, and suggests that <u>if we implement the proposals within all 3 recommendations</u>, we could reduce the FTE by 20% over 3 years – resulting in an anticipate saving of £622k over the same period.

The key areas that can be addressed through the implementation of the 3 recommendations are:
- 4.28 FTE - Specifically filing, retrieving, archiving or shredding information

- 9.41 FTE – Word Processing/Typing

- 1.52 FTE - Flexitime System & Leave Management

- 3.87 FTE - Photocopying and printing

- 5.16 FTE - Reception / Front of house

- 2.84 FTE - Minute taking at internal meetings

This reduction will be achieved where possible through natural wastage and voluntary redundancy, and will require the support of a Workforce Development Officer for 1 year to work with services to restructure their undertaking of the remaining administrative duties to release the savings (identified in 3.3.5)

Critical Factors for Releasing the Saving

In order to release the savings though this reduction in staff, there are two critical factors that will need to be addressed:
- The saving is dependent on us delivering the proposals set out in Recommendations 1, 2 and 3. If certain elements are not taken forward this will have an impact on the number of FTEs that can be reduced.
- The total FTE reduction figure is made up of small parts of many peoples role. There will need to be significant work through an additional phase in the project (alongside the implementation phase) that will need to look with each service to restructure their existing arrangements in order to release the required FTE. This will invariably require significant

work to profile the staff in scope and manage the reduction in a fair and equitable manner, hence the need for a dedicated Workforce Development Officer for a period of 1 year.

3.4.3   Potential for Further Savings on Administrative Tasks

In reviewing the admin audit findings this project has been careful to only assume savings where there is confidence that an initiative within one of the 3 recommendations can support the release of that saving.

It is clear however from the findings that there are opportunities for further savings that can be realised through work outside of this project, where there is evidence of significant numbers of staff undertaking administrative duties in relation to (included the FTE allocation):

- 10.33 FTE - External Mail (paper based only)

- 2.02 FTE - Administration of Cash Payments

- 7.56 FTE - Processing external (customer) applications, claims, licences etc.

- 23.22 FTE - Data inputting

- 10.62 FTE - Ordering and processing internal invoices

- 0.49 FTE - Travel Claims and Expenses

This is further explored in section 4.3.1.

3.4.4   Flexi System

The current Flexi system is broadly regarded as antiquated and inefficient. In the main, an employee's flexi is logged using a swipe card at the point of access and exit to the main building. If an employee is working from another location, they currently are required to seek authorisation from their manager and then go through an administrator to make the adjustment on the system.

There are examples within other authorities where the employee is empowered and trusted to make their own adjustments, with monitoring reports available to their managers on a timely basis.

If we are to embrace a culture of trust in Anglesey, it makes sense to move to similar arrangement with our staff, reduce the administrative burden. The main constraint to this proposal is that our current system is unable to cope with an increase in users, and the swipe systems are no longer supported.

It is the proposal of this project that we invest in a new flexi system that is sustainable enough to empower employees to manage their own flexi (with reports to Managers). Initial estimates suggest that a new system would cost in the region of £21,000 including the server costs. Based on current costs of annual maintenance at ▮▮▮ and HFX cards at ▮▮per card for▮▮last year, we are paying the region of £14,000 per annum – a cost already that is already within current budgets for any new system.

3.4.5   Guidance on Efficiencies and Good Practice

Through the development of the project a number of areas of good, and not so good, practice were identified. There is an opportunity to bring together a number of key areas for improvement that can be addressed in part by offering the right guidance and signposting.

It is the recommendation of this case that a policy for staff is developed covering effective working practices, which will include (and is by no means limited to) covering the following assumptions:

- Stop taking minutes at internal meetings where there is no duty to do so
- Where appropriate, projection equipment should be used to share common documents at meetings (rather than printing copies)
- Where practical, e-mails should be used instead of sending out letters
- Central stationery points should be available per service/team to encourage shared use of resources rather than every member of staff having every stationery item
- When it is absolutely necessary to print documents, these should be printed in grey scale.
- Use of the central franking machine
- All service information and FAQs should be made available on the Council's Internet pages
- All Outlook calendars should be open for all staff to view as 'busy/free' regardless of seniority
- All staff with access to Outlook must keep their calendars up to date
- Calendar groups for meeting rooms should be accessible to all staff to book where a payment is not necessary

This guidance will need to be endorsed by SLT to ensure all services, the managers and staff follow the same approaches to these smarter working practices.

To support such a policy the project is on track to delivering the following actions and outcomes:

- The corporate Web Team are planning a re-launch of their services and the role of the 'Service Web Champion' to ensure all Services' external and internal pages are up to date with the correct information and contact numbers
- ICT are preparing guidance for staff on Outlook calendars, including the use and management of meeting calendars
- The Project Team will work with Services during the implementation period to encourage the best and most flexible use of their space, including the notion of central stationery points
- The proposed large meeting rooms will be fitted to include video and audio equipment

4. The Financial Case

The purpose of this case is to set out the wider financial context and demonstrates that the preferred option recommendations will result in a fundable and affordable deal, evidenced by a robust proposed financial and savings model.

4.1 Summary Statement

(Highest estimated costs with all figures rounded to the nearest 500)

	Implementation	
	Y1	Y2

Non-recurring Cost of Change *(Transitional Costs)*

Revenue (funded from reserves)			**576,000**
Redundancy Costs & Pension Deficit	371,000	101,500	
ICT Staffing Support	34,500	34,500	
Workforce Development Support	34,500	0	
Total Transitional Revenue Costs	**440,000**	**136,000**	

Capital (funded from capital allocation)			**1,125,000**
Reception	77,000		
ICT Associate Costs - Reception	9,000		
Professional Support	102,500		
Main Building	588,500		
Shire Hall	33,000		
ICT Associate Costs - Main Building	34,000		
ICT Associate Costs - Shire Hall	11,000		
Unified Comms Solution (MS Lync)	7,500		
Remote Access	▉▉▉		
Additional Storage for Records Management	29,500		
Audio/Visual Equipment for Meeting Rooms	5,000		
Energy Efficiency: LED Light Fittings	151,000		
New Flexi System	▉▉▉		
Voice Recognition Software	2,000		
Total Transitional Capital Costs	**1,125,000**		

Recurring Costs/Savings

Recurring Revenue Costs/Savings			**-728,600**
Additional Reception Staff	0	0	
ICT: BT Costs	400	0	
Unified Comms Solution (MS Lync)	▉▉▉	0	
Records Management	37,000	37,000	
Energy Efficiency Savings	-21,500	0	
Building Running Costs	-171,000	0	
New Flexi System Maintenance Costs	0	0	
Reduction in Staff	-488,000	-133,500	
Total Recurring Revenue Costs/Savings	**-632,100**	**-96,500**	

Estimated Capital Receipts

Estimated Capital Receipts			**-563,000**
Capital Asset Receipts	**-563,000**		

Appendix 7 provides the detailed breakdown by recommendation with all assumptions.

4.1.1 The summary position shows that over the 2 year period the project will release net savings in the region of £729k which will contribute to the efficiencies targets and are attributed to:
- reduction in staffing (£621,500)
- energy efficiency (£21,500)
- building running costs (£171,000)

4.1.2 The non-recurring revenue cost of change is in the region of £440k in year one and £136k in year two, which will be secured from reserves to cover:
- Redundancy costs and pension deficits (£472,500)
- ICT support for 2 years to support development and implementation (£69,000)
- Workforce Development support for 1 year to assist services in the fair and equitable reduction of their administrative complement (£34,500)

Issue: Due to the constraints of obtaining pension deficit costs at this stage, and the appreciation that within the worst case scenario are staff that will not chose vol. redundancy, the worst case scenario should provide the tolerance for covering these unknown pension deficit costs (until such time when it is appropriate for the project to fully profile the staff in scope).

4.1.3 Capital receipts are expected based on the market value of the buildings in scope in the region of £ *(excluding Hen Ysgol Y Graig and associated sites for which the capital receipts are attributed to Ysgol Tal y Bont).* Though shown in year 1, it cannot be predicted when the assets will sell and therefore receipts will be submitted to the corporate capital 'pot' as received.

4.1.4 Capital investment is required in the region of £1.1m to deliver the key proposals across the 3 recommendations to be secured through the corporate capital allocation, which will deliver:
- undertaking the re-development of the main reception (£77,000)
- undertaking the re-development of the main building (£588,500)
- professional support for design (£102,500)
- moving the training rooms to Shire Hall (£33,000)
- energy efficient lighting throughout the building (£151,000)
- associated ICT costs to; strengthen the network, provide the hardware, and wireless points (£54,000)
- purchase of a unified communication solution (e.g. ████ (£7,500)
- remote access (e.g. ████) (£54,000)
- Additional storage for electronic records (£29,500)
- Audio/visual equipment for meeting rooms (£5,000)
- New flexi system (£21,000)
- Purchase of Voice recognition software (£2,000)

4.2 Potential for Future Savings

4.2.1 Administrative Tasks

In reviewing the admin audit findings, this project has been careful to only assume savings where there is confidence that an initiative within one of the 3 recommendations can support the release of that saving.

It is clear however from the findings that there are opportunities for further savings that can be realised through work outside of this project, where there is evidence of significant numbers of staff undertaking administrative duties in relation to (included the FTE allocation):

- 10.33 FTE - External Mail (paper based only)
- 2.02 FTE - Administration of Cash Payments
- 7.59 FTE - Processing external (customer) applications, claims, licences etc.
- 23.22 FTE - Data inputting
- 10.62 FTE - Ordering and processing internal invoices
- 0.49 FTE - Travel Claims and Expenses
  Total: 54.27FTE

The level of investment that would be required to release these savings has not be explored as part of this project, however we can use the same formulas (including a 30% tolerance as an average) to suggest that there are estimated savings the region of £870k to still be achieved in this area.

4.2.2   Energy Efficiency

The FBC contains savings in relation to replacing current light fittings with LED light fittings within the main building potentially resulting in electrical savings between £13,465 to £17,954 pa, for an investment in the region of £151,000 for the carrying out of this work (results in a payback period of 8 to 11 years)

In addition, there are a number of energy saving initiatives that could be explored that would provide revenue savings in return for a capital investment. It should be noted that specialists would be required to review the feasibility and suitability of some of these initiatives for the IoACC.

Wind Turbine

Forty percent of all the wind energy in Europe blows over the UK, making it an ideal country for domestic turbines e.g. :
- A roof mounted 1kW system
- A 2.5kW pole-mounted system
- A 6kW pole-mounted system

The capital and installation costs for a wind turbine system can be quite high compared with other technologies (e.g. a roof mounted system can cost in the region of £2k, with a pole mounted system costing in the region of £15 - £30k). Tower and pole mounted turbines will incur significant installation costs but could hold bigger turbines than if bolting to an existing building, and generate more electricity.

