

# Public Document Pack



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Trinity Road  
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To: All Members of the Overview and Scrutiny  
Committee (Regulatory, Compliance and  
Corporate Services)

Date: 7 June 2017  
Our Ref: PGF  
Your Ref:

**Contact:** Paul Fraser  
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Dear Councillor

## **OVERVIEW AND SCRUTINY COMMITTEE (REGULATORY, COMPLIANCE AND CORPORATE SERVICES) - TUESDAY 13TH JUNE, 2017**

I refer to the agenda for the above meeting and now enclose the following reports which were unavailable when the agenda was printed.

<b>Agenda No.</b>	<b>Item</b>
7	<b>Discretionary Relief for Business Rates following the Revaluation of 2017</b> (Pages 73 - 86) Report of the Head of Corporate Resources to follow
10	<b>Accommodation Strategy/Agile Working Working Group</b> (Pages 87 - 112) Report of the Head of Regulation and Compliance

Yours faithfully,

Jill Coule

Head of Regulation and Compliance

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# Agenda Item 7

Report to:	Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services)	Date of Meeting:	Tuesday 13 June 2017
Subject:	Discretionary Rate Relief for Business Rates following the Revaluation of 2017		
Report of:	Head of Corporate Resources	Wards Affected:	All Wards
Portfolio:	Councillor Paulette Lappin, Cabinet Member Regulatory, Compliance and Corporate Services.		
Is this a Key Decision:	No	Included in Forward Plan:	No
Exempt / Confidential Report:	No		

## Summary:

The 2017 revaluation has resulted in Business Rate bills of a number of premises in Sefton increasing significantly.

The purpose of this report is to provide an update on the process of adopting the powers provided by the Government for distributing Business Rates Locally Administered Discretionary Revaluation relief and to set out guidance for the award of relief to organisations that have had a significant increase in their Business Rates liability consequential from the Government's revaluation effective from 2017.

The report also provides details of other Government announcements regarding discretionary rate relief for Local Newspapers, Public Houses and small businesses ('Support to Small Business') encountering a large increase in Business Rates.

## Recommendation(s):

It is recommended that Members :

- (1) Note the attached draft guidance in respect of the Locally Administered Discretionary Revaluation Relief scheme (Appendix A) that is to be considered by Cabinet on 27 July 2017.
- (2) Note that Council will be asked to adopt a scheme at their meeting on 21 September 2017 and utilise its powers under Section 47 of the Local Government Finance Act 1988 to apply this relief.
- (3) Note that the Cabinet Member for Regulatory, Compliance and Corporate Services will be asked to utilise powers under Section 47 of the Local Government Finance Act to support Public Houses under the terms of the relief introduced by Government in the

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2017 Spring Budget (to be subsequently detailed in relevant Government guidance).

(4) Note that the Cabinet Member for Regulatory, Compliance and Corporate Services will be asked to utilise powers under Section 47 of the Local Government Finance Act to provide “Supporting Small Business Rate Relief” under the terms of the relief introduced by Government in the 2017 Spring Budget (to be subsequently detailed in relevant Government guidance).

(5) Note that the Cabinet Member for Regulatory, Compliance and Corporate Services will be asked to utilise powers under Section 47 of the Local Government Finance Act to provide “Local Newspaper Relief” under the terms of the relief for Local Newspapers introduced by Government in the March 2016 Budget and subsequent consultation from 1 April 2017.

## **Reasons for the Recommendation(s):**

Sefton will be expected to use discretionary Business Rates relief to distribute the Government’s extra funding for “revaluation support” to those businesses that have seen the steepest increases in their Business Rates bills as a result of the 2017 Revaluation.

Sefton will also be expected to use its discretionary relief powers (under Section 47 of the Local Government Finance Act 1988, as amended) to grant relief to Local Newspapers, Pubs and small businesses in line with the relevant eligibility criteria, once Government guidance has been received.

These measures will assist business and support the economy of the Sefton.

## **Alternative Options Considered and Rejected:** (including any Risk Implications)

The alternative option would be not to make available discretionary support to businesses affected by Business Rates revaluation or to utilise the Government’s funding for additional relief to Local Newspapers, Public Houses or Small Business Support Relief. Such course of action would fail to support business or utilise the funding made available by the Government.

## **What will it cost and how will it be financed?**

### **(A) Revenue Costs**

The implementation of the Business Rates Locally Administered Discretionary Revaluation relief scheme will be cost neutral provided the level of relief given does not exceed the Government’s grant allocation. If relief exceeds the funding provided by the Government it will have to be met from Council resources. However, it is not expected that the authority will make awards in excess of the relevant grant.

There is the risk of exceeding the funding for Locally Determined Discretionary Revaluation Relief; close financial monitoring will be used to mitigate this risk.

## Local Revaluation Relief

The Government has confirmed that Sefton's Section 31 grant allocation for 2017/18 is £551,739. Any grant that is not utilised in the year will need to be repaid.

The Government has not yet announced whether they will be providing the ability to flex money between the financial years. If this flexibility is not afforded it will restrict the Council's ability to maximise the impact of the grant across years and will require repayment of any unutilised grant received on account at each year-end.

The Government has indicated the following future year's maximum funding allocations to Sefton Council as follows:

2018/19	2019/20	2020/2021
£ 267,987	£110,348	£15,764

## Other Reliefs

The Government has announced that it will reimburse Councils for the actual cost of relief for Public Houses, Local Newspapers and small businesses granted in accordance with its guidance, through Section 31 grant.

The Government has confirmed that new burdens funding would be paid to cover the additional costs of administering these relief schemes and will be confirming amounts to be paid to billing authorities shortly.

## **(B) Capital Costs**

None

## **Implications of the Proposals:**

### **Resource Implications (Financial, IT, Staffing and Assets):**

Any additional administrative burdens placed on the Billing Authority in designing and administering the new discretionary rate relief schemes will be carefully monitored but are expected to be met from existing Council budget and Government new burdens funding.

### **Legal Implications:**

### **Equality Implications:**

This report relates to business and no equality implications have been identified.

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## Contribution to the Council's Core Purpose:

Protect the most vulnerable: Not applicable
Facilitate confident and resilient communities: Not applicable
Commission, broker and provide core services: Not applicable
Place – leadership and influencer: Not applicable
Drivers of change and reform: Not applicable
Facilitate sustainable economic prosperity:  The implementation of a Local scheme of discretionary support to properties affected by the Business Rates revaluation of 2017 will support the Council's vision for "Open for Business" - working together with businesses to create the economic conditions for economic growth and supporting Local businesses, particularly SME's.  The adoption of Government Schemes to further support Local Newspapers, Public Houses and those small business affected by steep increases in Business Rates will further support these priorities.
Greater income for social investment: Not applicable
Cleaner Greener: Not applicable

## What consultations have taken place on the proposals and when?

### (A) Internal Consultations

The Head of Corporate Resources (FD4679/17.) notes the report indicates the implementation of the Business Rates Locally Administered Discretionary Revaluation relief scheme should be cost neutral for the Council. Close financial monitoring will be undertaken to mitigate any risk of exceeding the funding for Locally Determined Discretionary Revaluation Relief. The Head of Regulation and Compliance (LD 3963/17) has been consulted and any comments have been incorporated into the report.

