Project Mandate

Project Title:	**Smarter Working**		
Project Executive:	Chris Lee		
Programme (if applicable):	Customer and Digital	**Programme Ref:**	MOD03
Senior Responsible Officer:	Dean Thomas		
Programme Manager:	Andrew Phillips		
Author:	Nicola John		
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1. Overview of Project
Why are you doing this, what problem(s) are you trying to solve and what do you expect to achieve?

The way we work as an organisation is changing and the Smarter Working project will accelerate this change by looking closely at what we do and how we do it. Working smarter should be at the heart of transforming and streamlining our organisation.

Through this project, we are setting the vision that within the next three years Cardiff Council will be more efficient and a better place to work, where people:

- Focus on outcomes not process
- Are empowered by technology
- Work flexibly and cost-effectively
- Collaborate more effectively with other teams in their own department and other departments
- Maximise productivity and innovation while reducing environmental impact

Within the next three years, Cardiff Council will be well on the way to an organisation in which:

- Well-designed workplaces support how people work best, with location options such as shared hubs, touchdown points across the city, Core Office building/s and home
- Work is being done in a variety of appropriately designed shared settings within those workplaces, no longer tethered to a desk
- IT is usable, convenient and works just as well in and away from the office
- Connectivity to colleagues and to data can be provided from virtually anywhere
- Security and access arrangements make it easy and safe to work in a variety of settings
- Managers embrace and exploit the flexibility, productivity and effectiveness offered by the changes to our workplaces

Work in the 21st Century is about what you do, not where you do it. Strategic use of new technologies enables much of the work we do to be carried out from many other locations as well as offices. Smarter Working is about taking a comprehensive and strategic approach to modernising working practices across the organisation and is based on the following principles:

- Work takes place at the most effective times, respecting the needs of the task, the customer, the individual and the team
- Simplified collaboration and connectivity virtually everywhere means sharing information and working with others regardless of location
- Space is allocated to activities, not individuals, and not on the basis of seniority
- A flexibility first approach where flexibility is the norm rather than the exception. Everyone is assumed to be capable of Smarter Working without assumptions being made about people or roles
- A shared and agreed approach to Smarter Working balances the freedom to choose with the responsibility to meet business needs
- The processes people are asked to work with are continuously challenged to make sure they are fit for purpose
- Managing performance focuses on results and outcomes rather than presence

The outcomes of adopting the Smarter Working principles will be:

- Greater productivity and services delivered more effectively
- The costs and environmental impacts reduced as space is shared and used more intensively
- People having more choice and autonomy about when, where and how they work, supported and connected by effective and appropriate use of technology
- People have the opportunity to lead more balanced and healthier lives

Smarter Working in Practice

For service areas, this will mean a new approach to thinking about the way people work in terms of the Smarter Working principles.

The Smarter Working project will provide a strategic and business focused framework for adopting smarter, agile working as the norm. This will mean taking a proactive rather than a reactive approach to flexibility, by seeking out the benefits rather than waiting for individual employee requests. Limitations on flexibility need to be evidenced by clear operational need.

Management by results rather than presence, which is best practice, will become embedded as a core management competence.

Assessing the total costs of how we work should inform decisions about work styles. This includes both the financial costs and the environmental costs, for example in relation to use of buildings, resources and travel. Ultimately, the footprint of work is reduced.

Because of the increased flexibility and agility, departments will become more adaptable to change. For example, changes to organisational structure and changes to the number of staff will become easier to manage and involve less of the physical changes to workplaces that are currently involved.

Business continuity will be improved by the ability to work in an all-electronic environment and from a much wider range of locations. In effect, the office will become the network.

For individuals, this means being empowered to choose the best times and places to work, varying start and finishing times and choosing work settings that suit the nature of the task and personal preferences so that the job can be done well and quickly. Managers' focus on the output and employees choose how it is delivered.

As a result, trust-based relationships become central for both employees and managers as people take greater ownership of their work style.

This autonomy will increase the opportunity to lead more balanced and healthy lives. Smarter Working patterns also underpin and add new dimensions to diversity and equality.

Ultimately, there are benefits in Smarter Working for public service, for people and for the environment.

2.   Dependencies, projected benefits and alignment

Implementing the changes will involve close liaison between senior managers, Strategic Estates and Corporate Landlord functions, ICT and Digital Services and HR, working with the management of the teams undergoing the transition and is likely to involve rethinking the culture and management practices of the department.

Stakeholder engagement with Members, Trade Unions and staff will be required throughout the project.

The project will be managed by the Capital Ambition Delivery Team as a corporate transformation programme in accordance with the Council's Programme and Project Management governance framework. The project will be delivered through the Capital Ambition Delivery Programme.

Research and evidence gathered to date indicate that a benefits matrix would be likely to include:

- Increased productivity
- Improvements in business outcomes
- Improvements in the specific business processes and working practices targeted for change
- Cost savings
- Energy savings / carbon reduction
- Office space reduction
- Improved staff satisfaction
- Travel reduction – both business travel and commute travel
- Reduced absenteeism
- Improved staff retention
- Improved wellbeing

3. Additional Information
This could include anticipated sources of funding, costs, resources, known risks, special instructions and timescales

Business Case to be developed for submission into the Investment Review Board in October 2019.

4. Next Steps
Detail the next steps (e.g. activities needed for Project initiation)

- Agree Smarter Working vision and principles as outlined in the mandate
- Approve resource requirements
- Develop business case
- Identify funding
- Agree prioritisation criteria for service area roll out
- Identify and agree a pilot room
- Develop a communications strategy

Project Mandate

Document History

Date	Version	Author	Amendments

SRO / Project Executive Comments:

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Approval to Proceed to Next Stage				
Approved by Project Executive:			**Project Reference:**	
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Comments				