Savings will depend on the turbine type size, local wind conditions, economies of scale and the cost of the electricity being replaced by using the wind turbine. Rural or coastal dwellings can benefit more easily from wind energy as local wind conditions are often good. A well sited 6kW turbine could earn and save you around £3,200 per year including generation tariff, export payments and savings on electricity bills.

Motion Sensor Lighting

They are used most effectively in spaces that are often unoccupied, including some offices, warehouses, storerooms, restrooms, loading docks, corridors, stairwells, office lounges, and conference rooms. Open-plan office spaces, where one or more people may be moving in and out throughout the course of the workday, are not good candidates for occupancy sensors.

The two most common sensor types are passive infrared (PIR), which require a direct line of sight to the movement of infrared (heat) sources, and ultrasonic, which detect any movement, human or otherwise (for example, curtains).

Room occupancy switches can be purchased commercially from £37 per sensor.

It is estimated that 70% of the UK's lighting consumption is used in commercial applications. Studies of several rooms in different commercial environments installed with occupancy sensors, show that on average, 41% of lighting costs could be saved.

Solar Energy for Businesses

Solar energy is the cleanest type of energy known to man since it is pollution-free and so helps to reduce carbon emissions. Apart from being a renewable source of energy, solar energy is maintenance-free since the panels do not need any form of regular maintenance for them to work efficiently.

Using solar energy for offices and businesses can itself be an income-generating activity since the excess energy can be sold to the National Grid, as was the case in 2005 when CIS Tower started selling its excess energy to the National Grid thus earning extra income.

However, the initial installation solar panels cost might prove high seeing as the process is involving and requires a large surface area to lay the panels. The proper functioning of solar panels is hindered by the surrounding landscape, environmental pollutants, cloud cover and darkness which block the sun's rays thus necessitating the use of battery charges to store the energy for such occasions.

The average domestic solar PV system is 4kWp and on average costs between £6,000 and £7,400 (including VAT at 5%).

A 4kWp system can generate around 3,700 kilowatt hours of electricity a year – roughly equivalent to a typical household's electricity needs. It will save nearly two tonnes of carbon dioxide every year. Savings per year have the potential to reach £695 based on one 3.5kw solar panel.

5.   The Commercial Case

5.1   Procurement

In order to implement Agile Working there is a considerable amount of expenditure to be undertaken on equipment, building adaptations, information systems and IT infrastructure.

The Procurement Officer has been involved through the project providing advice and guidance on the various procurement issues, exploring existing frameworks and contracts available to support the buying process.

Moving forward the Procurement Officer will assist in identifying gaps where full cycle procurement process needs to be carried out, and estimate the timescale of this process, which will inform the Project Plan for implementation of new software and structural changes.

The timescales and exact details will fluctuate according to the availability of the product being procured and the value of the purchase in compliance with IoACC policy and EU legislation.

The *Smarter Working Programme Manager* will continue to work with the Procurement Officer to ensure that probity and best practice are clearly demonstrated and that value for money is obtained.

6. The Management Case

6.1 Programme Governance Arrangements (Implementation)

In order to ensure that the various proposals within the recommendations are delivered successfully, the project will continue to be delivered through a PRINCE2 environment. The implementation will broadly cover three areas of work:

- building restructure and service moves
- new ICT software
- managing the change & workforce development (see 6.4)

This will require us to continue as a *(Smarter Working) Programme*, with each area being set up as interdependent 'Implementation Projects'. The Programme will be managed within the capacity of the CPMO, with each project being managed by the *Corporate Assets Manager*, *ICT Officer* (new temporary) post and *Workforce Development Officer* (new temporary post) respectively. Each project will draw on the support and expertise of a core Project(s) Team.

The Programme will report up to the Business Transformation Programme Board to ensure progress is being made against milestones.
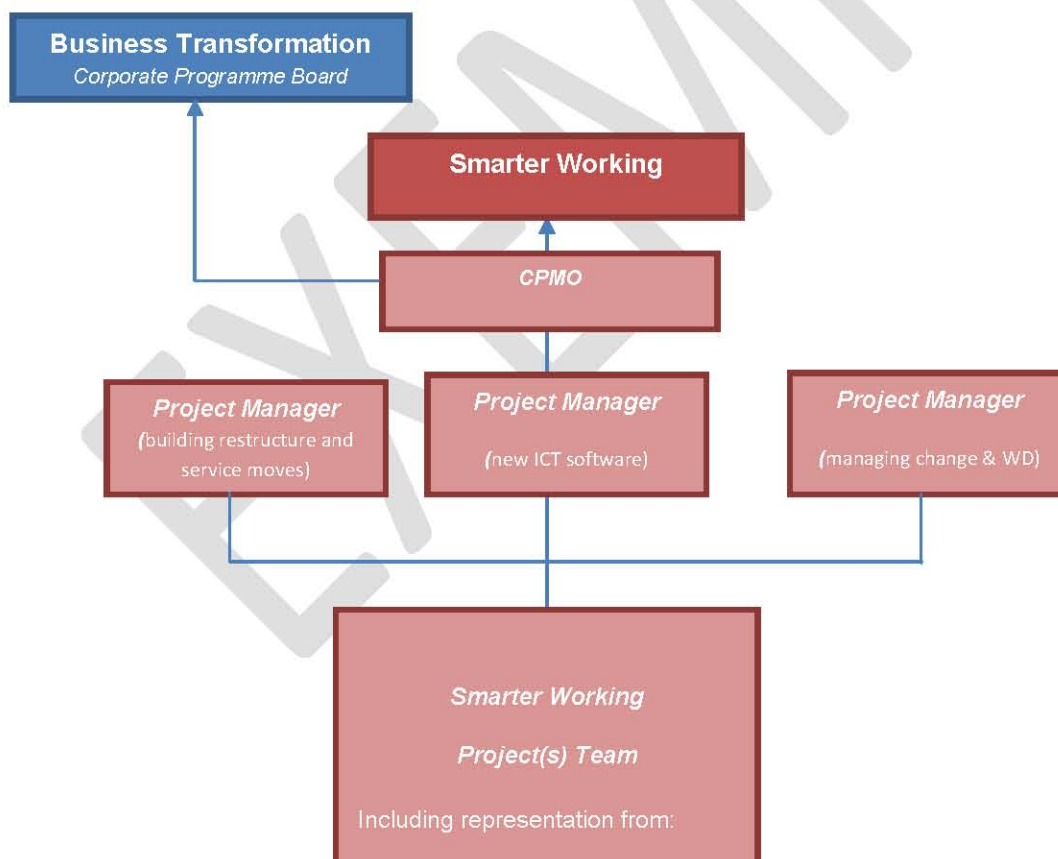
6.2 Post Project Evaluation & Benefits Realisation

As part of the programme management approach, formal close down of each project will occur through the development and 'signing off' of the Project Closure document. One of the key features of this document is to capture the lessons learnt so that they can be applied to other projects within the organisation.

The end of the programme is achieved when the key proposals set out under each of the 3 recommendations to enable Agile Working are in place. However, many of the non-financial benefits will be realised after the programme has formally ended. Continuous monitoring and review of Smarter Working will be required after the end of the programme to ensure that it still meets the needs and expectations of the organisation. To enable this review to happen a Benefits Review Plan will be drawn up. This will include:

- A plan to monitor and review progress of Smarter Working over a period of 5 years
- Performance mechanisms to be put in place to ensure that quality is maintained and benefits continue to be achieved
- Processes to be in place to report and remedy any performance or compliance issues.

6.3 Risk Management and Issue Resolution

The current project has adopted a risk management methodology, identifying the main risks and detailing mitigating actions to reduce the risk level. Risks will be reviewed by the Project Team prior to reporting, for monitoring at every Programme Board meeting to identify any changes and to add any new risks that may occur.

In order to minimise risks the following will be undertaken:
- Regular reporting of risks to the Smarter Working Programme Board
- Clear responsibility assigned for risk identification and resolution
- Monitoring to be undertaken to ensure there is an early warning of risks materialising and therefore for mitigating action to be taken.
- Integrating risk management into the internal control processes of the programme.

The current risk register can be viewed in Appendix 1.

In addition to risks there may be issues that arise and require resolution. Issues are:
- Identified risks that have now materialised.
- Changes to part of the programme
- A problem or question that affects the delivery of the programme in some way.

There will be a process each project for capturing and recording issues as they arise, and for designating responsibility for their resolution.

Moving into implementation it is recognised that the three emerging high risks will be in relation to:
- *ICT* – The development required in ICT is not realised to the extent required to underpin this significant work and cultural transformation
- *Finance* – The savings are not released on time or to the amount expected
- *Staff Morale* – The risk that we do not engage and consult effectively with staff resulting in resistance to change

6.4 Change Management

6.4.1 Management Style

Management of Agile/Flexible Workers requires a management style which is focussed on outputs rather than inputs. Therefore, managers and their employees need to focus on performance, including productivity and quality of the service rather than time and attendance.

This does not mean an abdication of responsibility. There is an even greater requirement for individual and/or team meetings where performance targets and work objectives are agreed, monitored, reviewed and revised.

In the periods between meetings and other means of communication, employees will have a greater degree of autonomy than would normally be the case for office based staff. As a result, trust between the manager and employee is paramount. Managers need to trust that employees are fulfilling their duties and responsibilities whilst ensuring support and back-up is provided in terms of workflow, systems, procedures, equipment, administration and peer/team support.

Managing Agile/Flexible Workers relies on good communications and information systems appropriate to the team and its tasks. It also requires a greater awareness of team dynamics and the individuals' ability to operate outside of a fixed workplace, as well as sound performance management.

6.4.2 Performance Management

Agile/Flexible Working highlights the need for managers to be capable – and confident – in their ability to manage the performance of their team. Objective or target-setting for individuals, so performance can be measured against outputs, is an important element of managers still feeling in control of the performance of their team – even if team members aren't physically always in the same place at the same time.

Some jobs and service outputs are easier to measure either because productivity output data for services, teams and individuals is a key performance indicator. Where productivity cannot be quantified by a system, managers will need to ensure that objectives have enough challenge and "stretch" in them to maximise productivity levels. Managers can also discuss with individuals what will be a meaningful measure of productivity in the context of the job role. Feedback from other colleagues can also be considered providing a "relative" measure in comparison to other colleagues.

A performance management system should be used as a tool to ensure that employees and their manager agree objectives. Managers therefore need to be competent in performance management and target setting. They should be able to evaluate success through what has been achieved and, crucially, who has contributed to the achievements. Identifying and dealing with difficulties at an early stage is critical as is ensuring that Agile/Flexible Workers have the same promotion and development opportunities as their colleagues who are office-based.