### (C) External Consultations

As this is a Government measure, consultation has been undertaken nationally.

The authority is required to consult with its major Precepting Authorities - Merseyside Fire and Rescue Service and Merseyside Police and Crime Commissioner; and the Combined Authority regarding the guidance in Appendix A – Business Rates Locally Administered Discretionary Revaluation Relief Guidance (Draft).

The Council does not have to consult with businesses in the borough but is encouraged to identify and notify businesses that are likely to benefit from the new reliefs.

## Implementation Date for the Decision

Following the expiry of the “call-in” period for the Minutes of the Cabinet Meeting

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## **Appendices:**

Appendix A – Business Rates Locally Administered Discretionary Revaluation Relief Guidance (Draft)

## **Background Papers:**

There are no background papers available for inspection.

## **1. Introduction/Background**

1.1 The Government determined to revalue Business Rates properties taking effect from 2017 based on 2015 values. The review was not intended to raise additional revenue, but rather to update rental values for properties. It was therefore intended to be ‘fiscally neutral’ nationally. However regionally and at an individual taxpayer level the effect varied, such that some Business Rate payers have encountered significant increases and decreases. A system of transitional relief applies such that the gains and losses to individual taxpayers are limited in any one year and introduced over a five year period.

1.2 The Government has recently determined that Local Authorities can also make available additional discretionary relief to properties affected by significant increases in their Business Rates via a £300m fund which it has introduced for this purpose. This was announced as part of the Spring Budget.

1.3 Sefton’s allocation of the Government funding for discretionary rate relief is expected to be £945,838 spread across the next 4 years.

1.4 Local Authorities have the power to design their own discretionary Business Rates relief scheme to determine how the funding for “revaluation support” is distributed across business locally. This is subject to certain Government conditions which have been provided to Local Authorities by way of draft guidance.

1.5 This report also provides details of additional discretionary support for Local Newspapers, Public Houses and small businesses encountering a large increase in Business Rates (“Support to Small Business”); these measures were announced in the 2016 Budget and Spring Budget 2017 to take effect from 1 April 2017.

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1.6 The Government will be compensating Billing Authorities through a Section 31 grant for the cost of granting the reliefs.

1.7 The Government has provided initial guidance to Local Authorities on these schemes of relief and expects Local Authorities to have in place arrangements for communicating with ratepayers both on the confirmed and likely terms of relief to be provided as well as the anticipated timescale for re-billing where applicable.

1.8 Awards under each of the four schemes described below are limited by rules on state aid, which allow an undertaking to receive no more than 200,000 Euro over a 3 year period. The procedures for awards will include safeguards in this regard.

1.9 The Government announced a consultation on the scheme for Locally Administered Business Rate Revaluation relief, which closed on 7 April. Allocations to Local authorities were confirmed on 21 April and a grant determination sent out on 28 April.

1.10 On 15 May 2017 The Government wrote to Local Authorities with an update to support the work surrounding the Business Rate relief schemes and advised that Councils should now be proceeding with developing their Local schemes.

1.11 Final advice and guidance on the operation and scope of the schemes will be provided by the Government as soon as possible, likely after the General Election.

## **2.0 Locally Determined Discretionary Revaluation Relief**

2.1 As part of the Spring Budget on 8 March 2017 the Government announced a national fund of £300M to provide discretionary rate relief to taxpayers facing significant increases in their Business Rates consequential from the recent revaluation.

2.2 This assistance will be provided under Section 47 of the Local Government Finance Act 1988; this means that it will use existing legal powers.

2.3 The scheme will be funded under Section 31 of the Local Government Finance Act 2003; in this case the revaluation relief locally will only be funded by the Government up to the value of Local Authority's published grant allocation.

2.4 The Government has indicated the funding that will be made available to each Local Authority. Sefton's grant allocations are set out below;

<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>
<b>£551,739</b>	<b>£267,987</b>	<b>£110,348</b>	<b>£15,764</b>



2.5 Assistance can only be provided, under the terms of the grant, to ratepayers who face an increase in their bills following revaluation and the Government has made clear that it expects such grants to be made to those facing significant increases in 'lower value properties'. Although the Government has not defined 'lower value properties' it is notable that the formula for grant allocation relates solely to increases for those properties with a rateable value of less than £200,000 with an increase of 12.5% or more; this could therefore be construed to be the Government's broad view on the parameters for applicants.

2.6 Draft guidance for the award of Locally Administered Revaluation Relief is at Appendix A to this document. The guidance sets out:

- a) Those businesses eligible to apply.
- b) How an application should be made.
- c) The matters to be considered in determining such awards.
- d) Decision making and the process for review of such decisions, when a review is requested by the applicant.

2.7 The authority is required to formally consult its major Precepting Authorities - Merseyside Fire and Rescue Services and Merseyside Police and Crime Commissioner together with the Combined Authority on the design of the scheme.

2.8 It is important that the Local Authority makes full use of the available funds from Government to support businesses in need of this targeted support. However it is not expected that the authority will make awards in excess of the relevant grant. Appropriate financial monitoring systems will need to be implemented in relation to expenditure.

### **3.0 Additional Business Rates Relief for Public Houses**

3.1 In addition to the discretionary support referred to above the Government has announced support to Public Houses with a rateable value of up to £100,000 (subject to state aid limits for businesses with multiple properties) for one year from 1 April 2017.

3.2. Eligible Pubs will receive a discount of up to £1,000 on their 2017/18 bill.

3.3 Local Authorities are waiting for a further announcement from Government on eligibility for this relief. However, subject to state aid rules, it is estimated that in the region of 100 pubs in Sefton will qualify for this relief.

3.4. The authority will be fully reimbursed for the costs of granting this relief under Section 31.

3.5 The Council's Revenues Service will promote the take up of this relief however an application will be required to ensure that state aid rules are not contravened.

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## **4.0 Supporting Small Businesses Relief**

4.1 Within the Spring Budget the Government announced further support to small businesses affected by the revaluation; this is to be known as 'Support to Small Business' relief. This relief will help those ratepayers who as a result of the change in their rateable value at the revaluation are losing some or all of their Small Business Rates Relief and are facing large increases in their bills. For businesses that qualify their increase in rates will be limited to no more than £600 per year (£50 per month). Subject to state aid rules it is estimated that in the region of 53 businesses will qualify in Sefton.

4.2 The Government has also taken steps to extend existing Small Business Rates Relief as part of the revaluation. Prior to April 2017 small business with a rateable value of between £6,001 and £12,000 received tapered relief from 100% to 0%; from 1 April 2017 the thresholds have increased to £12,000 for the 100% relief and £12,001 to £15,000 for the tapered relief. This ensures that many ratepayers previously entitled to small Business Rate relief will pay less or nothing following the revaluation. However, some ratepayers that are facing large increases in their rateable value will lose some or all of their small Business Rate relief; it is this latter group that the proposed Supporting Small Business Relief is targeted at.

