

## **Corporate Scrutiny and Performance Panel**

**12<sup>th</sup> April 2012**

**Agenda  
Item No.**

**6**

### **Working Smarter Programme Update**

**Ward(s)** All

**Portfolios:** Cllr Arif, Business Support Services

#### **Executive Summary:**

To update Corporate Scrutiny and Performance Panel on the progress of the Working Smarter Programme.

#### **Reason for scrutiny:**

The Working Smarter Programme is a standing item on the agenda for the Panel. As the council's single transformation programme it is important that the Panel receive regular progress updates and have the opportunity to input into the Working Smarter agenda and work plan.

#### **Recommendations:**

##### **That:**

- 1. Panel note the progress made to date in the Working Smarter Programme.*
- 2. Offer input and feedback on the next phase work plan.*
- 3. Note and comment upon the 2 Working Smarter Case Studies – the Children's Services case studies will be tabled at the meeting*
- 4. Agree to receive further updates and reports as requested by the Panel*

#### **Background papers:**

The papers that form this update include:

- *Corporate Scrutiny and Performance Panel WS Briefing paper*
- *Revenues Service Working Smarter Case Study*

# Corporate Scrutiny and Performance Panel Working Smarter Briefing:

12 April 2012

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## 1. Purpose

This paper updates and invites feedback from the Corporate Scrutiny and Performance Panel on the progress of the Working Smarter Programme.

## 2. Working Smarter Reviews Programme

Over recent weeks the Working Smarter Core Team, in conjunction with CMT and Cabinet, have been reshaping the Working Smarter programme of service reviews and interventions. This has been based on our learning to date about what are the most critical services for our customers, and those areas in which we can make the most savings to contribute to the aims of the council's Medium Term Financial Plan.

The programme of reviews, covering our critical underpinning systems and systems where we spend a lot of money, is detailed below. It builds upon the successful work to date and identifies new areas for us to tackle with the expanded skills and experience we have developed on the programme to date.

Five of the reviews high-lighted below (numbered 3, 4, 5, 6, 7 and 9) are already underway and in progress. The other reviews described within the programme are about to commence their scoping activities.

No	Working Smarter Review	Lead	Initial added value
1	Help my business grow and be successful	Tim Johnson	Paul Milmore
2	Help me get the skills to get and keep work	Tim Johnson	Carol Williams
3	I want a better life for me and my family	Pauline Pilkington	Angela Walker
4	Help me keep healthy	Jamie Morris	Paul Milmore
5	Help me get a home and live if I can't fend for myself	Michael Tichford	Sharon Tait
6	What are Libraries for?	Keith Stone/Sue Grainger	Paul Aldridge
7	Sort out all these empty buildings	Jamie Morris	Paul Gordon
8	Clear my rubbish	Keith Stone	Christina Naccarato
9	Look after the roads where I live	Keith Stone	Paul Gordon
10	Provide nice parks for me and my family	Keith Stone	Martin Sadler

There is an opportunity to develop the scope for another review based on 'Corporate Commissioning in the Voluntary Sector'.

### **3. How we deal with support services using the Vanguard Method**

Systems thinking treats support services differently. Support services are defined by the needs of the customer and so are 'called on' as needed to help those doing the value work to help customers. This means that stand alone reviews are non-sensical from a systems thinking perspective.

### **4. Communications**

The programme of change activity now needs a step change in communication with staff. Some work has been done to understand how best this communication should take place and the following channels have been identified as best meeting the needs of the workforce:

- Programme video, focusing on the benefits of working smarter. This will use customers and staff who have experienced support from the team and how they feel about the approach.
- A poster campaign aimed at increasing general awareness of the programme and its priorities.
- A programme road show explaining the programme to staff and answering any questions.
- Core brief - the change team will be prepare a short update of activity across the Council for every core brief. The next one will ensure that all managers know that they are required to seek approval for all significant change activities.

As the programme directly impacts a team a more focused communications plan will support the change activity:

- |                               |                               |
|-------------------------------|-------------------------------|
| - Focused staff briefings     | - 1-2-1's available to staff  |
| - On line questions and FAQ's | - Appropriate TU Consultation |

It is the aim of the programme to give everybody impacted every opportunity to understand the change and comment on it.

The next steps in relation to the Working Smarter Review 'Help me get a home and live if I cant fend for myself', presents a timely opportunity to test out these focused communications. We are about to move to end-to-end management of all typical demand in relation to this review and this will be a radical step for our organisation, establishing new ways of working that will be applicable elsewhere over time.

*Rory Borealis  
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*3<sup>rd</sup> April 2012*