The IOACCs current Appraisal Scheme is undertaken annually and is focussed mainly on developmental opportunities rather than performance outputs and outcomes. It also measures traits and competencies against the Authority's competency framework. Clearly if the Authority is to adopt Agile or Smarter Working then the scheme needs to be revised so that managers meet more frequently with their employees and that outcome focussed targets and objectives are set

frequently so that employees who work away from their normal work base are aware of their targets and their workload for the period between communications.

It is particularly important therefore that Agile/Flexible Workers have a forward work plan or schedule. This will provide a framework for both manager and employee to achieve a common understanding and ability to monitor what work will be undertaken and produced daily/ weekly/monthly/quarterly (quality and quantity should be monitored). Monitoring systems could include regular supervision meetings, meetings to discuss progress on current jobs or just touching base regularly to discuss any outstanding issues or problems.

6.4.3 Working time

The very nature of agile/flexible working means that, from a management perspective, attendance and the time worked by employees is less important than achieving performance objectives, including productivity and quality outcomes.

Employees have the responsibility for their own time and attendance management. However, since there is a health and safety requirement under the Working Time Regulations that working time is accounted for, attendance records are still required. Therefore, managers must ensure that some form of attendance records are completed by the employee and that these are monitored to ensure legal compliance. In addition, if there is a requirement for employees to work outside the Council's working day bandwidth or undertake overtime this information is required in order for the correct salary to be paid.

Agile/Flexible Workers will be eligible to apply for 'traditional' flexible working requests on the same basis as any other employee and subject to the normal considerations regarding flexible working (e.g. compressed hours working, part-time working etc). For business reasons it might not be possible to agree to specific requests.

6.4.4 Key Management Skills

The following key skills are included in the Authority's competency framework and will need to be demonstrated when managing agile workers:-

Communication Skills

Managers need to keep talking to people, whether or not they are in the workplace all the time. Asking them how things are going and seeking their views on business challenges shows that their contribution is still valued. Good communication is needed to negotiate change, review work arrangements and suggest improvements.

Planning and Organisation to Ensure Team Work and Partnership

Managers are responsible for meeting business goals and getting results, with direct responsibility and control for the organisation of resources. With a team working different schedules, meetings need to be carefully planned at times when everyone can be present. Video-conferencing could be a possibility if it's hard to get everyone together. There might be a need to agree core daily hours, or a fixed time each week when everyone is expected to be there for meetings and handovers.

Demonstrate Effectiveness in Role

It is important to set clear expectations and objectives and check regularly on people's progress in meeting them, but not to "micro-manage" them. Measure their performance on outcomes rather than the hours they spend at work. Avoid judging them on their reasons for working flexibly, provided they get the job done. A recent report from the UK's Equality and Human Rights Commission states that "presence does not equal performance".

Supervision of staff working flexibly requires managers to take an explicit focus on objectives, outcomes or outputs, rather than activities or inputs. For example, taking the stated objectives of the organisation as a whole, the manager may identify specific objectives for each staff member to achieve within agreed timeframes. The manager may set more closely defined objectives for employees on flexible work arrangements to assist with monitoring progress, or may establish more frequent formal updates, in recognition that there is less opportunity for informal supervision and appraisal.

Leading & Managing

Some managers feel they are losing control if employees are not under their watchful eye. Flexibility involves giving individuals responsibility and trusting them to get on with the job. Arguably, the same approach should be taken to monitoring the performance of full time, office based workers.

'Managing people who work flexibly or remotely means that you just have to do more of what you should be doing anyway. You have to be more focused on outcomes, better at communication, more explicit about your expectations, more regular about checking that work is going the right way. You might have to schedule short, but more frequent, calls to chat with somebody working for you in another place. Team communication won't happen by accident when you walk by someone's desk, so you have to create that time deliberately.'
Alison Gregory, *Senior Managing Consultant, IBM*

Appendix 8 provides some hints and tips for managing agile workers and teams.

Appendix 1: Smarter Working Project Risk Register

Risk Ref	Risk Identified		Inherent Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level		
	Risk Description	Consequences	Likelihood	Severity	Score	Action	Responsible Officer	Risk Review Date	Likelihood	Severity	Score
R1 (01/10/13)	There will be resistance to change from staff	▪ A lack of willingness and commitment from staff to engage with and contribute to the change ▪ Staff do not adopt changes to their working practices in line with the new culture ▪ Impact on the ability of the project to deliver on time ▪ Negative impact on staff morale ▪ **Unable to fully realise the project benefits**	4	4	16	- Establish a Staff Stakeholder Engagement Group to include a cross section of staff in the development of the project from the outset; - Ensure regular communication of key messages and what will be expected of staff in the new environment to demonstrate progress and gain incremental support; - ICT Demonstration held within the main Council building foyer to allow staff to envision technological solutions to mobile working; - Engage with the middle managers through the middle managers conference to explain the benefits of the project and gain support for its implementation - Staff engaged with through staff consultation enabling them to share their views and opinions on conceptual proposals	-	22/10 13/2/14 11/06/14	~~3~~ ~~2~~ 2	4 4 4	~~12~~ ~~8~~ 8
R2 (01/10/13)	There will be resistance to change from Heads of Service	▪ A lack of willingness and commitment from Heads of Service to engage with and contribute to the change ▪ A lack of support by Managers to the change of management style, and for staff who change their working practices in line with the new culture ▪ Impact on the ability of the project to deliver	4	4	16	- Ensure that Heads of Service are provided with 48 hours' notice prior to any communication with staff to demonstrate progress and gain incremental support; - Provide updates at Y Penaethiaid meetings as and when necessary providing them	-	22/10 13/2/14	~~3~~ 2	4 4	~~12~~ 8

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Risk Ref	Risk Identified		Inherent Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level		
	Risk Description	Consequences	Likelihood	Severity	Score	Action	Responsible Officer	Risk Review Date	Likelihood	Severity	Score
		on time ■ Negative impact on staff morale ■ **Unable to fully realise the project benefits**				with 'real' examples from other Authorities who have implemented agile working and are seen as best practice;					
R3 (01/10/13)	Conflicting corporate priorities resulting in minimal political buy-in	■ No support for a preferred option ■ Project does not proceed through to implementation ■ Negative impact on staff morale ■ Decrease in motivation in managers to support the transformation agenda – increase in resistance ■ **Project objectives not completed** ■ **Potential efficiencies cannot be realised** ■ **Unable to realise the project benefits**	3	5	15	- Regularly engage/communicate key messages and provide them with 'real' examples from other Authorities who have implemented agile working and are seen as best practice in order to demonstrate the potential benefits; - Engage with the whole Council to explain the project benefits, respond to any concerns and gain support; - Ensure that elected Members are provided with 48 hours' notice prior to any communication with staff to demonstrate progress and gain incremental support;	-		2	5	10
R4 (01/10/13)	The Full Business Case is not delivered on time (~~Feb 2014~~) (Revised date – October 2014)	■ Project does not proceed through to implementation ■ Impacts on the ability of this project to deliver on time ■ Corporate confidence in capacity to implement the project is lost ■ **Corporate approach to allocation of resources and assets management is restricted** ■ **Potential efficiencies cannot be realised in the next financial year**	3	4	12	- Utilise Monitoring Sheet to ensure that the work packages feeding into the full business case are on track and completed on time; - Regular highlight reports to the Project Board to demonstrate progress - Final work package developed with specific actions shared with relevant officers/services	-	4/08/14	~~2~~ 1	4 4	~~8~~ 4
R5 (01/10/13)	The pace of the project stifles innovation and continuous improvement at a Service level	■ Decrease in motivation in managers to support the transformation agenda – increase in resistance ■ Opportunities to progress service level transformation is missed	2	2	4	- Service level concerns shared with the Project Board to recommend to SLT that a decision should be taken outside the timescale of the Project;	-		1	2	2

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Risk Ref	Risk Identified		Inherent Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level		
	Risk Description	Consequences	Likelihood	Severity	Score	Action	Responsible Officer	Risk Review Date	Likelihood	Severity	Score
		▪ A lack of willingness and commitment from staff and managers to engage with and contribute to the change ▪ Negative impact on staff morale				- Ensure that scope is sufficiently succinct so as not to allow scope creep and stifling of service level decisions					
R6 (01/10/13)	Innovation and continuous improvement at a Service level conflicts with the strategic direction/aims of the project	▪ The Authority finds itself in a position of disinvestment having implemented changes on an ad hoc basis at service level ▪ Impacts on the ability of this project to deliver on time due to rectifying disinvestment issues	2	2	4	- Service level requests to undertake transformation work to be considered by the Project Board as necessary – Corporate directive required for all such requests to be passed through the Smarter Working Project Manager	-		1	2	2
R7 (01/10/13)	The interdependent projects exceed their timescales in areas that are required to progress this project	▪ Impacts on the ability of this project to deliver the Full Business Case on time ▪ Decrease in motivation in managers to support the transformation agenda – increase in resistance ▪ **Corporate approach to allocation of resources and assets management is restricted** ▪ **Potential efficiencies cannot be realised in the next financial year**	3	4	12	- Regular meeting to be established between Project Managers of all interdependent projects to review progress - Raise any issues that arise from the meetings between project managers up to the project sponsor for guidance and mitigation as necessary	-		2	4	8
R8 (01/10/13)	There is a lack of effective planning and consultation concerning changing work conditions or redundancies/redeployment (resulting from changing working practices)	▪ A lack of willingness and commitment from staff and managers to engage with and contribute to the change ▪ Negative impact on staff morale ▪ Additional burden on budgets due to transitional costs associated with redundancy/redeployment ▪ Expertise and experience is lost from within the workforce due to fear of the unknown ▪ Personal safety issues where Health and Safety haven't been considered appropriately	4	3	12	- Early engagement with Trade Unions; - Early engagement with HR; - Early engagement with Corporate Health and Safety -	-		3	3	9
R9 (01/10/13)	The lack of capacity, in particular in relation to support services, impacts on the ability of the project to deliver on time	▪ Project does not proceed through to implementation ▪ Impacts on the ability of this project to	3	4	12	- Project Board (in liaison with HoS) to prioritise work required once preferred option has been	-	22/08/14	~~3~~ 2	4	~~12~~ 8

