

# The Integrated Health & Social Care Joint Office Accommodation Strategy – What does it mean in practice?

## Why?

## How?

## When?

Context/drivers

### Working in Partnership

- Leeds Community Healthcare Trust and Leeds City Council are both committed to working in partnership to achieve better outcomes for customers and maximise resources.

### Efficient use of assets and sharing office spaces

- Staff in the Neighbourhood Teams require appropriate accommodation in which to work and all spaces must be to the required standard.
- Certain premises are under-used and empty for most of the day but over-busy at peak times.

### Create an infrastructure that facilitates integration

- Staff must be able to share information across partner organisations.
- IT systems and hardware can be accessed and used in all buildings.

### Maximise budgets available to front line services

- Both organisations have to work smarter, delivering an improved service on reduced budgets, with leaner staffing structures, a smaller number of buildings and flexible work arrangements.

Aims/outcomes

### Maximise customer contact time

- The joint aim is to work better together as partners and reduce travel time by being closer to where our customers live. This will maximise contact time with customers and enable staff to deliver high quality care.

### Valuing staff and improve flexibility

- Providing improved accommodation which is modern, consistent and creates a better environment for staff to work in.
- Flexible/ mobile working offers staff the opportunity to manage their own work/life balance and create work styles which supports the achievement of objectives.

### Use money wisely

- Flexible usage and maximised space leads to smarter working, reduced stock and efficiency savings.

### Flexible office accommodation close to customers

- Flexibility in where and when people work, enabling both organisations to efficiently meet changes in customer demands and staffing requirements.
- Create a base in each area, but also hot desk, increased meeting room facilities and touchdown areas for staff across the city.

### Introduction of 'New Ways of Working'

- Working differently to maximise and share resources, benefit from technology and continue to meet the needs of the business/ customers.

### Consider impact of 'Mobile Working' on office requirements

- The ability to work anywhere and conduct business processes by accessing information more effectively through mobile technology.

### Support service change

- Ensure future developments consider integration and ensure facilities are suitable and meet the need to share space.
- Acknowledge that the neighbourhood teams develop a new model of service, which may require further change to balance current and future demand with current estate.
- Deliver value through making better use of property.

### De-clutter now

- Get a head start by clearing desks/screens/offices of personal clutter.
- Work with dedicated teams in your area to classify, store or dispose of paper records.

### Start to adopt New Ways of Working

- Commit** to improved communication with team members, line managers and other relevant stakeholders to ensure remote/ flexible working is a success.
- Be engaged** – read documents, attend meetings, contribute opinions, be open-minded and look for the benefits that new ways of working can bring as opposed to problems with implementation.

### Create local design teams

- Everyone to have a say** through questionnaires and/or engagement event.
- Staff from both organisations will work together to specify and deliver the integrated office accommodation solutions for their area.

### Part of wider review of office accommodation

- Leeds Community Healthcare and Leeds City Council have both reviewed their buildings to determine future use
- The Integrated Health & Social Care Joint Office Accommodation Strategy forms part of this wider review but with a specific focus on office accommodation that supports the development of Integrated working.
- The need of other departments and services will also be taken into consideration.

### Dependent on location

- The vision will be the same across the city, the process to achieve this will be different for each area.

### Start now

- Savings and service improvements will only be achieved after new ways of working are introduced so it is important to begin the process of change right away.

### Solutions

#### Level 1: current and initial period

- Existing integrated Neighbourhood Teams will absorb additional staff from other teams and services and maximise use of desks.

#### Level 2: interim period

- No space will belong to a single team or manager so office spaces can be used more flexibly and more hot-desking spaces can be made available.

#### Level 3 : final and long term solution

- Having office and meeting space in the right place that supports new ways of working to deliver integrated services.

**Integrated Health & Social Care**  
**Office Accommodation Design Principles**

Leeds Community Healthcare NHS Trust (LCH) and Leeds City Council (LCC) have been exploring ways in which to work together better, to better serve the public.

Integration and realignment of services will require a change of base for many staff, which will involve sharing of office space between the organisations. To achieve an efficient use of space office accommodation will be remodelled to deliver an environment that reflects aspects of new ways of working, enabling flexible work styles and effective integration of services.

What will the integrated office accommodation look like?

- Open plan office layout with all staff working side by side, including managers
- Formal meeting rooms of different sizes
- Informal breakout areas, away from desks to avoid disrupting colleagues
- Modern and fit for purpose IT equipment
- Integrated IT infrastructure to allow effective working regardless of what organisation staff are employed by
- Remote access to electronic record keeping to enable anywhere anytime upload of data
- Appropriate office storage provision, encouraging minimisation of use of paper
- “Hot desk” arrangements for staff who spend some of their time outside of the office
- A “clear desk” policy, with lockers for possessions that need to be stored on site
- Buildings will be generally open earlier and later throughout the week, with a growing number also available at a weekend and have safe and secure access at all operating hours
- Flexible and mobile workforce – staff able to access computers, telephones, printing, meeting rooms at all sites, not just their own base.
- Appropriate kitchen facilities and place for staff to relax
- Appropriate parking facilities (on road or car park) and public transport access as required by the team
- Eventually standardisation of furniture to maximise use of space
- Conference call and video conferencing to be developed and promoted to reduce the need for travelling.

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