

EXECUTIVE BOARD

2ND MAY 2017

Revised Agile Working Policy

RECOMMENDATIONS / KEY DECISIONS REQUIRED:

- To consider and endorse the revised Agile Working Policy.

REASONS:

The aim of this Policy is to maximise agile working opportunities to support our Strategic objectives by:

- Modernising service delivery:** using new technology to deliver services provides possibilities for streamlining processes and being closer to our customers.
- Recruitment and Retention:** Different working practices will help us to recruit, and retain our valued employees.
- Accommodation strategy:** agile working will help to reduce accommodation needs and make more effective use of buildings.
- Flexible working agenda:** agile working will support the wider work-life balance agenda, supporting a more inclusive workforce.
- Environmental:** agile working can lead to fewer car journeys, reduced congestion at peak times and reduced pollution.

Relevant Scrutiny Committee Consulted NO

Exec Board Decision Required YES

Council Decision Required NO

EXECUTIVE BOARD MEMBER PORTFOLIO HOLDER:- Cllr Mair Stephens (HR)

Directorate Paul Thomas Report Author: Ann Clarke	Designations: Assistant Chief Executive (People Management) Lead Business Partner (HR/People Services)	Tel Nos. / E-Mail Addresses: PRThomas@cararthenshire.gov.uk 01267 246123 ALClarke@cararthenshire.gov.uk 01267 246167
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EXECUTIVE SUMMARY

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1. BRIEF SUMMARY OF PURPOSE OF REPORT.

Background

The Council has long recognised the potential organisational benefits to be achieved through effectively adopting agile working practices, including financial and environmental savings, and a considerable amount of work was undertaken by a previous corporate agile working group which put in place many of the necessary 'building blocks' to support the effective roll out of the agile agenda; but these initiatives have met with limited success. Therefore it was proposed that the governance arrangements and capacity afforded by the TIC Programme could assist with re-energising and resourcing this area of work.

To be updated

Key principles of Agile Working

In order for agile working to become successfully embedded Executive Board are requested to consider the adoption of the following key principles applicable to everyone:

- We recognise that the quality of our service delivery will determine whether a particular way of working is successful;
- We recognise that there is no one size fits all solution. Different types of work require different solutions. What can work in one area may not be possible in another;
- We want to encourage innovation but we also don't want a situation "where anything goes". It is also not a free for all where any one individual can decide "what's right for them" and then go off and do it. We provide a framework that allows the individual, the team and the manager to take responsibility for finding ways of working that is best for our customers, our teams and our organisation;
- We believe that our managers and their teams having open discussions together can inspire innovation and change how we work and lead to better results;
- We expect our employees to work with their managers to agree realistic work objectives and for managers to manage day to day performance wherever an employee is working.

The Agile Working Policy:

- The Agile Working Policy was initially adopted by the Authority in July 2010. Its primary focus at that time was to enhance flexible working arrangements for our employees, the team and the division/department. In reality requests for agile working were individually driven rather than as part of a structured approach to enhancing corporate agility with our organisation.
- The revised Agile Working policy has been reviewed by the TIC Agile Delivery Group and has taken account of feedback from the Vodafone agility survey, the 'Day in the life of'

studies, feedback from the Managers Conference and pilot agile working office relocations, e.g. Street Scene relocation from Pibwrlwyd to Parc Myrddin.

- This is not a HR policy but a corporate policy that brings together the people, property, process and ICT technology aspects required to support our organisation's agility.
- It applies to all office based employees at all levels within our organisation and its success depends on leadership through example.
- The policy introduces 3 main work styles:
 - a) **Fixed worker** – This is an employee whose role is required to be in a fixed location for the majority of their time. A desk in a fixed location is usually required, though this desk could be shared with another employee e.g. a Receptionist within a fixed reception area.
 - b) **Flexible worker** - This category of worker is primarily required to work from a single building, (in comparison with a field worker who would work across several sites) but is not required to have a fixed desk location. There is an option for teams to have zoned areas where sitting together is an essential element of their role. However, only some of the team is in one place at any one time (facilitated by natural absences, working offsite, attending meetings, working from home etc). This will mean that there will be fewer workstations than there are workers and they will be required to share.
 - c) **Field Worker** - Field workers are employees who spend more than 50% of their time working at a variety of locations and spend some of their time interacting with the core service area. The main aspect of the employee's job involves visiting other Council locations and/or client sites around the County.
- The policy adopts the following desk ratio principles to support agile working and our accommodation strategy to enable potential estate rationalisation, going forward:
 - a) **Fixed worker** – desk ratio is 1:1 – each fixed worker has his/her own desk although during periods of absence, this desk may be used by other employees and therefore clear desk principles apply. (Approx. 20% of our workforce)
 - b) **Flexible worker** – desk ratio no more than 8:10 – for every 10 members of staff the number of desks will not exceed 8. (Approx. 70% of our workforce)
 - c) **Field worker** – desk ratio no more than 2:10 – for every 10 members of staff the number of desks will not exceed 2. (Approx. 10% of our workforce)