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Risk Ref	Risk Identified		Inherent Risk Level			Additional Control Measures / Treatment Required			Residual Risk Level		
	Risk Description	Consequences	Likelihood	Severity	Score	Action	Responsible Officer	Risk Review Date	Likelihood	Severity	Score
		deliver the Full Business Case on time ■ **Corporate approach to allocation of resources and assets management is restricted** ■ **Potential efficiencies cannot be realised in the next financial year**			(orange)	identified - R9 to be reviewed once the direction in terms of preferred option becomes clearer - Meeting held with ICT to gain agreement of final work package delivery time					(orange)
R10 (01/10/13)	There is insufficient resources available to support the transitional costs associated with this transformation	■ Project does not proceed through to implementation ■ Impact on the ability of the project to deliver on time ■ Corporate confidence in capacity to implement the project is lost ■ Potential efficiencies cannot be met in full ■ Negative impact on staff morale ■ Decrease in motivation in managers to support the transformation agenda – increase in resistance ■ **Project objectives not completed** ■ **Potential efficiencies cannot be realised** ■ **Unable to realise the project benefits**	4	5	20	- Project Board (in liaison with HoS) to prioritise work required once preferred option has been identified; - Financial forecasting of preferred option to be undertaken with the s151 Officer - R10 to be reviewed once the direction in terms of preferred option becomes clearer	-		4	5	20
R11 (01/10/13)	There are too many competing priorities within the Authority	■ Inadequate resources to support the implementation of the preferred option ■ Impact on the ability of the project to deliver on time ■ Negative impact on staff morale ■ Decrease in motivation in managers to support the transformation agenda – increase in resistance ■ **Corporate approach to allocation of resources and assets management is restricted** ■ **Potential efficiencies cannot be realised in the next financial year**	3	3	9	- Project Board (in liaison with HoS) to prioritise work required once preferred option has been identified - R11 to be reviewed once the direction in terms of preferred option becomes clearer - Project identified as HIGH priority within the BTPBs suite of projects	-	22/08/14	~~3~~ 2	3	~~9~~ 6
R12 (01/10/13)	There is an impact on Service quality and delivery during and after the implementation of the preferred option	■ Negative perception of the Authority by members of the public – reputational damage	2	4	8	- R12 to be reviewed once the direction in terms of preferred option becomes clearer	-		2	4	8

| Risk Ref | Risk Identified | | Inherent Risk Level | | | Additional Control Measures / Treatment Required | | | Residual Risk Level | | |
	Risk Description	Consequences	Likelihood	Severity	Score	Action	Responsible Officer	Risk Review Date	Likelihood	Severity	Score
		▪ Negative impact on staff morale ▪ Decrease in motivation in managers to support the transformation agenda – increase in resistance									
R13 (01/10/13)	The project does not fully engage with its key stakeholders	▪ Negative impact on staff morale ▪ A lack of willingness and commitment from staff and managers to engage with and contribute to the change ▪ A lack of support by Managers to the change of management style, and for staff who change their working practices in line with the new culture ▪ Regulators - ?!	3	3	9	- Ensure robust Communication Plan is in place and followed as necessary; - Utilise Communication Matric within the Project Documentation to identify who should be communicated with, for what reason and when; - Establish a Staff Stakeholder Engagement Group to include a cross section of staff in the development of the project from the outset; - Ensure regular communication with staff to demonstrate progress and gain incremental support; - Engage with the middle managers through the middle managers conference to explain the benefits of the project and gain support for its implementation	-		2	3	6

Likelihood: 1 = Rare
                2 = Unlikely
                3 = Possible / Moderate
                4 = Likely
                5 = Almost Certain / Already happening

Severity: 1 = Insignificant
                2 = Minor
                3 = Moderate
                4 = Major
                5 = Catastrophic

Score = Likelihood x Severity

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APPENDIX 2: Designs
Main Reception

Staff Areas

Public Areas

Interview Rooms

Interview 1 Interview 2 Family Interview 3 Interview 4 Interview 5

Back Office

Barrier

Waiting Area

Self Service Desk

New draught entrance lobby minimum 4M deep with powered entrance sliding doors.

Planning Office Area 238M2
Volume 642M3 44 Workstations
=5.4M2/Person
=15M3/Person.

Housing Office Area=294M2
Volume=735M3,Workstations Req=48
=6.1M2/Person
=15M3/Person

Adult Services Office Area=490M2, Volume=1323M3
Workstations Req.=85
=5.7M2/Person
=15M3/Person

Serve

Stair 4

QR

Staff Area
Path Area
Warden Room

Lift 1

Stair 2

TS&EV Office Area=179M2,
Volume=483M3
Work stations 41 required
=4.4M2/person
=12M3/person
Env Health to be moved from 1st
floor to allow Education to be
moved in.

Revs & Bens Office
Area=140M2
Volume=378M3
Workstations Req32
=4.4M2/Person
=12M3/Person
Revs & Bens to be
moved to allow for
Housing to be together
& make room for
Planning.

CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Cyfarwyddwr Datblygu Cynaliadwy /
Director of Sustainable Development
Swyddfa'r Sir, Llangefni, Ynys Môn   LL77 7TW

GWASANAETHAU EIDDO
PROPERTY SERVICES

CYNLLUN/JOB   RHIF CYNLLUN/JOB No
COUNCIL OFFICES
LLANGEFNI

DYLUNIAD/DRAWING
GROUND FLOOR PLAN
For relocating staff from Park Mount,,Mon
Training,Y Graig, Cynnal, Genesis & Rovacabin
building.

GRADDFA/SCALE
1:250

DYLUNIWYD/DRAWN

DYDDIAD/DATE

RHIF DYLUNIAD/DRAWING No

Children Services Area=360M2, Volume=972M2
70 Workstations Req
=5M2/Person
=14M3/Person
Includes staff move from Y Graig

Education/Youth & SF Office Office
Area=349M2, Volume=942M3, Workstations
Req=60
=5.8M2/Person
=15M3/Person

Democratic Services

Party Room

Party Room

Store

SLT Waiting Area

CE

DCE

CD

CD

CD

Members Workroom

Exec Admin Support

Party Room

Council Chairman

Transformation,Comms
& Partnerships
Office.
Area=107M2,
Volume=267M3
Workstations
Req=20
=5.4M2
=13.3M3

Democratic Services
Area=99M2
Volume=267M3
17 Workstations Req
=6M2/Person
=15.8M3/Person

CYNGOR SIR YNYS MÔN ISLE OF ANGLESEY COUNTY COUNCIL	Cyfarwyddwr Datblygu Cynaliadwy / Director of Sustainable Development Swyddfa'r Sir, Llangefni, Ynys Môn LL77 7TW GWASANAETHAU EIDDO PROPERTY SERVICES	

CYNLLUN/JOB	RHIF CYNLLUN/JOB No	DYLUNIAD/DRAWING	GRADDFA/SCALE	DYDDIAD/DATE
COUNCIL OFFICES LLANGEFNI		FIRST FLOOR PLAN For relocating staff from Park Mount,,Mon Training,Y Graig, Cynnal, Genesis & Ravacabin building.	1:250 DYLUNIWYD/DRAWN	RHIF DYLUNIAD/DRAWING No

Property Office
Area=183M2, Volume=494M3
Workstations Req. 28
Includes 7 Estates staff in Rovacabin
=6.5M2/Person
=18M3/Person

No change to Legal Offices?

Highways & Transportation
Area=226M2, Volume=610M3
Workstations Req=32
=7M2/Person
=19M3/Person

QR

Server Room

Store Room

Finance Office (Includes 11 R&B & 12 Mon Training ICT)
Area=461M2, Volume =1245M3
Workstations Req.=58
=7.9M2/Person
=21M3/Person

Highways,Support & Waste Management Office
Area=338M3, Volume=912M3
Workstations Req. 40
=8.5M2/Person
=22M3/Person

IR

MR

HR Office Area=94M2
Volume=253M3
18 Workstations Req.
5.2M2/Person
=14M3/Person

CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Cyfarwyddwr Datblygu Cynaliadwy /
Director of Sustainable Development
Swyddfa'r Sir, Llangefni, Ynys Môn LL77 7TW

GWASANAETHAU EIDDO
PROPERTY SERVICES

CYNLLUN/JOB	RHIF CYNLLUN/JOB No
COUNCIL OFFICES LLANGEFNI	

DYLUNIAD/DRAWING
SECOND FLOOR PLAN
For relocating staff from Park Mount,Mon Training,Y Graig, Cynnal,Genesis&Rovacabin building.

GRADDFA/SCALE
1:250

DYDDIAD/DATE

DYLUNIWYD/DRAWN

RHIF DYLUNIAD/DRAWING No

APPENDIX 3: Reception Workforce Report

It is the proposal of this report that to deliver an effective service through the intended one main reception, the staffing complement at the main reception should be increased to a minimum of 4FTEs (an increase of 2FTEs), with a possible two 0.5 FTEs additional staff to cover leave.

1.   Current reception area structure
- Within each of the three main reception areas analysed i.e. Main Council Office building, Rovacabin and Park Mount; each one is manned by 2 FTE members of staff.
- Across all other internal reception areas within scope[9] (including call handling set ups) in the region of 19 FTE (needs to be recognised that this is made up of parts of people's roles and does not equate to 19 people) give general advice & information via telephone and e-mail or face to face.