4.3 'Small Business Support' will be awarded under Section 47 of the Local Government Finance Act 1988; as this is technically a discretionary power the authority needs to formally confirm that it will utilise the power.

4.4 The authority will be fully reimbursed for the costs of granting this relief under Section 31. This relief will be granted via an automated calculation.

4.5 The Council's Revenues Service will promote the take up of this relief however an application will be required to ensure that state aid rules are not contravened.

## **5.0 Local Newspaper Relief**

5.1 Business Rates relief for Local Newspapers is a discount worth up to £1,500 a year for 2 years from 1 April 2017, for the office space they occupy. There is a maximum of once discount per Local Newspaper title and per property.

5.2 Subject to state aid rules it is estimated that 2 businesses in Sefton will be eligible for this relief.

5.3 The authority will be fully reimbursed for the costs of granting this relief under Section 31. This relief will be granted via an automated calculation.

5.4 The Council's Revenues Service will promote the take up of this relief however an application will be required to ensure that state aid rules are not contravened.

## **6.0 Billing Software implications**

6.1 The Council's software suppliers are shortly to provide a script which will show increases in rate liability for 2017 and the percentage increase. This will allow Local

authorities to model the costs of the Locally Administered Discretionary Revaluation Relief.

6.2 The Council's software suppliers will be able to progress the reliefs for Small Business Support, Local Newspapers and Public Houses after the General Election in June. However, the Government has not yet provided final guidance to Local Authorities and it seems likely that any software updates will not be available to Local Authorities from its suppliers until the summer.

## **7.0 Decision Making**

7.1 The decision to agree a framework and adopt the scheme for Locally Determined Discretionary Revaluation Relief will go to Cabinet on 27 July 2017 for recommendation to Council for approval on 21 September 2017.

7.2 In the case of relief for Local Newspapers, Public Houses and Small Businesses, as the formal guidance is prescriptive and there are no financial implications for Sefton or its Major Precepting authorities and the Combined Authority, the decision to agree the framework for these discretionary rate reliefs will be made by the Cabinet Member for Regulatory, Compliance and Corporate Services as soon as practicable in order to support eligible ratepayers as quickly as possible. Detailed policy wording would be authorised by the Cabinet Member for Regulatory, Compliance and Corporate Services in consultation with the Head of Corporate Resources prior to any awards being made.

7.4 The Government is encouraging Councils to identify and notify businesses that are likely to benefit from these new reliefs in order to provide support as quickly as possible.

7.5 The Council will normally require an on-line application and state aid declaration be completed for all discretionary rate reliefs.

7.5. The decision to authorise or refuse awards of additional discretionary support will be made under delegated powers by the Head of Corporate Resources.

7.6 Should a ratepayer wish to appeal against the refusal of rate relief, an appeals process will be put in place.

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## **Appendix A**

### **Business Rates Locally Administered Discretionary Revaluation Relief Guidance (DRAFT)**

#### **1.0 Scope**

1.1 As part of the Spring Budget on 8 March 2017 the Government announced a national fund of £300M to provide discretionary rate relief to taxpayers facing significant increases in their Business Rates consequential from the recent revaluation.

1.2 This assistance will be provided under Section 47 of the Local Government Finance Act 1988; this means that it will use existing legal powers.

1.3 The scheme will be funded under Section 31 of the Local Government Finance Act 2003; this means that it will be wholly funded by the Government. Funding will only be available to the extent that the local authority has spent its allocation.

#### **2.0 Eligibility**

2.1 Assistance will only be provided to ratepayers who face an increase in their bills following revaluation. The assistance will be targeted at those facing significant increases in rates in lower value properties. Normally this would be properties with a rateable value of less than £200,000 with an increase of 12.5% or more.

2.2 The assistance will only be provided in relation to Business Rates liability net of other Business Rates reliefs which may apply.

2.3 It is not expected that the authority will make awards in excess of the relevant grant and decisions will take account of available funding.

#### **2.0 How an Application Should be Made**

2.1 The Council will normally require that an application form is completed and will make available a form for this purpose via the authority's website.

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2.2 The authority will require the organisation applying to make available details of its accounts and financial position to help it decide whether an award is warranted.

2.3 In the event that a decision has been made to refuse additional support any request for a review of that decision must set out the grounds for a review including why the applicant believes the decision should be reconsidered.

## **3.0 Matters to be Considered in Making Decisions on Awards**

3.1 The authority will take account of the following criteria when determining whether an award can be made:

- a) The impact on the authority's budget position and the consequential effects upon services and taxpayers.
- b) The financial position of the applicant.
- c) The extent to which the organisation is likely to be financially sustainable.
- d) The employment and other economic, social and environmental benefits provided by the organisation to Sefton and the relevant locality in which the business is located.

## **4.0 Decision Making and Review**

4.1 Decisions on the award or refusal of additional discretionary support will in the first instance be made by the Head of Corporate Resources under delegated powers

4.2 Where an award is made the applicant will be notified of:

- I. The amount of relief granted and the date from which it has been granted.
- II. If relief has been granted for a specified period, the date on which it will end.
- III. The new chargeable amount.

- IV. The details of any planned review dates and the notice that will be given in advance of a change to the level of relief granted.
- V. A requirement that the applicant should notify the authority of any change in circumstances that may affect entitlement to relief.

4.2 Applicants will be notified of the decision on the application and where refusal applies provided with brief details of the reason for refusal. Applicants will also be advised of the process of review, should they wish to appeal against the decision.

4.3 In the event that the applicant applies for a review of the decision, this will be considered by an Appeals Committee consisting of three elected Members of Sefton Council who will have final decision making power. There will be no further right of review.

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**Report to:** Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services)  
Cabinet

**Date of Meeting:** 13 June 2017  
22 June 2017

**Subject:** Accommodation Strategy/Agile Working Group

**Wards Affected:** (All Wards);

**Report of:** Head of Regulation and Compliance

**Is this a Key Decision?** Yes  
**Exempt/Confidential** No

**Is it included in the Forward Plan?** Yes

## Purpose/Summary

To present formally the final report of the Accommodation Strategy/Agile Working Group.

