

Appendix B

Management Scrutiny Committee
Smarter Working

Review Progress Summary				
not on schedule	on schedule	undeliverable	achieved	Total
0	3	0	5	8

Ref	Recommendation	Action	Owner	Timescale	RAG	Progress
A	That a robust evaluation process is developed and implemented on an ongoing basis to capture both the qualitative and quantitative data, that provides a measure of the impact of smarter working on the organisation and its staff.	To develop a Smarter Working Evaluation Questionnaire. To regularly survey staff/services who have moved to new ways of working.	Helen Townsend	Development by March 2011 Rollout – first rollout by March 2011, then at six monthly intervals thereafter. Last evaluations August 2012		A detailed evaluation questionnaire was developed in December 2010, and piloted with the first teams of staff who moved to Smarter Working in January 2011. This questionnaire will be rolled out every six months to staff who have moved to Smarter Working, so that findings can be analysed and compared on a regular basis across the organisation. Next evaluations will be carried out August 2012 – complete. smarter working project also currently being audited for output and results will be available May 2012 Feedback from Service Managers is that three years down the line this is now Business as Usual and no further Evaluation is planned.
B	That the Smarter Working project conducts a further review to ensure that the project has achieved its targets, that they are	To develop a tracking tool to capture how each service area has reduced its spatial requirements against the Council's target of 20%	Helen Townsend	Development by March 2011 Updated after each service		A spreadsheet has been developed which captures each service area who have moved to new ways of working, the numbers of staff working

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	sufficiently stretching and that the review looks at where the organisation goes next.			area moves to new ways of working This work is ongoing		flexibly before the project, the numbers of staff working flexibly after interaction with the project and the amount of desks occupied prior to and after attending Smarter Working workshops A Smarter Working phase 2 paper has been drafted, for consideration by EMT Smarter Working Phase 2 was approved by EMT in May 2012, and has so far achieved its targets in terms of number o/side buildings closed and revenue savings made.
C	That as part of the Business Transformation Programme consideration is given to further investigation of service area delivery models operating away from the traditional working week with the development of more flexible and responsive working hours.	To ensure that new ways of working are considered as part of the organisational Service Redesign taking place across the Council.	Helen Townsend	January 2011 and for each Service Redesign thereafter	●	Helen Townsend now sits on the Design Authority Board to provide input from a Smarter Working on all Service Redesigns submitted to the Design Authority. New ways of working, and maximising space utilisation are therefore considered as part of every Service Review.
D	That an impact analysis of technology be undertaken to assess where we are now and ensure that the technology is being used in the most efficient way and allows the organisation to work in the smartest way;	To baseline existing ICT hardware and software for each service area prior to the introduction of Smarter Working Identifying how new ways of working will impact on technology	Helen Townsend Martin Duncan	August 2010 Technology Requirements and Smarter Working Technology Demonstration to be built into all Smarter	●	Data capture template designed August 2011 ICT Data Capture Checklist developed January 2011 ICT Data Capture Checklist modified February 2011 January 2011



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		requirements, and creating a business challenge around the equipment which the service area wish to purchase		Working Workshops by January 2011 Joint Smarter Working and CCM Roll Out Board in place from January 2013		The introduction of the new Corporate Desktop is being delivered in conjunction with Smarter Working and there is now a joint Project Board in place to ensure that desktop migrations are aligned with planned moves
E	That Sunderland City Council as part of the smarter working project looks to maximise the work with partner agencies and organisations in order to future proof technology and working practices in the most practicable way possible.	Strategic dialogue to look at the potential opportunities surrounding this to be scheduled	Colin Clark/Helen Townsend	March 2011	●	Workshop facilitated by the RIEP held March 2011 and further session to be arranged We continue to share information on building closures and relocation through discussions at the City Capital Strategy group . We are currently working closely with TPCT around relocation of staff, We are the lead organisation for the WARPIT recycling site whose membership includes all partners across the region.
F	That an Equality Impact Assessment is conducted in relation to the Council's drive to Smarter Working looking at the impact from an employment and customer perspective.	Equality Impact Assessment to be conducted	Sue Stanhope/Helen Townsend	Ongoing	●	Initial communications around this have started. Service Area Managers tasked with looking at impact of new ways of working through staff appraisals and one to ones

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G	That Elected Members are kept informed of redundant properties within their wards and the future options for such properties.	Member briefings to be held with affected Ward Members in advance of any building closures	Colin Clark	Monthly commencing April 2011 Ongoing		Members are informed on a case by case basis as and when properties are identified for closure together with proposals for use of the site Two properties in Bog Row and Dock Street respectively have been sold.
H	That the Management Scrutiny Committee receives regular updates and progress reports on the Smarter Working Project and that these are added to the Committee's work programme for 2011/12.	Quarterly update reports to be provided to Members commencing September 2011	Sue Stanhope/ Colin Clark/ Helen Townsend	Quarterly commencing July 2011		Ongoing and to be diarised by Governance Services