2.   Physical Visitors to the LA
Data collated for the Main Council Office building reception area during the period 30th June 2014 – 11th July 2014 identified that:
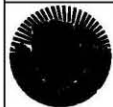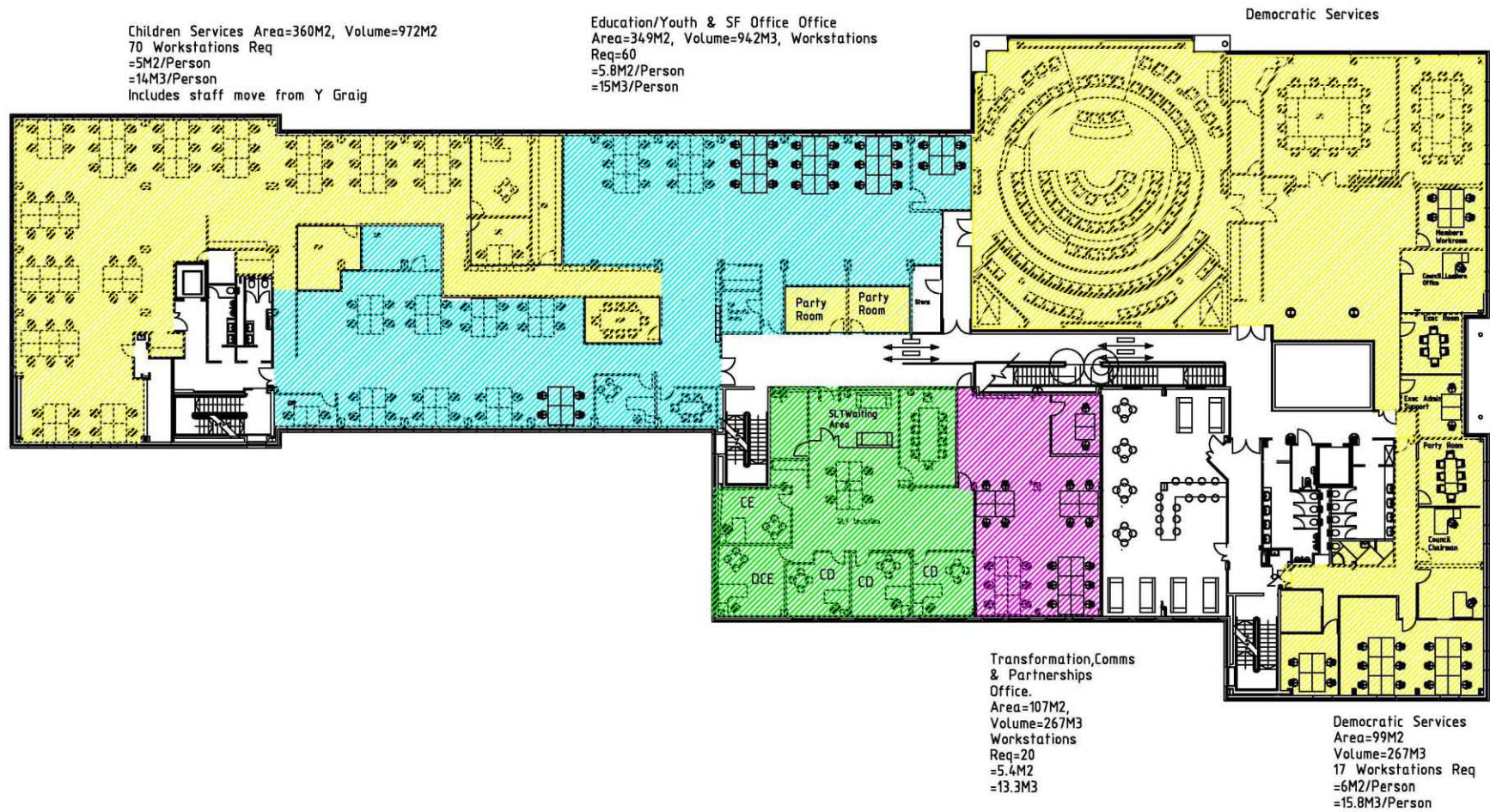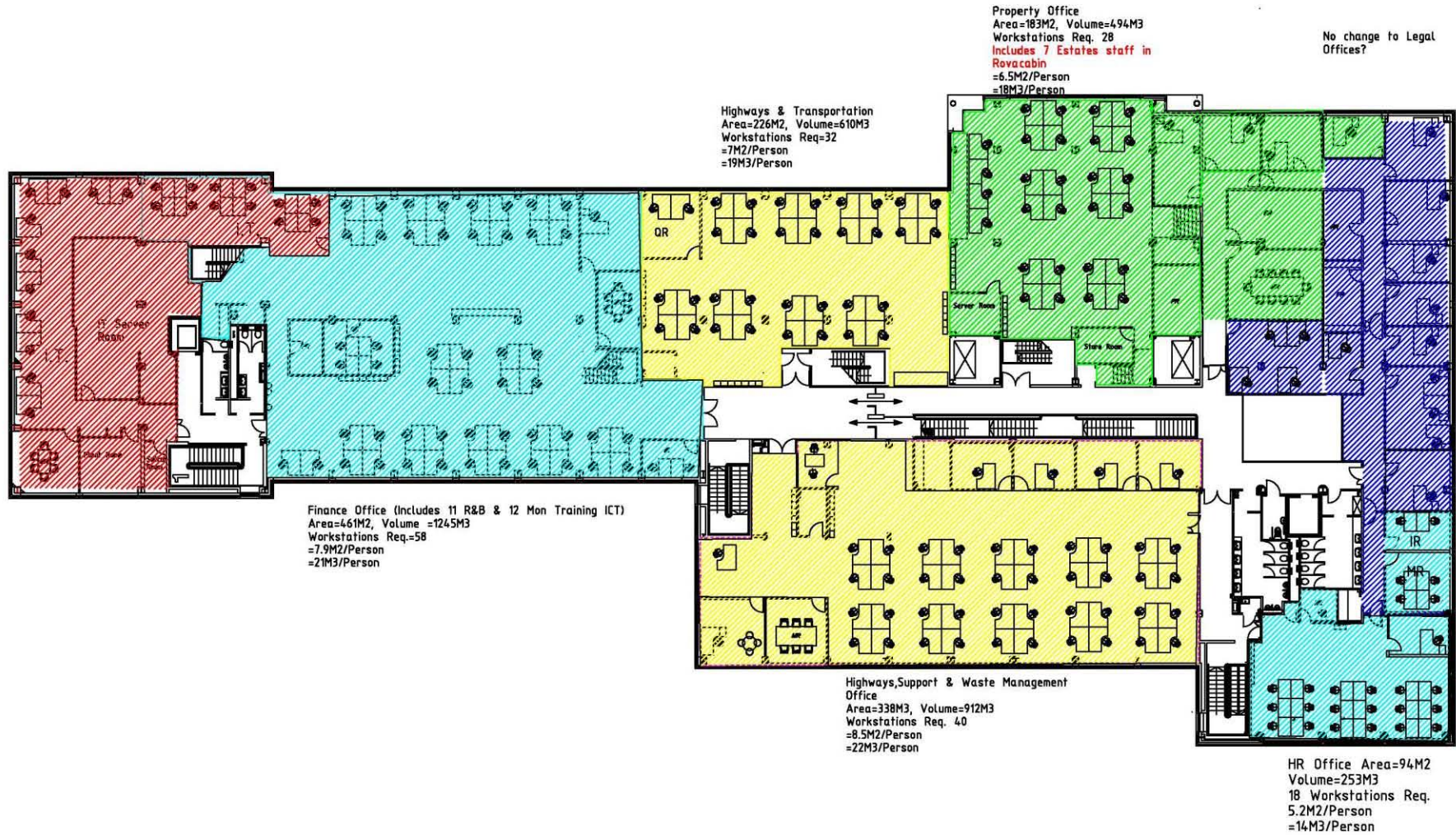- 1,671 physical visitors were dealt with by the main reception staff;
- An average of 186 per day (23 per hour based on 8 hour period 9am – 5pm)
- This equates to an average of 1 physical visitor to reception every 2.5 minutes

Data collated for the same reporting period for two outlying reception areas within scope of the project to be relocated to within the main Council Office building identified that:
- 1,252 additional physical visitors attended one of the two outlying buildings during the fortnight;
- This is an average of 139 visitors per day (17 per hour based on 8 hour period 9am – 5pm)
- This equates to an average of 1 physical visitor to reception every 3.5 minutes

Therefore, if we were to deliver a service to the public through one main reception this would equate to an average of 1 visitor every 1.5 minutes.

3.   Telephone calls to the LA
During the same reporting period data was collated for the number of telephone calls received by the Main Reception; this identified that:
- The main reception received 5,682 telephone calls during the fortnight – an average of 631 per day and 79 per hour (based on 8 hour period 9am – 5pm);
- The staff answered 4,695 of these calls (83%) – 58 per hour (based on 8 hour period 9am – 5pm) which equates to 1 call answered per member of staff every 2 minutes;
- 832 calls were missed – an average of 92 per day

Data collated for the other published telephone numbers within the LA (within the scope of the project to be subsumed into one contact number) identified that:
- An additional 4,053 calls were received during the reporting period (an average of 450 per day – 56 per hour);
- An additional 2,769 calls were answered during the same period whilst an additional 878 call were missed

In total, this equates to missed calls <u>currently</u> in the region of 1,710 over the two week period, or an average of 855 missed calls per week.

4.   Proposal for Increase of Main Reception Staff

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[9] See appendix four for list of services

With intention for a number of reception areas to be subsumed into the main Council Office building reception area, this would potentially increase[10] the workload of the new one main reception as follows:

Telephone calls
- A potential **71% increase** in telephone calls that will be received;
- Based on retaining only two FTEs each member of staff would be required to take a **telephone call every 1 minute**

Physical visitors
- A potential **74% increase** in physical visitors to the main building
- Based on retaining only two FTEs each member of staff would deal with a **physical visitor every 3 minutes**

Based on the percentage increases, this nearly doubles the current workload of the current main reception staff (2FTEs). It is also important to note that the number of missed calls across the receptions in scope is already high (*an average of 855 missed calls per week)* and would potentially increase if further stretching existing capacity.

It is therefore the proposal of this report that the staffing complement should be increased to a <u>minimum</u> of 4FTEs (an increase of 2FTEs), with a possible two 0.5 FTEs to cover leave.
Information from Gwynedd supports this proposal with 4FTEs on their main reception at any one time, with an additional two 0.5FTEs to cover leave (they advised we should adopt this approach).
It should be noted that the Gwynedd staff do not handle telephone calls as this is covered by an external call centre.   To apply a balance to this we recognise that included in the increase in visitors to the intended one main reception, is requests for and dropping off of forms (in the region of 473 over the period, or an average of 53 per day). The work being undertaken to have forms available to collect, complete and drop off through self-service online and at a collection point should significantly reduce this burden.

5.   Practical Implications
The staff working on the new one main reception would be required to:
- provide general advice & information via telephone - e.g. basic requests for general signposting information, requests for or submitting of application forms, drop off/collection of post or equipment (e.g. Keys, dog litter bags), request to book or arrival at meetings; and
- man reception – providing general advice face to face e.g. basic requests for general signposting information, requests for or submitting of application forms, drop off/collection of post or equipment (e.g. Keys, dog litter bags), request to book or arrival at meetings.

Initially, in the event of a customer requiring specialist/expert Service advice or information (where the response required relies on a thorough knowledge of the service being accessed/and or other related services), the reception would contact the Service and request a member of staff to deal with the inquiry (either over the telephone or by attending the main reception area). In Gwynedd they have trained staff to have a more in-depth understanding of each Service area, which is an approach that could be considered in Anglesey moving forward.

5.1.   Preparing for One Main Reception
- One of the workstreams within the project is to ensure all information provided by Services on MonITor is update to date and maintained.   This will provide the reception staff with the majority of the basic knowledge to perform their duties.