## Recommendations:

### Overview and Scrutiny Committee (Regulatory Compliance and Corporate Services)

That the Overview and Scrutiny Committee be requested to:-

- (1) note that the following activity has already commenced within the Council in respect of:-
  - Developing a bespoke agile working solution that is tailored to the Council's needs as part of the Public Sector Reform Project 'Asset Maximisation'; and
  - Engaging with Senior Management of the Council to ensure that buy-in to the project is maximised as this will be critical to delivering the required cultural change;
- (2) support the contents of the Accommodation Strategy/Agile Working Group Final report and recommendations and accordingly, the Head of Corporate Resources be requested to implement the following recommendations:-
  - (a) Mobilise an Implementation Team across the following key disciplines in order to support project delivery:-
    - Property
    - Human Resources

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- ICT
  - Communications / Transformation;
- (b) Develop systems to address the business storage requirements to facilitate a paper-less/paper-lite office and support business transformation;
- (c) Develop as part of the Asset Maximisation Programme, a full business case taking account of the financial and non-financial benefits for each proposal;
- (d) Develop a Communications Plan that can be disseminated throughout the Council;
- (e) Develop a policy and create protocols and engagement with the workforce to ensure operational discipline;
- (f) Continue to work with and monitor progress in service areas that have already adopted elements of Agile Working;
- (g) Consider the development of a demonstration area (mock-up of accommodation) that can trial the proposals made and encourage staff to embrace a new way of working;
- (h) Investigate training for managerial staff in changes of management style required for the new method of working and supervision thereof; and
- (i) Identify areas of benefit / improvement from other corporate environments to:-
- Continue to explore experience of other organisations including Local Authorities
  - Monitor / Measure / Adapt - baseline how we work now and review once Agile Working is implemented; and
- (3) request that the Head of Corporate Resources submit a monitoring report to the meeting of the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Resources to be held on 16 January 2018, setting out progress made against each of the recommendations set out in the report and that thereafter, monitoring reports be submitted to the Committee on a six monthly basis.

## **Reasons for the Recommendation:**

The Working Group has made a number of recommendations that require approval by the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) and the Cabinet.

## **Alternative Options Considered and Rejected:**

No alternative options were considered. The Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) established the Working Group to agree and confirm the approach to the delivery of the Council’s Accommodation Strategy for the period 2016/17 to 2020 and the Working Group has performed this task.

**What will it cost and how will it be financed?**

**(A) Revenue Costs**

There are no financial implications arising for the Council as a direct result of this report. The implementation of recommendations that result in efficiency savings and any necessary financial investment will be the subject of separate reports. However, the Cabinet at its meeting held on 12 January 2017, did approve an Asset and Property Maximisation option that identified, via a Budget Planning Assumption, that £3.3m revenue costs would be saved within the medium term financial plan period 2017/18 to 2019/20.

**(B) Capital Costs**

There are no financial implications arising for the Council as a direct result of this report. The implementation of recommendations that result in efficiency savings and any necessary financial investment will be the subject of separate reports.

**Implications:**

The following implications of this proposal have been considered and where there are specific implications, these are set out below:

<b>Financial</b>	
<b>Legal</b>	
<b>Human Resources</b>	
<b>Equality</b>	
1. No Equality Implication	<input checked="" type="checkbox"/>
2. Equality Implications identified and mitigated	<input type="checkbox"/>
3. Equality Implication identified and risk remains	<input type="checkbox"/>

**Contribution to the Council’s Core Purpose**

Protect the most vulnerable: Not applicable
Facilitate confident and resilient communities: Not applicable
Commission, broker and provide core services: The Council is currently developing its Accommodation Strategy in order to make the most efficient use of the property and financial resources that are available to it and to ensure that staff worked in the most effective way possible in order to meet the organisation’s objectives.

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<p>A key component of this strategy will be to review not only the accommodation proposals, but also the manner by which staff and Members go about their daily business. This will include the Council's approach to location, office layout and the use of technology. This approach is commonly referred to as 'Agile working'.</p> <p>Furthermore and as referred to above, the Cabinet at its meeting held on 12 January 2017 approved an Asset and Property Maximisation option that identified, via a Budget Planning Assumption, that £3.3m revenue costs would be saved within the medium term financial plan period 2017/18 to 2019/20. The overall project fundamentally aims to move towards an agile and lean workforce. This means that the Council will utilise physical, built, ICT and workforce differently, moving away from fixed locality working throughout the borough to provide a much greater customer focus and thereby improve core service delivery.</p>
Place – leadership and influencer: Not applicable
Drivers of change and reform: See commission, broker and provide core services section above
Facilitate sustainable economic prosperity: Not applicable
Greater income for social investment: Not applicable
Cleaner Greener: Not applicable

## What consultations have taken place on the proposals and when?

### Internal Consultations

The Head of Corporate Resources (FD4660/17) has been involved throughout the review work.

The Head of Regulation and Compliance (LD3944/17) has been consulted and has no comments to add to the report.

### External Consultations

None

### Implementation Date for the Decision

Following the expiry of the "call-in" period for the Minutes of the Cabinet Meeting

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### Appendices

Accommodation Strategy/Agile Working Group Final Report

### Background Papers:

There are no background papers available for inspection

## **Introduction/Background**

At its meeting held on 21 June 2016 the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) approved the establishment of a Working Group to review the topic of Accommodation Strategy/Agile Working with the following objectives:-

To agree and confirm the approach to the delivery of the Council's Accommodation Strategy for the period 2017/18 to 2019/2020;

To investigate and confirm the principles in relation to 'Agile working' that should be adopted to support the delivery of the Accommodation Strategy;

To confirm the key deliverables that should be considered from adopting an agile working strategy including staff and Member engagement and training; and

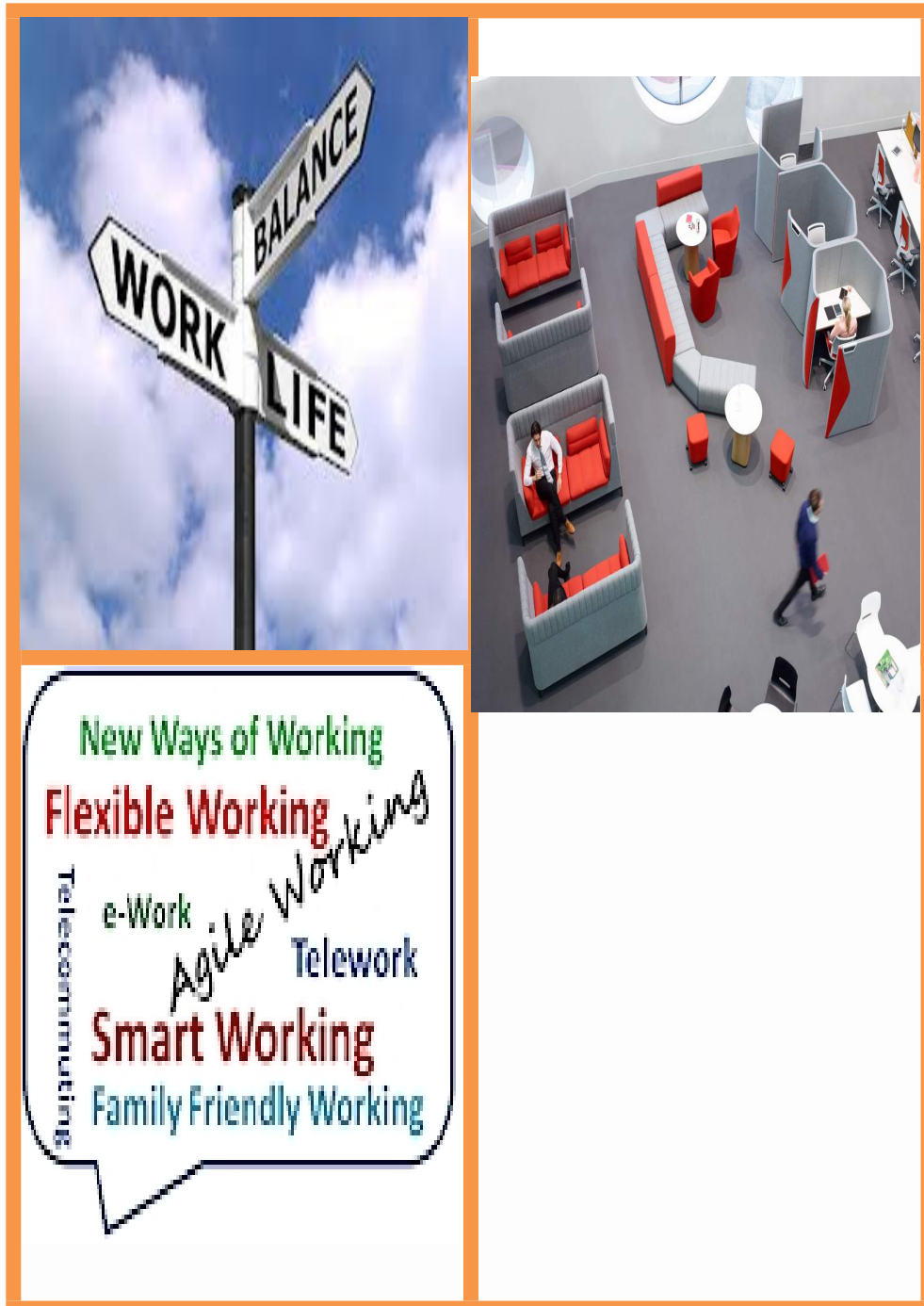
To evaluate the resource impact of the proposals made.

