

[My]Work...

Being smarter in how we work.

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Work is no longer just somewhere we go.
Work is much more about what we do, what we
achieve and the outcomes we deliver.

the vision

To empower and enable employees to be productive, efficient and effective, to work anywhere, anytime, creating a flexible workspace and maintaining a healthy work life balance.

There has been a fundamental shift in traditional office based working – it is no longer nine to five, and due to digital advances, being cloud based means you can work anywhere, anytime. Work is no longer just somewhere we go. Work is much more about what we do, what we achieve and the outputs and outcomes that we deliver. We need to be able to provide a quicker, easier, better service to our residents, as well as consider the wellbeing, productivity and effectiveness of our workforce.

We want to make sure that Salford is a place where people want to work - to motivate and engage staff, to attract and retain talent, and to support diversity and inclusion.

This approach considers how employees utilise the space around them – either in the office, outside, at home or other location. We no longer want to increasingly add more desks to an overcrowded and unproductive environment, and we need to understand the impact of the workplace environment on outputs and outcomes.

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Key principles

Work is no longer just somewhere we go

Work is much more about what we do, what we achieve and the outputs & outcomes we deliver

To be inclusive and listen to our employees

To have activity based space, not 'my space'

Not a one size fits all approach

Develop our workspaces to spark creativity and collaboration

To create a modern, comfortable working environment

To work anywhere across the city, and beyond

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the business use

benefits work on the 'Triple Bottom
-benefits for public service, for
e, and for the environment.

forming the way we work is not a
to have'. It is the only way to make
ve provide the workplace our
oyees deserve and the services our
nts expect and demand for now
the future.

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Use of conferencing technologies at Vodafone has led to a reduction of 12,000 tons of CO₂ from business mileage.

Average occupancy in a traditional office over the working day is around 45%.

The typical carbon footprint of a worker in an office is around 1.5 tonnes of CO₂ per year.

At BT, teleconferencing replaced 340,000 road trips and 54,000 tonnes of CO₂ per year. Their 'Anytime Anywhere' workers are absent 20 per cent less than the average UK employee.

If 40% of the UK's workforce worked from home for two days per week it could:

- Reduce road travel by 6.3 billion miles/year.
- Reduce greenhouse gases by 6.2 million tonnes/year
- Save the average commuter 11 working days of travel per year.
- Save employees between £220 and £2,900 per year—the result of reduced driving and fewer work-related expenses.

Some public and private sectors are able, because of smart working, to work comfortably providing 5 or 6 desks per 10 FTEs

The average UK worker commutes for just under an hour per day equivalent to 4 years over a working life.

A significant proportion of the UK's absence from work is due to minor ailments that make the thought of commuting and sitting in an office unbearable.