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[10] *Increases based on the data provided in Appendix 4 detailing the calls to each individual service area (published numbers)*

- It will also be important to work with a representation of frontline staff to understand the practical implications and how processes can be developed to support staff and provide an effective reception service.
- Training may be required if a decision is taken to move to one central call number[11]

6. Data to Support the Findings

The data sets used to develop this report are available as the following appendices:

1. Total Visitors to the Local Authority (Main Council Office Building, Park Mount & Rovacabin)

2. Visitor Data – Reason for visit (Park Mount and Rovacabin)

3. Telephone Call data for all publicly published numbers (whole LA) in scope

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[11] Corporate Telephony Report

	30/06/2014	01/07/2014	02/07/2014	03/07/2014	04/07/2014	07/07/2014	08/07/2014	09/07/2014	10/07/2014	11/07/2014	Total
Social Services	8	26	22	44	29	33	23	35	0	26	246
Revs & Bens	12	20	26	25	22	21	17	15	0	35	193
T. Standards	2	5	2	9	10	5	7	5	0	7	52
Housing	7	32	20	24	26	23	47	32	0	21	232
Highways	1	3	1	4	5	2	3	8	0	5	32
Unknown	0	18	27	36	25	24	21	19	0	27	197
Meeting	0	21	13	6	7	0	3	5	0	2	57
Legal	0	2	2	1	0	0	0	0	0	0	5
Members	0	2	0	0	0	1	0	2	0	0	5
Property	0	3	3	3	2	0	5	5	0	4	25
Finance	0	1	1	1	0	1	3	1	0	2	10
Env. Health	0	2	3	2	2	1	2	0	0	1	13
Housing Repairs	0	0	1	0		0	0	1	0	5	7
Planning	0	0	5	0	0	0	0	0	0	0	5
HR	0	0	2	1	2	0	5	5	0	3	18
Transformation	0	0	2	0	0	0	0	0	0	0	2
ICT	0	0	0	1	0	1	0	0	0	0	2
SLT	0	0	0	1	1	2	0	3	0	2	9
Cash Office	0	0	0	2	0	0	0	0	0	1	3
Waste Management	0	0	0	0	1	0	0	0	0	0	1
Policy	0	0	0	0	1	1	1	1	0	0	4
Emergency Planning	0	0	0	0	0	0	2	0	0	0	2
CCTV	0	0	0	0	0	0	4	0	0	0	4
Total Visitor Passes	30	135	130	160	133	115	143	137	0	141	1124
Tally Sheet Total	222	209	121	192	123	182	180	175	0	267	1671
Planning	79	69	70	64	51	40	52	62	0	34	521

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Education	72	66	83	82	98	77	75	85	0	93	731
Additional Visitors from PM and RC	151	135	153	146	149	117	127	147	0	127	1252
Total Visitors	373	344	274	338	272	299	307	322	0	394	2923

PARK MOUNT

	Attending Pre-Arranged Meeting	Request to visit service officer	Information Request (specialist/ technical)	Information request (basic)	Collect / drop off item				Collect / deliver post	Other	Total
					Application forms	Waste Bags	Keys	Timesheet			
30/06/2014	12	2	3	6	23	0	0	21	5	0	72
01/07/2014	14	5	2	8	14	0	0	18	5	0	66
02/07/2014	11	6	4	6	27	0	0	24	5	0	83
03/07/2014	10	3	3	5	29	0	0	28	4	0	82
04/07/2014	9	7	4	8	37	0	0	29	4	0	98
07/07/2014	13	6	4	6	21	0	0	23	4	0	77
08/07/2014	8	4	7	8	23	0	0	21	4	0	75
09/07/2014	12	3	5	4	28	0	0	29	4	0	85
10/07/2014	INDUSTRIAL STRIKE ACTION - COUNCIL OFFICE BUILDING CLOSED TO THE PUBLIC										0
11/07/2014	15	5	8	11	27	0	0	23	4	0	93
Total	**104**	**41**	**40**	**62**	**229**	**0**	**0**	**216**	**39**	**0**	**731**
					445						

Rovacabin

	Attending Pre-Arranged Meeting	Request to visit service officer	Information Request (specialist/ technical)	Information request (basic)	Collect / drop off item				Collect / deliver post	Other		Total
					Application forms	Waste Bags	Keys	Timesheet		Customer info suite	Building Regs	
30/06/2014	13	7	13	9	2	11	2	0	8	7	7	79
01/07/2014	12	5	7	12	2	5	5	0	6	7	8	69
02/07/2014	13	4	5	13	2	6	2	3	7	10	5	70
03/07/2014	11	8	5	12	1	10	1	2	5	1	8	64
04/07/2014	6	5	7	8	1	7	1	0	5	4	7	51
07/07/2014	3	5	5	7	3	5	2	0	2	4	4	40
08/07/2014	17	0	2	13	3	4	1	0	5	6	1	52
09/07/2014	22	0	5	7	4	2	1	0	11	9	1	62
10/07/2014	INDUSTRIAL STRIKE ACTION - COUNCIL OFFICE BUILDING CLOSED TO THE PUBLIC											0
11/07/2014	0	4	2	8	2	3	1	3	6	4	1	34
Total	**97**	**38**	**51**	**89**	**20**	**53**	**16**	**8**	**55**	**52**	**42**	**521**
					97							

Published Number	Service Area	Incoming Calls	Calls Taken	Abandoned Call	% Calls Abandoned	Average Wait (MMSSMS)
(01248) 750057	Main Switchboard	5682	4695	832	14%	00:01:23
(01248) 752653 / 4 / 5 / 6	Council Tax	1039	597	442	43%	00:52:50
(01248) 752226 / 2658	Benefits	976	378	598	19%	02:03:49
(01248) 752860	Waste - Collection & Recycling	795	643	152	6%	00:04:13
(01248) 752736	Social Services	739	581	158	14%	00:06:01
(01248) 752200	Housing Customer Service	715	669	46	29%	00:13:32
(01248) 752300	Highways Support & Admin	366	285	81	15%	00:02:51
(01248) 752428	Planning	356	305	51	10%	01:10:26
(08081) 685652	Housing Repairs	268	191	77	1%	00:04:13
(01248) 752900	Schools, Education and Youth	197	167	30	3%	00:00:52
(01248) 752840	Trading Standards	172	155	17	23%	00:03:06
(01248) 752820 / 2866	Environmental Health	124	123	1	Less than 1%	00:04:01
(01248) 752374	Traffic & Parking	118	115	3	53%	00:02:39
(01248) 752431	Economic	114	113	1	4%	00:01:26
N/A	Housing Allocations	73	34	39	17%	00:01:26
(01248) 752244	Parking - Enforcement	55	53	2	12%	00:01:17

APPENDIX 4: Corporate Telephony Report

It is the proposal of this report that to deliver an effective call handling service through the intended one main reception, all incoming telephone calls should be made through once publicly published enquiry line. In addition, a corporate standard is required in dealing with missed calls to provide members of the public with the same level of service whichever Service they contact.

Background

The purpose of this report is to review current call handling arrangements within the Authority and to understand the functionality within our current corporate telephone system and any limitations in meeting this agenda.

The current corporate telephone system was installed in 2009 and is a "Voice Over IP" System which uses the ICT network, rather than traditional cabling and currently has 884 telephone extensions, spread across the Council's buildings.

Location	Extensions
HQ	610
Rovacabin	70
Bryn Cefni	65
Parc Mount	60
Plas Arthur	22
Llangefni Library	15
Mon Training	12
Oriel	12
Shire Hall	12
Archives	6

Current Call Handling Processes

- The Council switchboard is publicised as a contact number for general enquiries. The current switchboard allows call queuing but does not inform the caller that they are in a queue; instead they hear a continuous ringing tone.
- As well as the main published numbers, services are publishing individual extension numbers via letters and email signatures, consequently not all queries are received to the "main" numbers.
- The Waste Management section has used the current phone system's ability to have in place a call centre solution which allows them the ability to;
    - *Provide callers with a choice of language i.e. whether they speak to a Welsh or English speaker;*
    - *Record the reason for the customer's call for reporting purposes;*
    - *Queue calls and present callers with a bilingual "your are in a queue" message*

Outside Business Hours

- Calls outside business hours made to the switchboard are directed to a touch tone menu which diverts the caller to the designated external emergency number / mobile phone for each service.

- Calls outside of business hours to the Waste Management section are presented with a message providing details of office opening hours
- Calls outside of business hours to all other numbers are dealt with on an ad-hoc basis; some services manually divert their telephones to the switchboard, some divert directly to an emergency number and some have no arrangements in place.

Current Call Handling Functionality

- Within the system it is possible to group extensions into a "Hunt" group – this circulates a call amongst the group until the call is answered *(currently adopted on a service by service level)*;
- Extensions can be grouped into a "Pickup Group" so that users may answer a colleague's ringing telephone by pushing the F1 key on their handset;
- Voice Mail accounts are provided upon request and are currently in use on 179 extension numbers;
- The system is capable of providing callers with a basic touch tone menu to direct their call, currently this only used for the Waste Management section and the Switchboard Out of Hours;
- Basic call transfer facility i.e. from one officer to another via extension number

Issues and Limitations

- For numbers which are not in a hunt group, a call will not be diverted elsewhere in the event that the user does not answer the call; it will simply continue to ring.
- Many services employ the 'pickup' facility - although it is entirely dependent on the willingness of a member of staff to "pickup" their colleague's calls;
- All of the key telephone numbers published by the Council are hosted on the local telephone exchange in Llangefni – if there were to be a critical BT fault in the exchange, the Council would be unable to receive calls.
- The current reception phone system does not inform callers that they are in a queue. When large volumes of calls are being received there may be a perception that their call simply isn't being answered
- Currently, the individual receptions have different arrangements for the handling of out of hours calls

Call Statistics

The statistics shown in this section represent call traffic for the period 30th June to 11th July – this coincides with a an exercise being carried out by the Smarter Working project to establish volumes of visitors to HQ.

During this period, 17,889 external calls were received by the Council.

Annex A details all calls received by the Authority to their publicised telephone numbers during the above period and identifies that:
- The main reception received 5,682 telephone calls during the fortnight – an average of 631 per day and 79 per hour (based on 8 hour period 9am – 5pm);
- The staff answered 4,695 of these calls (83%) – 58 per hour (based on 8 hour period 9am – 5pm) which equates to 1 call answered per member of staff every 2 minutes;
- 832 calls were missed – an average of 92 per day

Data collated for the other published telephone numbers within the LA (within the scope of the project) identified that:

- An additional 4,053 calls were received during the reporting period (an average of 450 per day – 56 per hour);
- An additional 2,769 calls were answered during the same period whilst an additional 878 call were missed

In addition to the figures shown in Annex A, 6,001 calls were made to other extensions.