Accordingly, the Working Group has met on numerous occasions to undertake such review and its Final Report, together with associated recommendations, is attached.

The Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) to support the contents of the Working Group Final report and approve the recommendations contained therein as set out above agreed by Cabinet unless amended by Overview & Scrutiny Committee.

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**OVERVIEW AND SCRUTINY COMMITTEE  
(REGULATORY, COMPLIANCE AND CORPORATE SERVICES)**



**ACCOMMODATION STRATEGY/ AGILE WORKING WORKING GROUP  
FINAL REPORT  
JUNE 2017**

Overview  
& Scrutiny



# Overview & Scrutiny



**'Valuing  
Improvement'**

[www.sefton.gov.uk](http://www.sefton.gov.uk)



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## LEAD MEMBER'S INTRODUCTION

I am very pleased to introduce this Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) Accommodation Strategy/Agile Working Working Group report; the main purpose of which is to agree and confirm the approach to the delivery of the Council's Accommodation Strategy for the period 2016/17 to 2020

The Working Group adhered to its established terms of reference and objectives (see paragraph 2 below) in interviewing witnesses and its drafting of recommendations.

I wish to thank all those people who gave up their valuable time to be interviewed by the Working Group. The input and expertise of interviewees greatly helped the Working Group in the formulation of its recommendations and I am grateful to my fellow cross-party Working Group Members for their commitment and their ideas and contributions. Finally, I am extremely grateful to Paul Fraser for his efforts in servicing the Working Group.



Councillor Michael Pitt,  
Lead Member, Accommodation  
Strategy/Agile Working Working Group



## 1.0 BACKGROUND

- 1.1 At its meeting held on 21 June 2016 the Overview and Scrutiny Committee (Regulatory, Compliance and Corporate Services) approved the establishment of a Working Group to review the topic of Accommodation Strategy/Agile Working.

The Council is currently developing its Accommodation Strategy in order to make the most efficient use of the property and financial resources that are available to it and to ensure that staff worked in the most effective way possible in order to meet the organisation's objectives.

A key component of this strategy will be to review not only the accommodation proposals, but also the manner by which staff and Members go about their daily business. This will include the Council's approach to location, office layout and the use of technology. This approach is commonly referred to as 'Agile working'

- 1.2 Councillors Booth, Byrom, Grace, Jamieson, Pitt and Robinson were appointed to serve on the Working Group.
- 1.3 At the first meeting of the Working Group Councillor Pitt was appointed Lead Member. Details of Working Group meetings are set out below:-

Date	Activity
12.09.16	Scoping Document approved Consideration of documentation explaining the principles of agile working
27.09.16	Interview Key Witnesses – Stephen O'Brien, ICT Partnership Manager regarding the ICT technical limitations of agile working Interview Key Witness – Paul Cunningham, Human Resources Manager regarding how the flexi-time system would operate in an agile working environment Consideration of documentation regarding agile working
25.10.16	Consideration of documentation regarding agile working
08.11.16	Site visit to Wigan Metropolitan Borough Council to obtain information about the recently introduced agile working arrangements in the local authority
29.11.16	Interview Key Witness – Roy Williams, Chief Executive, One Vision Housing on agile working arrangements in place within his organisation
21.12.16	Site Visit to Merton House to discuss the pilot project for agile working in Sefton's Health and Social Care Service
10.02.17	Meeting to "sign-off" Final Report and recommendations

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## 2.0 TERMS OF REFERENCE AND OBJECTIVES

- 2.1 The Terms of Reference and Objectives of the Working Group were approved as part of the scoping exercise at the first meeting and are set out below.
- 2.2 Terms of Reference and Objectives
  - 2.2.1 To agree and confirm the approach to the delivery of the Council's Accommodation Strategy for the period 2016/17 to 2020;
  - 2.2.2 To investigate and confirm the principles in relation to 'Agile working' that should be adopted to support the delivery of the Accommodation Strategy;
  - 2.2.3 To confirm the key deliverables that should be considered from adopting an agile working strategy including staff and Member engagement and training; and
  - 2.2.4 To evaluate the resource impact of the proposals made.

## 3.0 METHODS OF ENQUIRY

- 3.1 Evaluation of current Accommodation Strategy;
- 3.2 Benchmark key metrics from the current strategy with best practice in other local authorities e.g. Wigan/Oldham/Halton/Merseyside;
- 3.3 Understand how 'agile working' has been applied successfully in other local authorities and partner organisations and how the key outputs from that could be applied to the Council; and
- 3.4 Liaise with technology providers, both associated to the Council and external, on the key opportunities that are available to support 'agile working'

## 4.0 KEY WITNESSES

Members of the Working Group gathered evidence through various methods, including presentations, briefings and receiving reports. Evidence was also obtained when Members had the opportunity to interview key witnesses, various Officers and Partners.

Paragraphs 4.1 to 4.3 provide a summary of the points raised in presentations/discussions held with key witnesses who had been invited to attend Working Group meetings.