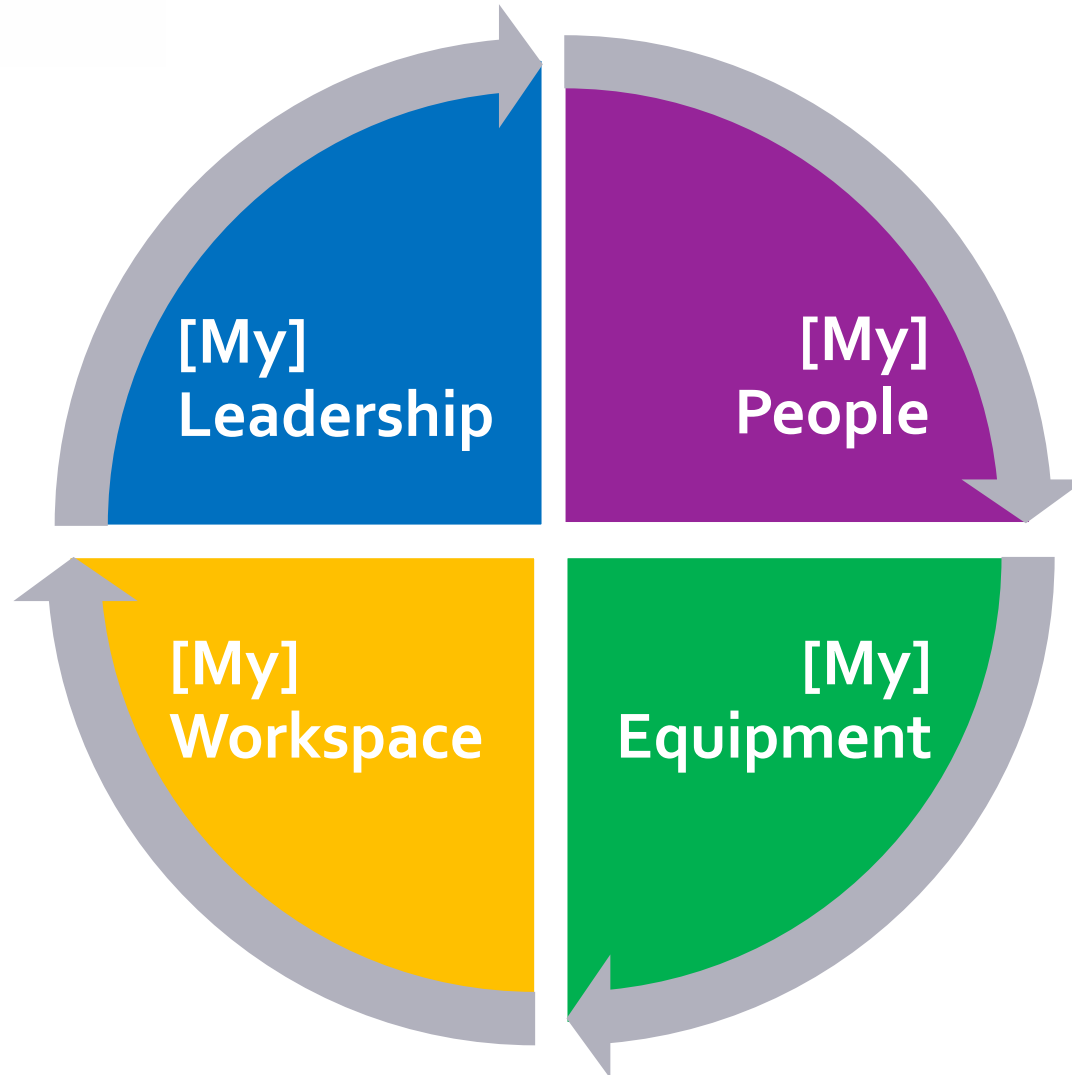
According to a 2016 survey of remote workers, 91% of people who work from home feel that they're more productive than when they're in an office.

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We manage through trust and measure performance outcomes, not presence. Our leaders collectively own smart working, embed it in their teams, and model the right behaviours

We optimise our space and create efficient, task-focused environments that empower our people and encourage collaboration. We choose the right workspace for each task, and we use technology to improve meetings and include all participants



The 4 elements

Flexible working is our default; we balance the freedom to choose how we work with our responsibility to meet business need. We are a great place to work; we trust each other to deliver and we are inclusive in everything that we do

Our technology enables flexibility and we exploit new collaborative document sharing, and communication tools. We are connected; we share information regularly and responsibly, and use the most of digital tools to work together regardless of location

At all times; working to bring together the Leadership, People Workspace and Equipment strands in order to develop holistic behaviour change strategies

Strategy for Delivery

Understanding

- Carry out a cultural assessment of SCC using the Smart Working Maturity Assessment Tool
- Develop principles for MyWork
- Identify behaviour change required
- Develop relationships with key stakeholders

Mobilisation

- Create a priority list of key behaviours to change
- Develop behaviour change strategies for each
- Design and test behaviour change strategies and measures
- Excite, equip and embed principles for employees
- Gain commitment and buy in from leadership

Transition

- Launch changes to process
- Use early adopters to demonstrate proof of concept
- Monitor adoption, attitudes, resistance and feedback
- Changing and improving

