

CABINET ITEM COVERING SHEET PROFORMA

AGENDA ITEM

REPORT TO CABINET

27 SEPTEMBER 2018

**REPORT OF SENIOR
MANAGEMENT TEAM**

CABINET DECISION

Leader of the Council – Councillor Bob Cook

SMARTER WORKING IN STOCKTON

1. Summary

This report is to update members on the progress of the Smarter Working in Stockton Programme (SWIS) and outline the principles and scope of the programme.

2. Recommendation

Members note the progress of the programme and agree the principals and the scope.

3. Reasons for the Recommendation/Decision

4. Members' Interests (the text below is fixed and should not be altered by the author).

Members (including co-opted Members) should consider whether they have a personal interest in any item, as defined in **paragraphs 9 and 11** of the Council's code of conduct and, if so, declare the existence and nature of that interest in accordance with and/or taking account of **paragraphs 12 - 17** of the code.

Where a Member regards him/herself as having a personal interest, as described in **paragraph 16** of the code, in any business of the Council he/she must then, **in accordance with paragraph 18** of the code, consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest and the business:-

- affects the members financial position or the financial position of a person or body described in **paragraph 17** of the code, or
- relates to the determining of any approval, consent, licence, permission or registration in relation to the member or any person or body described in **paragraph 17** of the code.

A Member with a personal interest, as described in **paragraph 18** of the code, may attend the meeting but must not take part in the consideration and voting upon the relevant item of business. However, a member with such an interest may make representations, answer questions or give evidence relating to that business before the business is considered or voted on, provided the public are also allowed to attend the meeting for the same purpose whether under a statutory right or otherwise (**paragraph 19** of the code)

Members may participate in any discussion and vote on a matter in which they have an interest, as described in **paragraph 18** of the code, where that interest relates to functions of the Council detailed in **paragraph 20** of the code.

Disclosable Pecuniary Interests

It is a criminal offence for a member to participate in any discussion or vote on a matter in which he/she has a disclosable pecuniary interest (and where an appropriate dispensation has not been granted) **paragraph 21** of the code.

Members are required to comply with any procedural rule adopted by the Council which requires a member to leave the meeting room whilst the meeting is discussing a matter in which that member has a disclosable pecuniary interest (**paragraph 22** of the code)

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SMARTER WORKING IN STOCKTON

SUMMARY

This report is to update Members on the progress of the Smarter Working in Stockton Programme (SWIS) and outline the principles and scope of the programme.

RECOMMENDATION

Members note the progress of the programme and agree the principals and the scope.

DETAIL

1. Members will be aware that there has been a significant reductions in staff numbers and capacity across the Council in recent years. Despite this reduction and increasing demands on services we continue to provide excellent and valued services and invest in the development of the Borough.
2. The Council also has a strong history of delivering excellent customer service, however we need to ensure we are equipped to keep pace with changes expected by staff and customers and to ensure that we are operating efficiently.
3. Given the reduction in capacity, it is important to ensure that the Council has the infrastructure in place for staff to work efficiently and effectively and engage with our customers in the most effective way. The Smarter Working Programme is a wide ranging programme which is challenging and changing the way we think about work, it is fundamentally around how we work and in how we deliver services in the most effective way.
4. Members will be aware from previous reports of the Shaping a Brighter Future Programme and the key aim of developing and empowering skills. The SWIS programme will aim to provide staff with the equipment, technology and working environment to support this development.

