

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. The Council's Framework for Change contains a project within the Public Sector Reform Programme, namely 'Asset and Property Maximisation' and this work will dovetail into that project.

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
 - 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

The proposals contained within this report will require financial investment by the Council and through this investment it is anticipated that savings will be generated that will contribute to the overall Medium Term Financial Plan. For each proposal a full business case will be developed that not only sets out the benefits to the Council but also the required investment and expected return. It will be on this basis that all decisions will be made.

(B) Capital Costs

The proposals contained within this report will require financial investment by the Council and through this investment it is anticipated that savings will be generated that will contribute to the overall Medium Term Financial Plan. For each proposal a full business case will be developed that not only sets out the benefits to the Council but also the required investment and expected return. It will be on this basis that all decisions will be made.

Implications:

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

Financial	
Legal	
Human Resources	
Equality	
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.

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'.

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.

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.