

Let's do it Flexibly

Bury Council and CCG flexible working model

Update to Overview & Scrutiny, December 2020

Why?

- Council estate:
 - Much of the office space is poor quality and not fit for reoccupation
 - Town Hall not widely usable as office space on health and safety grounds. Need to decant c.200 staff with immediate effect
- wider strategic direction:
 - Internal corporate **transformation** programme: ***Let's do it*** Key principles: dynamic, "can-do" and agile approach to delivery
 - **Inclusion Strategy**: flexible working is a key lever for a representative workforce
 - New Asset Management Board leading review of whole public service – flexible working is key to achieving space requirements/ reducing **cost**
 - Opportunity for **eco-leadership** by reducing staff travel & large-scale FM

Why now?

- Large-scale **digital** delivery validated – c1,000 remote log-ons every day
- Budget pressures – c£5m transformation
- Immediate solution required for Town Hall (Health & Safety)
- All offices are currently **vacated** – major logistical challenge completed; significant cost to return
- Office space requires adaptation to be **COVID secure** – facilities management costs which increase with occupancy
- Current **learning** from emergency:
 - Reported staff support for remote working 20% want to continue working from home every day; 68% want to continue partially working from home
 - Need more focus on managing information/Confidentiality
 - Staff isolation a risk: need to maintain engagement & relationships
 - Boundaries to be maintained: hours & time of work at home

Immediate Position agreed by Cabinet (15/10/20)

All office-based staff working from home during the emergency, unless by agreed exception

Upgraded, shared office space in place & managed by FM helpdesk (c150 seats)

Strategy agreed by Cabinet 15/20/20:

1. Town Hall will not be available for office use other than the ground and 50% of first floor
2. principle of the agile working model agreed
3. Agile pilot in the Town Hall and 3 Knowsley Place, at a maximum occupancy of 50%, when infection levels allow

Let's do it Flexibly Proposed final model



Estate subject to review;
reduction & improvement

- All office space closed & re-provided where practicable as shared (zoned) , bookable space
- All staff to normally work **minimum of 1 day per week at home**, up to maximum of 80% working time (4/5 days for full time)

Staff **feedback**: 20% want to continue working from home every day; 68% want to partially work from home

– better work/life balance; less commuting; more control

- Up to **80% of working time may be home-based**
- Working patterns determined individually; to suit both sides & subject to **review** & change
- Investment in equipment for home workers
- Commuting time to be re-invested for **wellbeing**

Staff Wellbeing:

2% can't/don't want to work from home, including front-line staff
Concerns: isolation; working hours & boundaries

- Minimum of **1 day per week / 20% working time in the office**: engagement; management & support
- Desks available in allocated **office space for everyone who needs it**; Risk-assessed access to permanent base
- **Weekly 121 for all staff: Work & Wellbeing**
- Some estate savings reinvested in **wellbeing offer for all staff**: mental. Physical & emotional health

Structured Evaluation

Facilities costs
Productivity time
Staff attendance
Staff engagement
Inclusion diversity
Carbon reduction

Outline pilot delivery plan from 2021

Senior Responsible Owner: Deputy Chief Exec

Overall programme & Delivery Reporting; Equality Assessment & evaluation

Communications & Engagement

Stakeholder engagement: Staff; Members & Customers. Staff Champions?

Finance

Capital investment & Revenue costs and savings tracker

Manager/service planning

121 staff engagement, planning & performance management

Office clear out; pack up; disposal; storage

Estates

Office space modelling & zones: Desks and Meeting Space & booking systems

Buildings management: evacuation; disposal; remedial works

Facilities management of estate incl health & Safety and Building cleaning

Workforce

Develop & consult Home and Agile Working Policy & toolkit and workforce wellbeing strategy

ICT/Digital

Computers & connections; telephony & office facilities