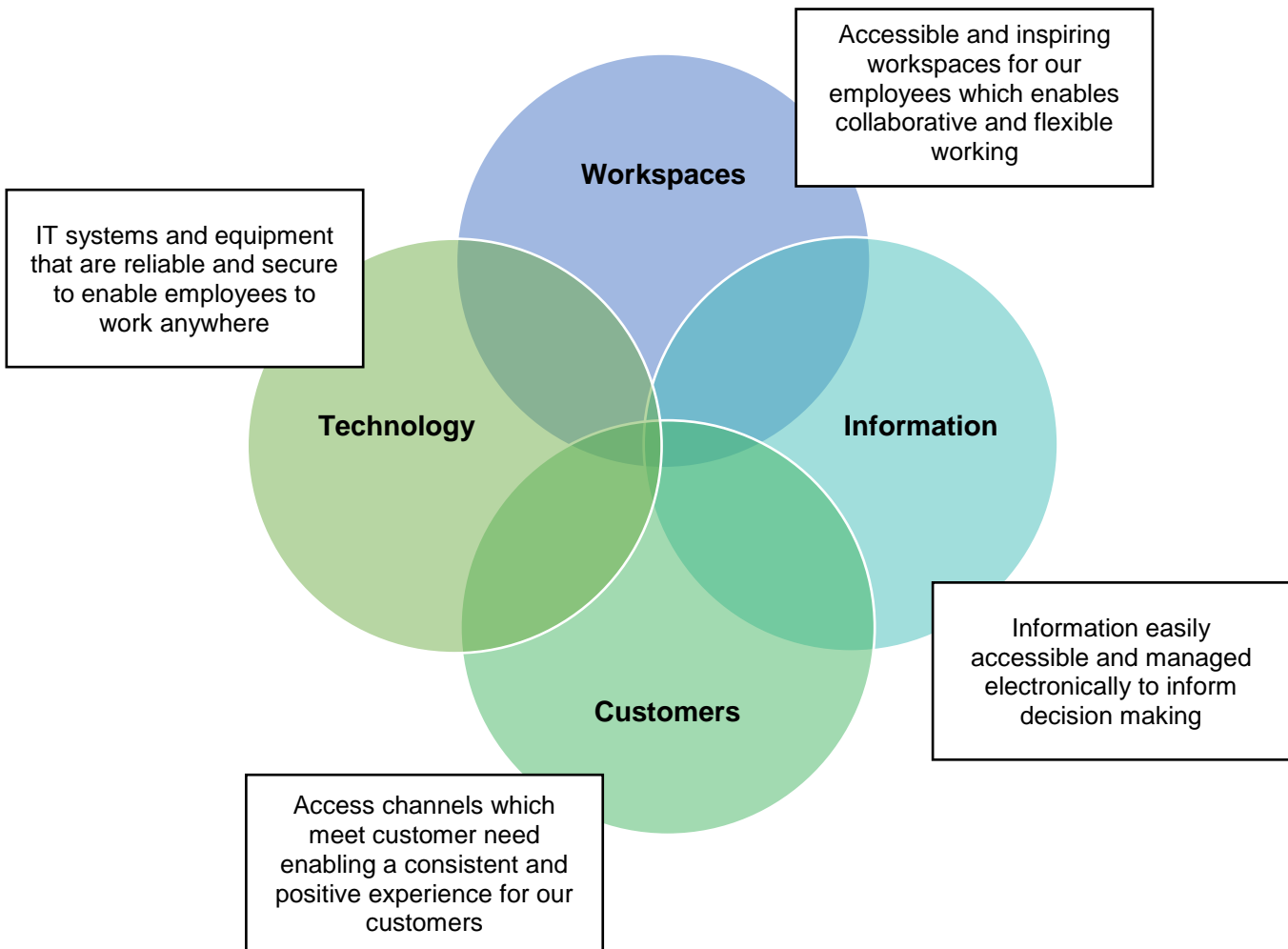
Smarter Working Programme

5. Vision of the Programme is:

A modern Council that responds to customer needs.

A one Council approach to accommodation/workspaces, information, technology and customers.

6. The programme consists of 4 main strands which are interlinked and outlined below:



The strands are clearly interlinked and developed together will improve the way we work. This should:

- Improve customer engagement
- Reduce time spent on non-productive work
- Have a positive impact on staff morale

7. The operating principles for each of the above areas are shown at **Appendix A**. In summary:

Workspaces – we will need to review whether our current workspaces are fit for the future, this will consider the amount of space, use of space, office layout, meeting facilities, etc., and ultimately result in an option appraisal for future requirements. This could include rationalising space and either refurbishing some current buildings or consideration of new or alternative premises.

Technology – we will consider what technology we use, to enable flexible and mobile working and ensure that staff can access information from wherever is required. A key aspect of the programme is the roll out of Office 365 which will bring significant improved functionality which

will allow us to review how we work and communicate, and a plan is being developed as to how we implement the changes.