## 4.1 ICT TECHNICAL LIMITATIONS OF AGILE WORKING

Members raised the following issues with Stephen O'Brien, ICT Partnership Manager:-

- 4.1.1 There needs to be an ability for staff to hot desk and use break out areas rather than compartmentalised work spaces. To what extent can Sefton's ICT accommodate this to allow for agile working?  
Response – Information was provided on the progress being made in this area with regard to:-
- the roll out of corporate WiFi in Sefton's public buildings;
  - access to the corporate network via the virtual private network (VPN)
  - work undertaken on the Public Sector Reform 6 project and the use of Unified Communications which will provide audio, video and instant messaging communication services to Council staff, allowing them to work in a truly agile fashion
- 4.1.2 Is there still a culture whereby staff would want to have both desktop and laptop equipment?  
Response – information was provided on potential arrangements to allow officers access to all of their Council systems and files at home, on the train and work etc.
- 4.1.3 Can you update us on the integration of ICT systems in Council buildings?  
Response – key Council buildings are currently being fitted out with public, guest and corporate WiFi. 300 VPN licences have been purchased to rollout to key officers and this will improve connectivity to Council systems for those officers working offsite.
- 4.1.4 Agile working means staff would spend more time off-site. Have we secure access to protect confidential information?  
Response – Yes we have appropriate security measures in place to protect the Council network in relation to remote access.
- 4.1.5 Why does it appear that Sefton has security concerns regarding WiFi when other organisations' systems do not?  
Response – The Council has chosen to place extra security upon its corporate WiFi access, in terms of good practice and the security measures we have to meet due to the government's Public Services Network (PSN) criteria.
- 4.1.6 In response to a question regarding access to Council ICT systems Stephen O'Brien agreed to provide a briefing note on how the corporate wifi system operates.

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- 4.1.7 The Lead Member indicated that his device would log in automatically when he visited other academic establishments and asked would Sefton reach a similar position?  
Response – Information was provided on the VPN requirement to access files and systems.
- 4.1.8 Could a VPN licence be used on more than one device? Response – no, a separate licence would be required for each device
- 4.1.9 What was the cost and the timescale of the investment needed to implement the new system?  
Response – Stephen O'Brien circulated a briefing note regarding the various options as to how IT could support the Council's Agile Working and Accommodation rationalisation aspirations.
- 4.1.10 What was the life cycle of kit?  
Response – the industry standard for the replacement of kit was 4 years.
- 4.1.11 What was the skill set of staff using the new technology?  
Response – staff would always be offered in-house training.
- 4.1.12 Could staff use their own domestic ICT kit?  
Response – yes in theory but there are restrictions imposed by the Cabinet Office relating to PSN. Staff could however currently access the Council's systems via the portal.
- 4.1.13 We need a seamless transition for staff and for this to happen we need simplicity and high end kit for staff.  
Response – Information was provided on Sefton's long term model relating to:-
- The number of Council officers who were classed as IT users
  - Work underway to identify the percentage of Council officers who would be based at home, based at the office or working agile

## 4.2 FLEXI-TIME SYSTEM OPERATION IN AN AGILE WORKING ENVIRONMENT

Members raised the following issues with Paul Cunningham, Human Resources Manager:-

- 4.2.1 How would HR respond to the shift away from core office hours for staff to working at home?  
Response – the current flexi system had been in place since 2003 following reconfiguration by the NJC and that the flexi time band widths were coterminous with building opening/closing times; most



office based Council staff were on the flexi system and their attendance at work was simply measured by clocking in/off times; home working could be measured by PC logging in/off times.

- 4.2.2 Regarding clocking in/off are we ready to move from input to output measurement?  
Response – This would depend on the category of staff and their suitability for agile working.
- 4.2.3 Is agile working doable in the long term? Response – yes because case studies had shown it could work.
- 4.2.4 Is there any information available to show employee satisfaction in agile working environments?  
Response – the best measures to use were both customer and employee satisfaction and both had increased in agile working environments. A Member gave an example of the positive benefits that he was aware of following the introduction of agile working in the Home Office.
- 4.2.5 With the advent of the Metro Mayor more work would be shared by Greater Merseyside local authorities who were leading on specific areas of work. Was there justification for staff from differing local authorities working from a base in another authority?  
Response - such a situation exists between Halton and St. Helens; and Knowsley MBC were currently investigating corporate working across the Liverpool City region.
- 4.2.6 From a HR perspective, if we asked staff to work from home this would incur additional energy bills/costs. Would additional payments for such increased costs affect the employees' tax liability? Response – Specific advice on this would need to be offered; and the Council already has a Homeworking Policy in place.

### 4.3 AGILE WORKING ARRANGEMENTS IN ONE VISION HOUSING

Roy Williams, Chief Executive of One Vision Housing provided extensive background information on the operation of his organisation and Members raised the following issues with Mr. Williams:-

- 4.3.1 Our primary focus is on agile working – have you any experience of this in your organisation? Response – we are increasingly utilising agile working. It doesn't really matter what times of the day staff work as long as they are productive and providing value for money services to keep our customers happy. The majority of employees are on flexible working hours; but some staff, for example our Rent Arrears Pursuance Team, can work much later which is more



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convenient to visit tenants in the evenings when tenants are home from work.

- 4.3.2 Could we provide what we do more efficiently without the use of traditional workspaces? Response - Yes absolutely. OVH takes 200,000 calls per annum and we could introduce home working for this sector but there would be some set up costs. Our surveyors go straight to site rather than checking in at the office first. Working 9 to 5 may not be the most appropriate time to work for both customers and surveyors. We don't monitor surveyors' work we expect the job to get done to the satisfaction of customers and performance targets. Surveyors can work much more flexibly.
- 4.3.3 Have you any agile working pilot schemes in the pipeline? Response – Yes, the Rent Arrears Pursuance Team and the Service Centre staff can operate in this way with the agreement of line managers. We need to ensure that our staff are working productively and achieving set outcomes.
- 4.3.4 Is there any evidence that unrealistic targets are set? Response – No, we try to put in place sensible targets that meet the needs of both customers and staff. Staff are allowed to plan their day around the needs of customers to ensure that appointments are kept which negates wasted visits to customers' homes and has a knock on effect of reducing the overall mileage claims.
- 4.3.5 Did you experience any teething problems with staff adapting to the new system? Response – Yes. Some staff still liked the idea of clocking on and off and there was a cultural shift required but most staff are increasingly more comfortable with the new regime. There is less stress at work because the more flexible working arrangement allows staff to plan their work schedules around their own and customers' needs. We also have three Latvian employees based in their home country who manage the OVH ICT systems.
- 4.3.6 Did Human Resources lead with getting employees on board with the new working arrangements? Response - Yes. This took about 6 -12 months and we initially had a pilot scheme in operation. There was some resistance to the new arrangements from various managers concerning letting staff manage their own workloads but the view was taken that so long as staff completed their activities and met targets they should be free to manage their caseloads. We purchased a contracting organisation and their management culture was not as supportive as OVH's. We therefore engaged with the contractor to improve this situation because the aim was to have staff coming to work with a positive attitude. In 5 years' time it may not be cost effective to run our buildings in the way that we did so changes needed to be made.





We also encourage our customers to engage with us by means other than telephone. We have to use new technology but we must ensure that our customers are happy with this development. We have lots of young tenants who don't like to use email and would rather use snapchat or other social media to make contact with us. Technology is fundamental to better agile working.