For comparison purposes data was collated for a fortnight period during summer 2013 (12th August – 23rd August, 2014); it showed that:

- **8% more calls were received through the main reception in 2013** - 6,177 call were received through the main reception *(however, this did spike during one day i.e. 12/08/2013 which was the day preceding the Anglesey Agricultural Show)*;
- **11% more calls were answered by the reception staff in 2013** – 5,316 calls were answered during the fortnight period in 2013;
- **16% less calls were missed by the reception staff in 2013** – 691 calls were missed in 2013 in comparison with 832 in 2014

Proposals

It is the proposal of this paper that the Authority should consider one of the following options:

- **Option 1 – Make better use of the system currently in place:**
    - *Stop publishing some identified numbers, replacing them with one central number;*
    - *Maximise the functionality of the system to provide a better call handling service to customers i.e. using hunt groups, call pick-ups etc.;*
    - *Ensure up to date and relevant service information is available via the Corporate website to reduce the need for customers to call the Authority with their queries and for signposting*

- **Option 2 – Implement one central number for the whole Authority (all Services)**
    - *Implement a new telephone system offering customers an option menu of where they would like their call to be directed i.e. Press 1 for 'X', Press 2 for 'Y';*
    - *Stop publishing all service numbers externally and make use of one central contact number;*

Based on the options appraisal below, the preferred option is option 1:

Option Appraisal

	Option 1	Option 2
	Use our existing system better and with more consistency	Purchase a new central system
Benefits	- System is already in place with staff already possessing a working knowledge of how the telephone system works; - Customers can contact individual Services as necessary; - No need to republish telephone extension numbers; - Reduced costs in using current system	- Cuts down on unnecessary telephone calls received by Services with basic queries handled at first point of contact; - Customer's call can be transferred to correct person/Service first time of asking; - Same level of service received by all customers
Constraints & Issues	- For numbers which are not in a hunt group, a call will not be diverted elsewhere in the event that the user does not answer the call; it will simply continue to ring. - Many services employ the 'pickup' facility - although it is entirely dependent on the willingness of a member of staff to "pick up" their colleague's calls; - All of the key telephone numbers published by the Council are hosted on the local telephone exchange in Llangefni – if there were to be a critical BT fault in the exchange, the Council would be unable to receive calls. - The current reception phone system does not inform callers that they are in a queue. When large volumes of calls are being received there may be a perception that their call simply isn't being answered - Currently, the individual receptions have different arrangements for the handling of our of hours calls – one, uniform method should be adopted	- Customers can find themselves in a queuing system when level of telephone calls received is high – potential to increase waiting times for a response and frustration for the customer; - Adds an unnecessary additional step for customers wishing to contact a specific Service/officer (potentially in times of emergency and/or distress); - Potential disinvestment issues due to some telephone extension numbers having already been heavily publicised / marketed
Estimated Costs *(exc. internal staff resource support)*	£0	£20,000

Published Number	Service Area	Incoming Calls	Calls Taken	Abandoned Call	% Calls Abandoned	Average Wait (MMSSMS)
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(08081) 685652	Housing Repairs	197	167	30	3%	00:04:13
(01248) 752900	Schools, Education and Youth	172	155	17	23%	00:00:52
(01248) 752840	Trading Standards	124	123	1	Less than 1%	00:03:06
(01248) 751925 /6 / 7	Registrar - Births and Deaths	118	115	3	53%	00:01:14
(01248) 752820 / 2866	Environmental Health	114	113	1	4%	00:04:01
(01248) 752374	Traffic & Parking	73	34	39	17%	00:02:39
(01248) 752431	Economic	55	53	2	12%	00:01:26
N/A	Housing Allocations	54	45	9	23%	00:01:26
(01248) 751930	Archives	33	26	7	21%	00:02:38
(01248) 752244	Parking - Enforcement	12	10	2	17%	00:01:17

APPENDIX 5: Smarter Working Project – Consider Location of Council Chamber

During re-design of Main Building considered whether the current location of the chamber and associated member offices and lounge etc. are in the most suitable location and 3 options have been considered:

1. To relocate the Chamber and associated areas to the Ground Floor of the Main Building.
2. To relocate the Chamber and associated areas to Shire Hall.
3. To keep the Chamber and associated areas in its current location.

Option 1 Relocate Chamber & associated areas to Ground Floor

If we were to plan a building such as this again we would probably locate the Chamber on the Ground Floor. The benefits of doing this would be:

- Make it more accessible for members, the public and the press etc.
- Would limit access for the public to the Ground floor only.
- Would make it easier to manage and monitor out of hours access to the Chamber from Reception.

Having looked at the areas of the Ground floor, the most suitable location would be where Revs & Bens and Housing offices are directly below where the chamber currently is however:

- Due to the sunken floor of the current chamber, the headroom in the Revs & Bens office below is very low compared to other office areas.
- Would require significant structural alterations and cost to provide increased headroom.
- Other areas on Ground floor have insufficient ceiling height in order to provide the tiered seating that would be required in the chamber which would require significant structural alterations at significant costs.
- It would involve relocating front facing services up to the first floor who should be on the ground floor

Option 2 Relocate Chamber & Associated areas to Shire Hall

- The benefit of doing this would be to free up currently underutilised space within the main building that could be transformed in to valuable useable office space.
- It would make use of areas of Shire Hall which are currently vacant or partly used by the Town Council which includes the old Council Chamber.

On the negative side:

- The Mechanical & Electrical services within parts of Shire Hall are dated requiring significant investment.
- There is limited ICT provision in parts of the building so significant investment would be necessary.
- The old chamber is not DDA compliant and isn't really conducive with a modern working Council.
- The internal building fabric is in poor condition requiring major renovation and the building has Listed status.
- There is inadequate room on the ground floor for members offices, work rooms etc. which would need to be located on the first floor which is not DDA compliant.
- The first floor of the building is in need of structural strengthening due to years of being overloaded.
- On a political level could be difficult to sell moving out of a modern building isolating the politicians.
- The cost of transforming the current chamber area in to office accommodation would be significant.

Option 3 Chamber & Associated Areas Remain In Current Location.

Benefits are:

- Avoids the need to invest significant structural costs and carry out major building work on its relocation to either the Ground Floor of HQ or to Shire Hall.
- Avoids service moves from the Ground Floor.
- Avoids major disruption to the rest of the users of the main building.
- Keeps the politicians centrally within the Council.

Conclusion

When all options are considered, Option 3 is the preferred and most realistic option as Option 1&2 would require significant funding without making any savings so isn't cost effective and additionally would cause major disruption and upheaval in Option 1.

APPENDIX 6: Reception & Main Building (1st Draft) Implementation Plan

Important Notes:

Start and End Months are indicative only, based on FBC approval in October, with the start dates dependant on the release of allocated Capital and Revenue
A lead period of 1 month has been added to account for the developmentof the detailed designs (dependant on internal resource/arrangement)
Work would need to be underatken to develop a formal implementation plan with the appropriate specialists
This draft shows the shortest possible timescale with each stage having a tolerance of 2 months (until formal implementation plan is developed)

Location	Item	Estimate Timescale	Est. Total Days	Est. Months	Inc. 2 mth tolerance
Main Reception Stage 1	*Estimate: December 2014 - June 2015*				
	Form Temporary Reception in Main Building & route through side entrance	5 Days			
	Strip out existing reception desk /Back Office	5 Days			
	Strip out existing toilet etc & form opening in wall	3 Days			
	Form new Recetion & Back Office area	20 Days			
	Form Interview Rooms and safe staff route	15 Days			
	Form Self Service pc desk	2 Days			
	Replace existing main entrance door with new and provide draught lobby	20 Days			
	Installation of ICT & M&E services etc.	15Days			
	Installation of Security Barrier	2 Days			
	Form Play Area & Meeting Room adj to Reception	5 Days	92	4.5	6.5
Main Building Stage 2	*Estimate: Existing planned works through the Property Service*				
	Carry out alterations to Finance office to make room for Mon Training ICT staff	5 Days			
	MOVE ICT FROM MON TRAINING	1 Day			
	Carry out alterations to Children Services to make room for Y Graig staff	5 Days			
	MOVE CHILDREN SERVICES FROM Y GRAIG	1 Day	12	1	2

Main Building Stage 3	Estimate: January - June 2015 (Jan start as added the one month lead period subsequent to Stage 1)				
	Carry out alterations to Trading Standards Offices on GF in preparation for Env Health move	5 Days			
	MOVE ENVIRONMENTAL HEALTH	2 Days			
	Carry out alterations to former Env Health office on FF to form SLT & Transformation offices	15 Days			
	MOVE TRANSFORMATION, PARTNERSHIPS,COMS & SLT	5 Days			
	Carry out alterations to former Chief Exec offices & members area on SF in preparation for Democratic Services move.	10 Days			
	MOVE DEMOCRATIC SERVICES	2 Days			
	Carry out alterations to Highways office to make room for Transport	3 Days			
	MOVE TRANSPORT	1 Day			
	Carry out alterations to Children Services, former Transport & Central Services offices in preparation for Education, Youth & SF moves	20 Days			
	MOVE EDUCATION, YOUTH & SF TEAMS	5 Days	68	3.5	5.5

Main Building Stage 4	Estimate: July 2015 - January 2016		
	Carry out alterations to former Transformation office on SF in preparation for HR move	5 Days	
	Carry out alterations to Legal offices in preparation for HR move.	2 Days	
	MOVE HR	1 Day	
	Carry out alterations to former HR office on GF in preparation for Revs & Bens move	15 Days	
	MOVE REVS & BENS	1 Day	
	Carry out alterations in Housing & former Revs & Bens office in preparation for Housing moving together.	5 Days	
	MOVE HOUSING	1 Day	
	Carryout alterations to part Housing office in preparation for Planning move from Rovacabin	15 Days	
	MOVE PLANNING (Dependent on completion of scanning paper files)	5 Days	
	Carry out alterations to Adult Services office on GF	10 Days	

Carry out alterations to Cash Office to form Meeting Rooms & TU Office	10 Days			
Carry out alterations to Highways office to make room for Waste Management from Rovacabin	5 Days			
MOVE WASTE MANAGEMENT	1 Day			
Carry out alterations to Property office to make room for Estates from Rovacabin	5 Days			
MOVE ESTATES	1 Day			
Alterations to Mon Café to form staff eating area	20 Days	102	5	7

Relocate Ty Will Training Rooms to Shire Hall Stage 5	*Estimate: May - October 2015*			
Removal of partitions	5 Days			
Construct new partitions	3 Days			
Construct floor over staircase	5 Days			
Provide new floor covering	2 Days			
Make good ceilings & decorate	5 Days			
Make good walls & decorate	5 Days			
Unblock previously blocked up door openings	3 Days			
Provide & hang 4 new doors	1 Day			
Replace entrance door with window / infill panel & provide blinds	2 Days			
Strip out disabled wc fittings & form kitchenette	5 Days			
Provide additional power sockets	3 Days			
Additional M&E and IT works	5 Days	44	3	5

APPENDIX 7: Cost Breakdown with Assumptions

R1 Main Reception - Highest Estimated Costs

(all figures rounded to the nearest 500)

		Implementation	
		Y1	**Y2**

Non-recurring Cost of Change *(Transitional Costs)*

	Revenue		
1	Redundancy Costs & Pension Deficit	90,000	
	Total Transitional Revenue Costs	**90,000**	**0**
			90,000
	Capital		
2	Reception	77,000	
3	ICT Associate Costs - Reception	9,000	
4	Professional Support	7,500	
	Total Transitional Capital Costs	**93,500**	**0**
			93,500

Recurring Costs/Savings

	Recurring Revenue Costs/Savings			
5	Additional Reception Staff	0	0	
6	ICT: BT Costs	400		
7	Reduction in staffing	-119,000		
	Total Recurring Revenue Costs/Savings	**-118,600**	**0**	*-118,600*

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1   Potential redundancy costs are estimated based on worst case scenario: Ave of 38 weeks, ave salary with on-costs at £24k = £472,412/27.01 potential FTE reduction * by the 5.16 in scope of R1. Due to the constraints of obtaining pension deficit costs at this stage, and the appriciation that within the worst case senario are staff that will not chose vol. redundancy, the worst case scenario should provide the tolerance for covering these unknown pension deficit costs (until such time when it is appropriate for the project to fully profile the staff in scope). Costs are in

2   Includes all costs associated with the structure, mechanical and electrical, decoration and furnishings.

3   Includes all costs associated with hardware, networking, telephony and wireless technology related to the physical move. Following assumptions are relevant:

   3.1 No allowance has been made for additional power sockets etc if required.

   3.2 Assuming all additional ports can be fitted into existing Dado and cabs

4   To provide the professional designs for reception, main building and Shire Hall

5   Immediate work would need to commence with the workforce development officer (identified in recommendation 3) to reassign staff in scope currently supporting internal receptions to increase the staff at the main reception by the 3FTEs

6   ICT: BT costs

7   Closing the internal receptions releasing 5.16FTEs (leaving 3FTEs for the additional capacity required for the main reception) – estimated at top of scale 2 with on-costs at one third of the salary (£23,000).