DETAILED REPORT ATTACHED?

YES

INTEGRATION

I confirm that the Community Strategy Integration Tool has:

Signed: R. Mullen Director of Environment (Strategic Lead – TIC Digital Transformation Project)

IMPLICATIONS

I confirm that other than those implications which have been agreed with the appropriate Directors / Heads of Service and are referred to in detail below, there are no other implications associated with this report:

Signed: R. Mullen Director of Environment (Strategic Lead – TIC Digital Transformation Project)

Policy and Crime & Disorder	Legal	Finance	ICT	Risk Management Issues	People Management and Performance	Physical Assets
Yes	None	Yes	Yes	None	Yes	Yes

Policy

- An updated agile working policy is attached for consideration to support the Council's strategic aims 'Building a Better Council' and 'Making Better Use of Resources' .

Finance/Physical Assets

- A project delivery plan has been developed which sets out key priorities for the project and time-lines for implementation. This plan has been aligned with the objectives of the authority's Accommodation Strategy with a view to supporting the delivery of associated financial savings.
- The first phase of the plan aims to support the delivery of £130k of efficiency savings linked to the rationalisation of buildings in Carmarthen, although it is anticipated that additional savings will be achieved through further implementation of the agile approach in other buildings together with additional savings to be achieved via mobile working and hot-desking initiatives.
- Work undertaken by Vodafone as part of a high level business case identified that a move to a 70% ratio of field/flexible workers could result in £4m of savings. Vodafone have been engaged to undertake a further detailed business case to identify the specific savings that could be achieved from the roll out of the agile approach. Vodafone have also been commissioned to undertake a space survey at 3, Spilman Street.
- The agile working policy is not a home working policy but encourages employees to work from any suitable location provided this enhances service delivery. In limited circumstances it may be in the interest of the service for a particular employee's work base to be at home. In such circumstances, CCC desk space will be relinquished as a saving to the service unit and instead the employee eligible to claim a homeworking allowance to offset additional household costs based on the HMRC rate of £4 per week or £18 per month for monthly paid employees. This does not apply to ad hoc or informal homeworking arrangements and will be funded from existing delegated budgets.

ICT

Work undertaken by Vodafone as part of a high level business case identified that a move to a 70% ratio of field/flexible workers could result in £4m of savings. ICT will facilitate the deployment of the appropriate devices and technology to ensure staff can work agile in line with this Policy and achieve the desired workforce ratio of 70% field/flexible.

People Management

- The existing Agile Working Policy has been reviewed and updated and further supporting guidance is being developed. An initial job classification exercise has also been undertaken to support the initial set-up of the pilot projects. Consultation on the revised Agile Working Policy has concluded with recognised Trades Unions as part of the implementation plan and communication strategy on the Vodafone job classification project.

CONSULTATIONS

I confirm that the appropriate consultations have taken in place and the outcomes are as detailed below

Signed : Paul Thomas, Assistant Chief Executive (People Management)

(Please specify the outcomes of consultations undertaken where they arise against the following headings)

1. Local Member(s) N/A

2. Community / Town Council N/A

3. Relevant Partners N/A

4. Staff Side Representatives and other Organisations Consultation with recognised trades unions via the Corporate Employee Relations Group on the revised Agile Working Policy

Section 100D Local Government Act, 1972 – Access to Information

List of Background Papers used in the preparation of this report:

Title of Document	File Ref No.	Locations that the papers are available for public inspection