- 4.3.7 A more dispersed workforce can lead to a loss of camaraderie and a loss of workplace based knowledge; staff needed to feel part of an organisation by keeping in touch. Response – we use video conferencing facilities and have staff meetings to discuss critical issues, but meetings should always have a sense of purpose and outcomes.
- 4.3.8 Sometimes it is difficult to work remotely and there is a need to find the right level or balance. Response – Yes I agree and we need to come together frequently to catch up. The challenge is to build a sense of relationship and belonging and this can be achieved by meeting up periodically and celebrating our successes.
- 4.3.9 Efficiency is the key measure. As we disperse there is not enough space for all staff to come together. We need to move along with technological and social media times. Response – We do bring teams together periodically to discuss business critical issues and to let staff know that their input is valuable for the success of the organisation.

## 5 SITE VISIT TO WIGAN METROPOLITAN BOROUGH COUNCIL

- 5.1 Councillors Pitt and Robinson on behalf of the Working Group undertook a site visit to Wigan MBC Town Hall, Library Street, Wigan, to find out information about the recently introduced agile working arrangements introduced in the Town Hall.

Councillors Pitt and Robinson met with Councillor Terry Halliwell, Portfolio Holder - Service Transformation (and the Lead Member on the Project Board that was responsible for the implementation of the agile working arrangements), Heather Coombs, Facilities and Statutory Compliance Manager and Jane Fisher, Facilities Officer.

- 5.2 The following set out the points raised by colleagues from Wigan together with responses to questions raised by Working Group Members:-
- 5.2.1 The introduction of agile working was triggered by Central Government cuts to the local authority's budget in 2010; a Project Board was established in 2011/12 to drive the proposal forward and physical refurbishment works were completed in 2014; the refurbishment work was undertaken on a floor by floor basis to

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enable the majority of staff to remain in the building whilst the building works were undertaken; and the work removed the use of all small, inefficient office space and resulted in the creation of large open plan working areas

- 5.2.2 Once completed the proposal resulted in additional staff relocating to the Town Hall (500 staff now work in the building); there were 8 desks for every 10 members of staff (and the proposal was to reduce this ratio further to 7:10); and no staff, including the Chief Executive, had their own office. Regarding elected Members, the Leader of the Council had his own office, all Cabinet Members shared an office and all other Members, irrespective of political party, shared an office
- 5.2.3 To achieve the successful implementation of agile working, lots of paperwork was eradicated and the concept of the paperless office was introduced; this led to a reduction in the amount of storage space required; and all staff were provided with their own small, individual locker to store what papers they required for their work and personal belongings
- 5.2.4 Elected Members were also subject to the paperless office principle and were provided with ipads to achieve this. This had a resultant reduction in agenda printing costs
- 5.2.5 This was total change management and it was acknowledged that some staff would be territorial about their own space and may resist change; to ensure good staff “buy-in” extensive consultation was undertaken with staff and trades unions; and enthusiastic staff who embraced the change were appointed as “champions” to promote the new arrangements with colleagues
- 5.2.6 Many staff worked out in the community. Under the old system they would have to return to the office to log on and complete their work. Under the new system, investment was made that enabled staff to complete their work at home. This also had the effect of freeing up desk space in the Town Hall
- 5.2.7 Human Resources were heavily involved in the change process. The staff working day was changed to 7.00 a.m. to 7.00 p.m.; the core hours of staff were reduced to four hours per day to improve flexible working arrangements; and more staff were allowed to work from home. An incentive scheme was also introduced whereby staff who had not been off ill were entered into a quarterly draw and could win cash prizes. The Council could still measure staff output and the new flexible working approach had created greater loyalty from staff due to the improved work-life balance; and importantly there had been no adverse impact on service provision



- 5.2.8 IT was a crucial component in the change process. Staff could now log on anywhere and full training was given to enable colleagues to master the new technological changes. Furthermore, staff had been advised of the forthcoming changes well in advance and HR led staff through the process. As a transformational tool, a model office was established prior to the refurbishment being completed; and staff were allowed and encouraged to use this office to find out how the new system would work
- 5.2.9 Phase 2 of the process would see the desk to staff ratio for social workers reduce to 5:10. Heather Coombs agreed to provide Sefton with information on which work areas had what desk to staff ratios
- 5.2.10 Staff were allowed to have personal items on desks but they all had to be removed at the end of the day and placed in the provided lockers. Any personal items left on desks were removed at the end of each day by the cleaning staff
- 5.2.11 Staff car parking was an issue that was created by more colleagues moving into the Town Hall
- 5.2.12 In response to a suggestion that the 8:10 desk ratio was not adventurous enough it was indicated that the Council did not want to be too extreme at the start of the process; and as indicated above, this was a starting point and Phase 2 of the project aimed to reduce the desk to staff ratio
- 5.2.13 Furniture in all of the offices was standardised
- 5.2.14 It was stressed that the make-up of the Project Team to draw up and implement the changes was very important; and even more so was the creation of Task Groups below the Project Group to lead on specific areas such as HR and IT
- 5.2.15 Output based performance management was an essential component which necessitated a trusting approach from management

## 6. SITE VISIT TO MERTON HOUSE

- 6.1 Councillor Pitt along with Councillors Booth, Grace, Jamieson and Robinson undertook a site visit to Merton House to discuss the pilot project for agile working in Sefton's Health and Social Care Service.

Wayne Leatherbarrow Service Manager - Commissioning Support and Business Intelligence provided background information and key milestones on agile working in Sefton's Health and Social Care Service; and indicated that



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113 social work workers were currently operating on an agile/mobile basis.

Tina Wilkins, Head of Adult Social Care, detailed her positive experience of her staff working with and in MerseyCare's office; and stressed that for agile working to be successful, it needed to operate in tandem with enhanced ICT provision. Working protocols and clear guidance for staff should also be produced to ensure that agile working was reasonably controlled and that a mutual trust between managers and staff could be fostered.

Dwayne Johnson, Director Social Care and Health, tabled a Local Government Association [report](#) "Transforming social care through the use of information and technology". The report aimed to highlight the emerging role of technology in transforming social care services and enabling care and health integration - including case studies of the introduction and use of technology to deliver improved outcomes for social care service users and, in the context of integration, patients. It also showcased the current and future roles of technology in facilitating demand management, delivering cost efficiencies, and mitigating against systemic risks.

The report, drawing on relevant examples of innovative practice, covered five key themes (outlined below) and enablers for transformation including, strategy and leadership engagement and collaboration with citizens and professionals. The report also draws on findings from our 2016 Social Care Digital Maturity Self-assessment.

- a) Integrating services and information for children, families and adults
- b) Enabling people to interact with care services through digital channels
- c) Promoting independence and wellbeing through the use of digital services and technology
- d) Integrating commissioning through the improved use of information and analysis
- e) Enabling care professionals to work from any base at any time

Mr. Johnson concluded that his staff had reacted positively to the agile working pilot and embraced the changes in working practices.

