

CABINET MEETING – 22 JUNE 2011 EXECUTIVE SUMMARY SHEET – PART I	
Title of Report: MANAGEMENT SCRUTINY COMMITTEE: SMARTER WORKING	
Author(s): Management Scrutiny Committee and Director of Human Resources and Organisational Development	
Purpose of Report: To set out the recommendations of the Management Scrutiny Committee following the Committee's review into Smarter Working.	
Description of Decision: The Cabinet are requested to consider the Management Scrutiny Committee's Policy Review Final Report and approve the recommendations contained within with the report. To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Management Scrutiny Committee, attached as Appendix A is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).	
Is the decision consistent with the Budget/Policy Framework? Yes	
If not, Council approval is required to change the Budget/Policy Framework	
Suggested reason(s) for Decision: The recommendations and comments of the Scrutiny Committee reflect the findings of a detailed review of the service area.	
Alternative options to be considered and recommended to be rejected: There are no alternative options recommended.	
Is this a "Key Decision" as defined in the Constitution? <div style="text-align: center;">Yes</div> Is it included in the Forward Plan? <div style="text-align: center;">Yes</div>	Relevant Scrutiny Committee: Management Scrutiny Committee

MANAGEMENT SCRUTINY COMMITTEE: SMARTER WORKING

REPORT OF THE MANAGEMENT SCRUTINY COMMITTEE AND THE DIRECTOR OF HR & OD

1. Purpose of Report

- 1.1 To advise Cabinet of the recommendations arising from the Management Scrutiny Committee's review into Smarter Working.

2. Description of Decision (Recommendation)

- 2.1 The findings and recommendations of the Management Scrutiny Committee be accepted. However, where there are any recommendations which have financial implications, these will be outlined in the Service Directorate's response, attached as **Appendix A**.

3 Background

- 3.1 As part of its work programme the Management Scrutiny Committee agreed to undertake a review of smarter working as its main policy review.
- 3.2 The aim of the review was to investigate smarter working initiatives across the council and the impact of these measures on efficiency savings.

4 Key Points Arising from the Review

- 4.1 That working flexibly, hot-desking and working from home were techniques that were being developed and encouraged in organisations both in the private and public sectors, as a way of improving productivity, retaining staff and addressing efficiency savings. Sunderland City Council had recognised the importance of reducing the office space while at the same time maximising the full potential of the buildings that would remain.
- 4.2 That smarter working can provide a number of benefits for both the employer and employee including the potential to reduce sickness levels, improving work/life balance, increasing productivity and lowering CO2 emissions. The impacts of smarter working practices need to be measured to allow for continued development, the identification of weaknesses and to provide an opportunity for staff to provide their own input.
- 4.3 That technology plays a key role in the ongoing delivery of the project and the ability to deliver the project in the prescribed timescales. The council's procurement processes will provide some assurances around future proofing of the project, however it will still be important to understand the impact that any new technologies would have on the project and that these will be used to their full potential.

- 4.4 That issues around equality and diversity are important and in the drive to work smarter the Council will need to understand the impact around access, availability, flexibility and service provision on a range of key stakeholders both within the organisation and the wider community from an equality and diversity perspective.

5. Response of the Directorate(s)

- 5.1 To assist the Cabinet in its determination of either approving or rejecting the proposed recommendations of the Management Scrutiny Committee, attached as **Appendix A** is the proposed Action Plan for the implementation of these recommendations which has been prepared in consultation with the appropriate Portfolio Holder(s).
- 5.2 The decision of the Scrutiny Committee to focus its policy review on Smarter Working was welcomed. The review findings and the recommendations provide a basis for the further development of smarter working in the council providing a number of benefits to employees, the council and the delivery of services to the people of Sunderland. Due to the nature of the recommendations timescales and responsible officers will be allocated to the action following submission to Cabinet.

6. Reasons for Decision

- 6.1 The recommendations are intended to support the future development and improvement to smarter working within the council.

7. Alternative Options

- 7.1 The recommendations will explore a range of potential options for funding the improvement of Smarter Working.

8 Consultation

- 8.1 The findings in the report are the result of consultation and evidence gathering by the Scrutiny Committee. Consultation has been carried out with relevant officers across the Council using a variety of techniques including focus groups, presentations and workshops.

9. Background Papers

- 9.1 The following background papers were consulted or referred to in the preparation of the report:
- (a) Smarter Working Policy Review Final Report – Management Scrutiny Committee

Appendix A

Management Scrutiny Committee Smarter Working: Policy Review recommendations 2010/11

Ref	Recommendation	Action	Owner	Due Date	Progress Commentary
(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	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.
(b)	That the Smarter Working project conducts a further review to ensure that the project has achieved its targets, that they are sufficiently stretching and that the review looks at where the organisation goes next.	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 area moves to new ways of working	A spreadsheet has been developed which captures each service area who have moved to new ways of working, the numbers of staff working 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

(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.	<p>To baseline existing ICT hardware and software for each service area prior to the introduction of Smarter Working</p> <p>Identifying how new ways of working will impact on technology requirements, and creating a business challenge around the equipment which the service area wish to purchase</p>	<p>Helen Townsend</p> <p>I</p> <p>Martin Duncan</p>	<p>August 2010 Technology Requirements and Smarter Working Technology Demonstration to be built into all Smarter Working Workshops by January 2011</p>	<p>Data capture template designed August 2011</p> <p>ICT Data Capture Checklist developed January 2011</p> <p>ICT Data Capture Checklist modified February 2011</p> <p>January 2011</p>

(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
(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	July 2011	Initial communications around this have started
(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	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
(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