Transformation

- Monitoring and improving
- Support
- Celebrate

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	Anchor	Agile	Field	[My]Work spaces
Behaviours	<p>Attends a single work location, on average more than three to four days per week, with the ability to work from various locations due to business need.</p> <p>Roles will include 80% of their time processing information or delivering voice services, from a single location where they enjoy a static environment and feel comfortable to perform best.</p> <p>Duties may occasionally require traveling to another location or to attend meetings.</p>	<p>Attends a single work location, on average, less than three days per week and frequently travels in their role.</p> <p>Roles spend a lot of time away from a desk, sitting in meetings and working on site and around the city. They mainly process information when in the office and need a place to concentrate, as well as areas for communication and interaction. They occupy some meeting space either formal or informal.</p>	<p>Attends a single work location on average, less than one day per week, predominantly working in a place based way.</p> <p>Roles will include processing information and completing work whilst on the job. Spending most of their time out of the office or away from their team. They will require an office base where they are able to check in with their team and feel welcome.</p>	<p>[My]Work space is accessible to all employees to use across the city.</p> <p>All users can use the space either for short term touch down space, in-between appointments or meetings or utilise the space for a full day to deliver services in a place based way. User should be considered the space to reduce travel and drive efficiencies.</p> <p>Users must ensure all [My]Work space across the city respected in line with the Council's values</p>
Workspace	<p>Typically requires a dedicated desk or touch down space areas for processing information, conversation and the occasional meeting space.</p>	<p>Typically requires shared 'touch down' space across various locations, meeting rooms and breakout space for collaboration.</p>	<p>Typically does not require a dedicated office space, but considers flexible space utilisation and the open choice of work environments, both important and inspiring.</p>	<p>Typically [My]Work spaces are available in secured areas or office type environments across the city. All spaces provide toilet and kitchen facilities for users. Meeting room space can be available through request.</p>
Digital Skills	<p>All users should be proficient in business systems and applications.</p> <p>Users should hold essential digital workplace skills which include communicating, managing information, transacting, creating and problem solving online. Users should be able to communicate with their teams through digital platforms either through written or video calling applications and be able to save and share documents online.</p>	<p>All users should be proficient in business systems and applications.</p> <p>Users should be able to connect devices to Wi-Fi to work in various locations and typically use a variety of platforms to communicate either written or through video calling with their team or customers both internally or externally. Users would arrange online meetings or video conferencing as part of their role. They should be confident using collaboration tools to share and edit documents online.</p>	<p>All users should be proficient in business systems and applications.</p> <p>Users need to be connected to Wi-Fi or be 4G enabled to work in a place based way. Typically they would use a mobile device to process information or communicate with their team or customers both internally or externally. Their role will require them to process, share and manage information in a secure and confidential manner whilst in the field.</p>	<p>All users should be proficient in business systems and applications.</p> <p>Users should hold essential digital workplace skills which include communicating, managing information, transacting, creating and problem solving online. Users should be able to communicate with their teams through digital platforms either through written or video calling applications and be able to save and share documents online.</p>
Equipment	<p>Typical equipment will include either a desktop computer for front facing services accessed by multiple users or be provided with a laptop. Users will log in to office phones or use head sets.</p>	<p>Typical equipment will include a X390 laptop or X390 yoga laptop to provide users with the option to use either as a laptop or touch screen whilst out of an office environment. Users may require laptops to be 4G enabled if Wi-Fi connectivity isn't available where their role is required to perform.</p>	<p>Typical equipment will include a yoga laptop, phone or specialist equipment depending on their role.</p> <p>Users will require 4G connectivity to ensure communication and work processes are logged with their teams.</p>	<p>All [My]Work spaces provide users with secured Wi-Fi connection, desks with monitors and power points to charge phones, laptops and other mobile devices.</p>

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Our leaders collectively own smart working, embed it in their teams, and model the right behaviours

Commitment of leadership

- ✓ Smart working has a number of senior champions who endorse and encourage it
- ✓ Senior leaders seek to use smart working as a supporting tool in achieving organisational change
- ✓ Senior leadership are visible in their commitment to smart working principles
- ✓ CMT leads by example, and demonstrates the same smart working practices which they ask of their employees (e.g. actively seek opportunities to work from different settings based on the needs of allocated tasks, encourage their managers to adopt agile practices etc.)

Commitment of managers

- ✓ Managers adapt the smart working vision for implementation within their teams, seeking out ways in which practices can work best for them
- ✓ Managers manage their people and team performance by strong objective setting and resulting outcomes, not presenteeism
- ✓ Managers have the skills to manage by outcomes
- ✓ Managers and leaders look to smart working as a way to improve the employment offer (e.g. enhanced health and wellbeing, better work life balance)

Contribution to leadership framework

- ✓ Smart working plays a part in the personal development objectives of senior leaders, line managers and employees

Communications

- ✓ Communication channels are used to encourage and promote wider engagement on what smart working is, what it seeks to achieve, and why it is important across the organisation

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Awareness

- ✓ Managers and leaders understand the evidence which shows how smart working practices benefit the council and its employees
- ✓ Smart working is recognised by all employees as a core part of the Council's strategy
- ✓ Individuals are encouraged to consider how smart working can apply to their role, and are confident in taking the discussion to their line manager
- ✓ Smart working has achieved sufficient penetration at all levels, and within all areas, and is recognised as an integral part of culture
- ✓ All employees are aware of the need to maintain a healthy work life balance, with leaders advocating and supporting this