## 7. JUSTIFICATION

- 7.1 The Cabinet at its meeting held on 12 January 2017, approved an Asset and Property Maximisation option that identified, via a Budget Planning Assumption, that £3.3m revenue costs would be saved within the medium term financial plan period 2017/18 to 2019/20.
- 7.2 This Asset and Property Maximisation project will consider the property/assets opportunities arising from all other projects and It will look to maximise opportunities to improve operational efficiency, reduce revenue costs and maximise the capital and income potential.



7.3 This project will inform the asset-related decisions and maximise capital receipt/revenue saving opportunities arising from:

- The reduction in the Council's size and consequential physical space requirements as a direct consequence of funding cuts;
- The reduction in physical space requirements as a result of service re-design arising from the PSR programme;
- The reduction in space made possible by the adoption of 'new ways of working' with improved ICT systems and infrastructure;
- The need to do something very different, quickly to maximize our assets

7.4 The Council is also gathering, consolidating and spatially mapping business intelligence related to the Council's assets to inform the decision-making process. Such data includes: location; tenure type; break dates in lease; anticipated value; operating costs; current and maximum occupancy; occupancy by partner groups; and anticipated cost of required investment if retained. To date this exercise has been completed and modelled for the corporate estate options, with work ongoing to gather data for the wider estate. As the modelling of the wider estate is dependent on the outcome of the options proposed, then this work will commence, and continue on an frequent basis. Pending the full outcome of the analysis above final options will set out consideration of the available options, likely to include:

- In-house delivery;
- Delivery through a contracted partner(s);
- Delivery through a Joint Venture with the private or third sector;
- Delivery through a created Special Purpose Vehicle;
- Delivery through a hybrid model.

7.5 The Council has a number of choices in respect of the delivery options and these include the appetite from public sector partners to join the project/or not. The core demand for asset maximisation means that appropriate resources and skills will be needed. Each option presents the next step or logical sequence given the volume and demand to transform and maximise our assets following the re-provision of services.

7.6 The overall project fundamentally aims to move towards an agile and lean workforce. This means that the Council will utilise physical, built, ICT and the workforce differently, moving away from fixed locality working throughout the borough to provide a much greater customer focus.

7.7 It is anticipated that the outcomes of the project will produce an improved customer experience to citizens, delivered through:

- An efficient estate which is right-sized, located where needed and fit for



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purpose;

- Greater partnership working with buildings facilitating co-location of services and partners from the public and private sector; and
- 'New ways of working', with appropriate ICT infrastructure, space planning and management processes that allow staff to work in an agile manner where they need to be, without a reliance on a fixed-desk place of work.

7.8 Work undertaken by the Working Group has mirrored the proposals approved by Cabinet and accordingly, the recommendations contained in section 8 below complement the aims of the Asset and Property Maximisation option.

## 8. RECOMMENDATIONS

It is noted that the following activity has already commenced within the Council in respect of:-

- Developing a bespoke agile working solution that is tailored to the Council's needs as part of the Public Sector Reform Project 'Asset Maximisation'; and
- Engaging with Senior Management of the Council to ensure that buy-in to the project is maximised as this will be critical to delivering the required cultural change.

In addition to these activities the Head of Corporate Resources is requested to:-

- 8.1 Mobilise an Implementation Team across the following key disciplines in order to support project delivery:-
- Property
  - Human Resources
  - ICT
  - Communications / Transformation
- 8.2 Develop systems to address the business storage requirements to facilitate a paper-less/paper-lite office and support business transformation
- 8.3 Develop as part of the Asset Maximisation Programme, a full business case taking account of the financial and non-financial benefits for each proposal
- 8.4 Develop a Communications Plan that can be disseminated throughout the Council



- 8.5 Develop a policy and create protocols and engagement with the workforce to ensure operational discipline
- 8.6 Continue to work with and monitor progress in service areas that have already adopted elements of Agile Working
- 8.7 Consider the development of a demonstration area (mock-up of accommodation) that can trial the proposals made and encourage staff to embrace a new way of working
- 8.8 Investigate training for managerial staff in changes of management style required for the new method of working and supervision thereof
- 8.10 Identify areas of benefit / improvement from other corporate environments to:-
  - Continue to explore experience of other organisations including Local Authorities
  - Monitor / Measure / Adapt - baseline how we work now and review once Agile Working is implemented

## 9. DOCUMENTATION CONSIDERED BY THE WORKING GROUP

- 9.1 Agile Working – A Guide for Employers produced by the Employers Network for Equality and Inclusion [click here](#)
- 9.2 HR: Getting Smart about Agile Working produced by the Chartered Institute of Personnel and Development [click here](#)
- 9.3 Property in the Economy – Agile Working produced by the Royal Institute of Chartered Surveyors [click here](#)
- 9.4 Child and Family Social Work - Open spaces, supple bodies? Considering the impact of agile working on social work office practices [click here](#)
- 9.5 Working Without Walls - an insight into the transforming government work [click here](#)
- 9.6 Working Beyond Walls – the Government Workplace as an agent for change [click here](#)
- 9.7 The Agile Office - Experience Report from Cisco's Unified Communications Business Unit [click here](#)
- 9.8 Corporate Strategy Driving Workplace Design - The changing face of



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property [click here](#)

9.9 Catalyst Changing Workplaces Changing Lives – Flex Works [click here](#)

9.10 Agile Working in Professional Services at UCL [click here](#)





## 10. ACKNOWLEDGEMENTS AND THANKS

In producing this report on the Council's accommodation strategy and agile working, acknowledgements and thanks are attributed to the following individuals for their time and input:-

- Stephen O'Brien, ICT Partnership Manager; Paul Cunningham, Human Resources Manager; Dwayne Johnson, Director of Social Care and Health; Vicky Buchanan, Head of Children's Social Care; Tina Wilkins, Head of Adult Social Care; and Wayne Leatherbarrow, Service Manager – Commissioning Support and Business Intelligence; Sefton Council
- Councillor Terry Halliwell, Portfolio Holder - Service Transformation; Heather Coombs, Facilities and Statutory Compliance Manager; and Jane Fisher, Facilities Officer, Wigan MBC
- Roy Williams, Chief Executive, One Vision Housing
- David Street, Assets and Property Manager and Lead Officer of the Review and Sue Crompton, Principal Surveyor, Sefton Council

Thanks must also go to the Members of the Working Group who have worked hard and dedicated a great deal of time to this review, namely:-



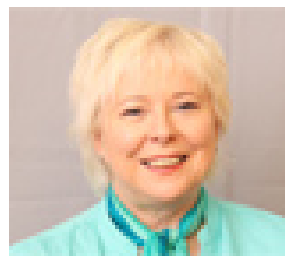
Councillor Michael Pitt, Lead Member, Accommodation Strategy/Agile Working Working Group



Councillor Mike Booth



Councillor Les Byrom



Councillor Jan Grace



Councillor Simon Jamieson



Councillor Dave Robinson



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**Sefton Council** 

**Overview  
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