

Advisory Panel - Performance and Capacity

Wednesday 21st January 2009 – Crewe Municipal Buildings

7. Flexible and Mobile working Update

Flexible and Mobile working is about creating a modernised approach to work which will help to enable an efficient and effective new authority; an authority that is organised around the needs of customers and employees rather than the constraints of building design, fixed hours and geographic location.

The main benefits are around reducing office accommodation costs, reducing travelling time and costs, reducing carbon emissions, improved service productivity and more motivated staff. There are costs to be incurred to make this happen, particularly investment in adaptation of offices, ICT capital and revenue, management and staff training and the leadership and project management costs of change.

Flexible and Mobile working has been established as a corporate programme of projects and has joined together three enabling services (Property, HR & ICT) to create the Where, When & How approach to service delivery. The programme of change will take 4-5 years to complete and at all times we will be conscious of the need to strike the balance between organisational drivers and employee drivers. This is reflected in the diagram overleaf.

Progress

A corporate programme of project has been established, led by Ian Simpson, with Managers from Property, ICT, HR and front line Services all involved. A Union Representative, Nick Green has now also joined the team. The project has been formally approved by the Performance and Capacity Board and Cheshire East Management Team and has similar support from the Cabinet. Monthly highlight reports are prepared.

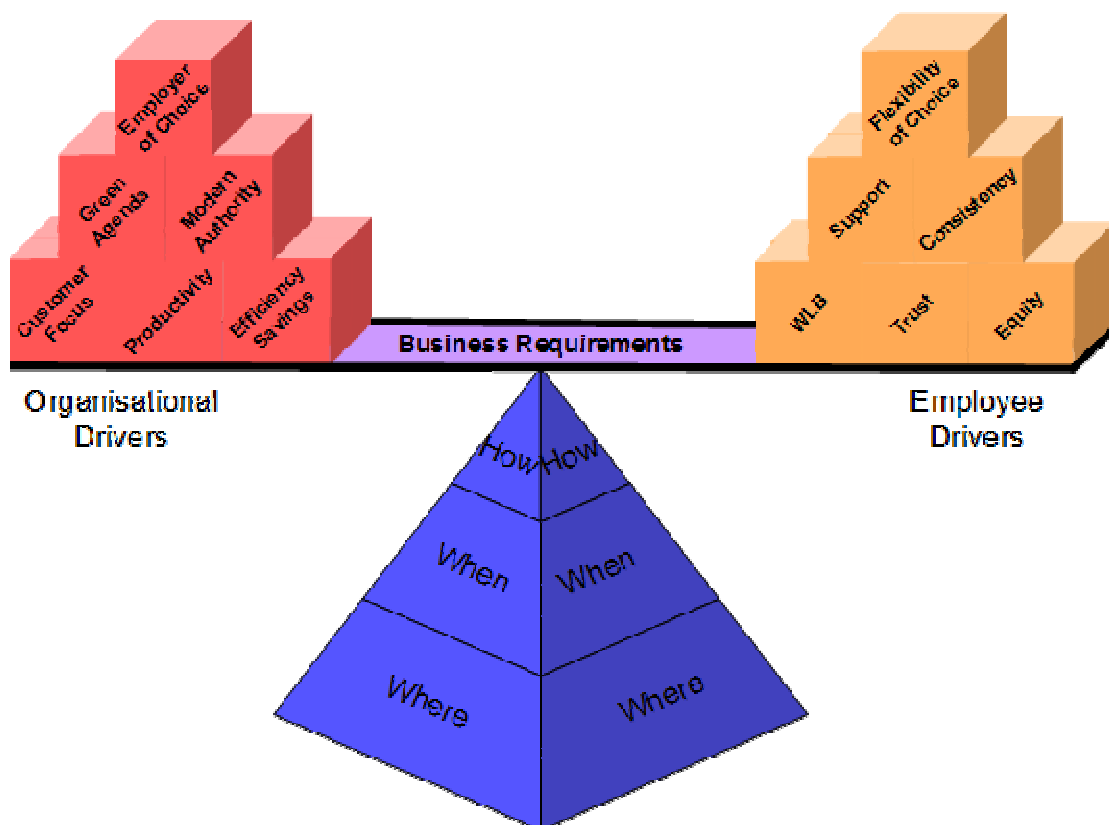
The team are starting to put the corporate building blocks into place. HR policies for the new authority have been drafted and are currently being consulted on. They were presented to the Staffing Committee in January.

A draft Office Accommodation Strategy has also been prepared. The audit of existing offices is now complete and concluded that no permanent new offices will be required for Cheshire East, but temporary accommodation (Probably in Crewe) will be required for 4-5 years, whilst we move and aggregate services. Refurbishment of available accommodation at Delamere House will take place and be modelled on good flexible and mobile working requirements.

Next steps

- We are scoping a home working pilot with Customer Access staff
- Case studies of flexible and mobile working already in operation across the 4 authorities have been commissioned and a show case event will be held by end of February
- Training events for managers whose teams will operate very differently in the future are being run in February and March.
- Several ICT research and auditing pieces of work will be completed in February, providing us with an audit of what technology the 4 councils have, how we combine 4 ICT policies into 1, how we can better exploit existing mobile devices, how we enhance the phone systems, how we will print to the nearest network printer from any corporate location and how to standardise Wifi configuration.
- Services are now being asked for their property and location requirements for the medium to long term and a project plan will be developed for April that sets out where our Cheshire East services will be based and how we migrate staff over the next 4-5 years. As services aggregate and/or relocate opportunity will be taken to maximise flexible and mobile working. In each case, managers and their teams will be supported in managing the change, and achieving both the organisational drivers and employee drivers illustrated below.

Flexible & Mobile Working “Striking the Balance”



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