Information – we will move towards a paper light organisation with electronic storage and retrieval and ensure that paper records are rationalised and information is available in a format which is easily accessible. Significant work is underway considering record retention policies and reviewing records stored, and again Office 365 will be a key component of future solutions.

Customer – we will review how our customers engage and interact with the Council, and how we engage with them. This will include consideration of increased on-line functionality and focussed support for our vulnerable customers with consistency reviewed across all channels.

8. The programme is a long term initiative which is expected to take 3 to 5 years to complete.
9. The programme will also consider general day to day improvements such as:
 - Improvement in how we all use ICT equipment
 - How we all use software such as Outlook, Word, Excel
 - How we use technology to support communication
 - Introduce agile working to reduce the time spent by staff travelling between locations
 - Review of organisation arrangements such as the car mileage system
 - Easy to access information from any location
10. Members will be a key element of the programme and the aspects above will also be considered from a Member's perspective, feeding into the sub group of the Members Advisory Panel. Work has already commenced in these areas and we will particularly consider:
 - ICT infrastructure and hardware
 - Use of mobile technology for meetings
 - Rationalisation of meeting papers
 - Customer interaction
 - Use of accommodation
11. Members will also be aware of the Scrutiny review of Digital Engagement and this review will inform the programme.

SERVICE IMPROVEMENTS

12. A number of staff have been trained in LEAN service improvement techniques and these techniques are being applied across the Council where services feel they will benefit and this is clearly linked to the Smarter Working Programme.
13. These events are an opportunity for staff to 'take time out' from the day to day activity and review why they are undertaking tasks, what they are doing and how they are doing it. There have been approximately 12 areas considered and all have had extremely positive feedback and strong staff engagement. Staff are effectively identifying improvements in how they work themselves. All have identified improvements which will free up capacity and have a detailed action plan, in services ranging from Adult Social Care, Planning and Financial Management.
14. A number of common themes such as system and technology development which directly link to the programme have been identified and these are incorporated into SWIS plans.

Governance, Communications and Engagement

15. Programme management and governance arrangements have been established to oversee the programme:

- A Board chaired by the Deputy Chief Executive
- The programme is being led by Director of Finance and Business Services and dedicated staff have been identified.
- A detailed programme has been developed.
- Workstreams established.

16. A communication and engagement strategy will be developed.

COMMUNITY IMPACT IMPLICATIONS

As part of the process of making changes to policy or delivery of services we consider the impact on our communities. No changes to policy or service delivery are proposed as part of this report.

FINANCIAL IMPLICATIONS

None at this stage.

LEGAL IMPLICATIONS

None Directly.

RISK ASSESSMENT

This will be undertaken throughout the project.

COUNCIL PLAN POLICY PRINCIPLES AND PRIORITIES

A council which delivers value for money and being innovative and well organised.

CORPORATE PARENTING IMPLICATIONS

None applicable.

CONSULTATION INCLUDING WARD/COUNCILLORS

Not Applicable

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<p>Accessible and inspiring workspaces for our employees which enable collaborative and flexible working</p> <ul style="list-style-type: none"> • Open plan spaces • Workspace that fits the work profile (different and fewer desks) • Improved ergonomic layout • Effective use of space • Team space • Essential physical storage space only • Well-lit, comfortable and ventilated • Formal and informal meeting space • Workspaces designed for task • Teams co-located for collaboration • Workspace location linked to worker profile and customer 	<p>Information easily accessible and managed electronically to inform decision making</p> <ul style="list-style-type: none"> • Electronic/Cloud storage • Automatic destruction of records beyond requirements of policy • Single master document with shared access as standard • Optimise collaboration technology • Optimise communication technology • Enabling mobile working • Information accessible from anywhere
<p>IT systems and equipment that are reliable and secure to enable employees to work anywhere</p> <ul style="list-style-type: none"> • Equipment with fast start up and response • Less faults • High user confidence • User capability • Security of information 	<p>Access channels which meet customer need enabling a consistent and positive experience for our customers</p> <ul style="list-style-type: none"> • Consistency across all channels • Quick easy access to information • Maximise self-serve • Automate processes and information

<ul style="list-style-type: none">• Equipment appropriate and standard for users worker profile• Simple to use	
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