HR & OD support

- ✓ Benefits realised as a result of smart working are monitored and assessed on an ongoing basis, to inform how and where the greatest success is being achieved
- ✓ HR supports managers in offering informal non-contractual flexibility (subject to service need), such as ad hoc working away from the office or from home
- ✓ People management policies are flexible and adaptable developed yet ensure that the organisation is able to maintain a strong duty of care to employees

Training

- ✓ Teams take the opportunity to consider together how smart working is best adapted and implemented for them
- ✓ New employees are made aware of the Council's commitment to smart working through recruitment tools and induction processes

Recruitment

- ✓ Recruitment processes identify and support the Council's commitment to implementing smart working practices
- ✓ Smart working contributes in a positive way to enhancing inclusion and diversity opportunities within the Council, for employers and employees alike (e.g. by widening the potential recruitment pool)
- ✓ No assumptions are made about certain roles being inappropriate for smart working

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Range of spaces

- ✓ Workspaces offer variety and choice to suit preferences and needs (e.g. meeting rooms, collaborative spaces, quiet spaces, touchdown spaces)
- ✓ People make informed choices about the spaces in which they choose to complete different tasks, based on the options on offer, and respect the working practices of others (e.g. don't take or make calls in quiet rooms / spaces for concentrated work)

Effective sharing of office space

- ✓ The Council has assessed the business need and understands the requirements of individuals and teams to determine a set of requirements for the workplace, and are using this to inform future plans
- ✓ The Council uses data and knowledge about the effects of smart working on space requirements to make informed strategic decisions about future property needs
- ✓ Sharing of space has allowed for greater cross-team working
- ✓ Space within the office is not allocated on the basis of seniority

Monitoring and Protocols

- ✓ Smart working plays a part in the personal development objectives of senior leaders, line managers and employees
- ✓ Within their buildings, people feel adequate protocols are in place to make them comfortable and confident in finding a space to work in an area which is not part of their team's home zone
- ✓ Space usage is monitored formally or informally, and the results assessed to identify any required changes to space provision or allocation of use
- ✓ Protocols or a strategic understanding are in place to set out expectations for agreed use of space, including general etiquette, meeting room bookings etc
- ✓ Visitors have easy access to guidance on working practices and protocols for the Council's buildings
- ✓ Storage and filing is GDPR compliant and personal belongings are managed appropriately

Mobility

- ✓ Sharing of space has encouraged collaboration with new groups and colleagues
- ✓ There are no infrastructure issues, for examples with IT or telephony, to prevent others from working in a team space
- ✓ People are actively encouraged to consider opportunities for working outside of the office, in line with service need

My] Equipment
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Mobile devices

- ✓ Each individual is allocated their own mobile technology, as assessed appropriate (e.g. laptop, tablet, smartphone, or combination of the above), or have access to this equipment when working away from the office
- ✓ Provision of mobile technology within the Council is not limited to those in senior positions

Access to data

- ✓ Information is easily available regardless of location, in line with the security requirements of the Council
- ✓ The cloud, or another accessible information storage solution (as appropriate), is the Council's default option for information management

Collaboration

- ✓ Collaboration tools e.g. MS Teams, Skype for Business, Trello etc are part of the standard offer to employees, allowing another route for communication with colleagues when working remotely

Mobility

- ✓ Good quality Wi-Fi is available across the Council's offices, including for visitors to the building
- ✓ There is secure access (general and remote) that enables flexibility and smart working opportunities in line with the service needs

Consultation and training

- ✓ People receive appropriate training on devices and tools (including collaboration tools), to ensure they have the knowledge and skills to make full use of functionality on offer
- ✓ Effectiveness of existing tools is continually assessed, including through employee feedback
- ✓ There is direct engagement with all employees on their technology needs (hardware and software), so that technology is provided to enable mobility for different roles
- ✓ Pilot or test groups are engaged to trial new products, such as collaboration tools, and feedback is utilised to ascertain usability

The 3 P's Planned Present Productive

Whilst there is no intention to develop a formal 'policy' on this area as existing policy provision is seen as appropriate, a framework is being developed which aligns with our values based on the 3 P's model outlined below

Planned	Present	Productive
<p>Working away from core office should be planned in advance and communicated.</p> <p>Employees need to be flexible about when they work away and avoid following a specific pattern – when and where you would should be driven by work activities to be undertaken and outcomes delivered.</p>	<p>Use Skype / MS Teams video capability to join meetings.</p> <p>Be contactable during your working day. There should be a clear understanding of when the employee should work and be contactable.</p>	<p>Expected outcomes for delivery are clear, communicated and monitored.</p>

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