R2 Main Building - Highest Estimated Costs

		Implementation	
		Y1	Y2

Non-recurring Cost of Change *(Transitional Costs)*

	Revenue		
1	ICT Staffing Support	34,500	34,500
2	Workforce Development Support	34,500	
3	Redundancy Costs & Pension Deficit		75,000
	Total Transitional Revenue Costs	**69,000**	**109,500**
			178,500

	Capital		
4	Professional Support	95,000	
5	Main Building	588,500	
6	Shire Hall	33,000	
7	ICT Associate Costs - Main Building	34,000	
8	ICT Associate Costs - Shire Hall	11,000	
9	Unified Comms Solution (MS Lync)	7,500	
10	Remote Access	54,000	
11	Additional Storage for Records Management	29,500	
12	Audio/Visual Equipment for Meeting Rooms	5,000	
13	Energy Efficiency: LED Light Fittings	151,000	
	Total Transitional Capital Costs	**1,008,500**	**0**
			1,008,500

Recurring Costs/Savings

	Recurring Revenue Costs/Savings		
14	Unified Comms Solution (MS Lync)	11,000	
15	Records Management	37,000	37,000
16	Reduction in staffing		-98,500
17	Energy Efficiency Savings	-21,500	
18	Building Running Costs	-171,000	
	Total Recurring Revenue Costs/Savings	**-144,500**	**-61,500**	-206,000

Estimated Capital Receipts

	Estimated Capital Receipts		
19	Capital Asset Receipts	**-563,000**	

1. The proposed ICT support will be required to co-ordinate the related work during implementation and to project manage the records management and Unified Comms solutions (SO1 with on-costs for initial 2years)

2. The proposed temporary workforce development officer would need to work with services to restructure their undertaking of the remaining administrative duties to release the savings (SO1 with on-costs for initial 1 year)

3. Potential redundancy costs are estimated based on worst case scenario: Ave of 38 weeks, ave salary with on-costs at £24k = £472,412/27.01 potential FTE reduction * by the 4.28 in scope of R2. Due to the constraints of obtaining pension deficit costs at this stage, and the appriciation that within the worst case senario are staff that will not chose vol. redundancy, the worst case scenario should provide the tolerance for covering these unknown pension deficit costs (until such time when it is appropriate for the project to fully profile the staff in scope).

4. To provide the professional designs for main building and Shire Hall

5. Includes all costs associated with the structure, mechanical and electrical, decoration and furnishings.

6. Includes all costs associated with the structure, mechanical and electrical, decoration and furnishings.

Fi

7   Includes all costs associated with hardware, networking, telephony and wireless technology related to the physical move. Following assumptions are relevant:

    7.1 We have some spare network ports so assume need 75% of additional people

    7.2 We will be able to reclaim / recycle some network kit from other buildings

    7.3 Assume 50% new phone hand sets needed

    7.4 People moving in will already have a PC/ Laptop so no allowance for additional

    7.5 97 Additional people on network cf today

    7.6 No allowance has been made for additional power sockets etc if required.

    7.7 Assuming all additional ports can be fitted into existing Dado and cabs

    7.8 No allowance for ceiling poles in middle of offices etc.

8   Costs associated with infrastructure (1,754) and WiFi (9,400)(CCTV pole £500, New switch + patch panel £1,000, New Wifi points £400, New radio link £5,500, Additional network points £2,000).

9   Includes estimated for software and server (Lync Server 2010 Enterprise software £4,000, Plus Hard ware server £3500)

10   Includes: (i) potential key costs for ████ based on existing ████ solution at ██ per key with 718 users planned for main building , 113 already with remote access, and an estimated 50% of the remaining potentially requiring access (718-113 = 605/2 - 303*80) - allows for tolerance of staff in other locations requiring access remotely or increase in key costs per unit for citrix, and (ii) estimated costs associated with consultancy, gateway and server (in region of 25-30k).

11   Based on recent cost for similar storage increase (15 TB)

12   Based on estimate provided by the previous ICT Manager for the OBC, spread over 2 years of the implementation

13 & 17 By use of better housekeeping such as turning off ventilation system to rooms not in use and delaying their switching on until the building is up to temperature could result in Gas savings of £1,843pa. By removing the use of "excessive amount" of portable heaters and fans could result in Electrical savings of £1,436pa. With an investment in the region of 151k in LED light fittings, there is a revenue return in the region of £18k (payback period of 8-11 years)

14   Licencing (Lync Server 2010 Standard CAL ██ per user x ██ (50% of the total ██ staff that will be in the building)

15   Based on the expectation that we will be able to roll out an existing solution within the Authority which will require additional licences only (based on Planning system with a fully featured EDRMS at ████ for 70 users (██ per user) - with in the region of an additional 600 licences (not all staff will need to save or access files on the RM system) spread across the two years. Expectation is that appropriate records would be placed in the system from Yr1 onwards.

16   Reducing the need to undertake administrative tasks associated with Records Management releasing 4.28 FTEs – estimated at top of scale 2 with on-costs at one third of the salary (£23,000). Implementation time included to anticipate realising saving in year 2.

18   Release of running costs from Park Mount, Rovacabin, Penyrorsedd, Mon Training, Hen Ysgol Y Graig, Cynnal, Ty William.

19   Based on the Market Valuations, the capital receipts from Park Mount, Rovacabin, Penyorsedd. Of the remaining buildings; Hen Ysgol y Graig, Cynnal and Genesis - Any capital receipts are attributed to Ysgol Y Bont, Ty William is a leased building, Shire Hall will still be in use and Mon Training the grant for demolishing the building stipulates that no profit can be made from the disposal of the site – minimal net receipt

R3 Modernising Working Practices - Highest Estimated Costs

		Implementation	
		Y1	Y2

Non-recurring Cost of Change *(Transitional Costs)*

	Revenue		Y1	Y2	
1	Redundancy Costs & Pension Deficit		281,000	26,500	
	Total Transitional Revenue Costs		**281,000**	**26,500**	*307,500*

	Capital		Y1	Y2	
2	New Flexi System		21,000		
3	Voice Recognition Software		2,000		
	Total Transitional Capital Costs		**23,000**	**0**	*23,000*

Recurring Costs/Savings

	Recurring Revenue Costs/Savings		Y1	Y2	
4	New Flexi System Maintenance Costs			0	
5	Reduction in Staff		-369,000	-35,000	
	Total Recurring Revenue Costs/Savings		**-369,000**	**-35,000**	*-404,000*

1. Potential redundancy costs are estimated based on worst case scenario: Ave of 38 weeks, ave salary with on-costs at £24k = £472,412/27.01 potential FTE reduction * by the 17.64 in scope of R3. Due to the constraints of obtaining pension deficit costs at this stage, and the appriciation that within the worst case senario are staff that will <u>not</u> chose vol. redundancy, the worst case scenario should provide the tolerance for covering these unknown pension deficit costs (until such time when it is appropriate for the project to fully profile the staff in scope).

2. Based on previous quote for system and server

3. Based on £■ per package (may get a discount for a larger order) for an estimated ■ users initially. The software would require 'training' to adapt to each individual users needs.

4. Based on current costs of annual maintenance at ■ and HFX cards at ■ per card for ■ last year - already within current budgets

5. Reducing the need to undertake administrative tasks associated with *Word Processing/Typing, Flexi System, Photocopying/Printing, Minute Taking at Internal Meetings (no legislative duty)* releasing 17.58 FTEs – estimated at top of scale 2 with on-costs at one third of the salary (£23,000). Implementation time and complexity informing the year to be realised.

Instil a sense of purpose
- Ensure your team has a clear sense of purpose or vision.
- Tie in team activities and personal objectives with this team vision.
- Ensure that team members understand each other's roles and responsibilities.

Create a climate that supports Smarter working
- Be open and enthusiastic to Smarter and flexible working practices.
- Discourage 'presenteeism' and focus on output.
- Be a good Smarter working role model and publicise successful examples.
- Trust your team.

Effective Communication
- Establish team ground rules around communication, e.g. when to use e-mail, when to phone, what information to share.
- Establish a knowledge sharing system within the team.
- Adapt style/frequency of communication to suit different needs of Smarter workers and know when it's time to have face-to-face communication..
- Keep Smarter workers regularly informed and updated.

Performance Management
- Set clear goals and outputs for team members, regularly review performance.
- Ensure employees recognise the difference between a performance input or coaching session so that the meeting can be valued as such. Be clear with employees about the nature of such talks and make it clear if you are looking for a specific action or result.
- Ensure that you have regular career development discussions.

Managing the individual
- Schedule regular management supervision, coaching or 1-1 sessions.
- Find out what motivates each of the team's Smarter workers.
- Establish a good understanding of the team's skills and capabilities.
- Ensure equal training and development opportunities for all team members.
- Appreciate the importance of recognition and feedback for Smarter workers.
- Be prepared to ask about stress, overwork and working hours.
- Identify what Support/Space/Boundaries/Direction the team/each team member needs from you?

Building a team community
- Be proactive about organising team-building events and social interaction.
- Establish a team Agreement /Charter
- Recognise the importance of face-to-face contact and schedule regular team meetings.
- Make use of instant messaging/chat facilities.
- Manage the relationship between fixed office based and Smarter workers.
- Ensure Smarter workers are given the same opportunities, information, consultation, recognition and feedback as office based workers.