

To identify lessons from international case studies on how flexible working arrangements have been implemented effectively elsewhere to achieve benefits for employers, employees and potentially for the wider economy and society, including: increased productivity; improved staff morale and commitment; reduced staff turnover and absenteeism; wider recruitment talent pools; reduced levels of economic inactivity; reduced premises costs; promotion of gender equality in employment; and environmental benefits.

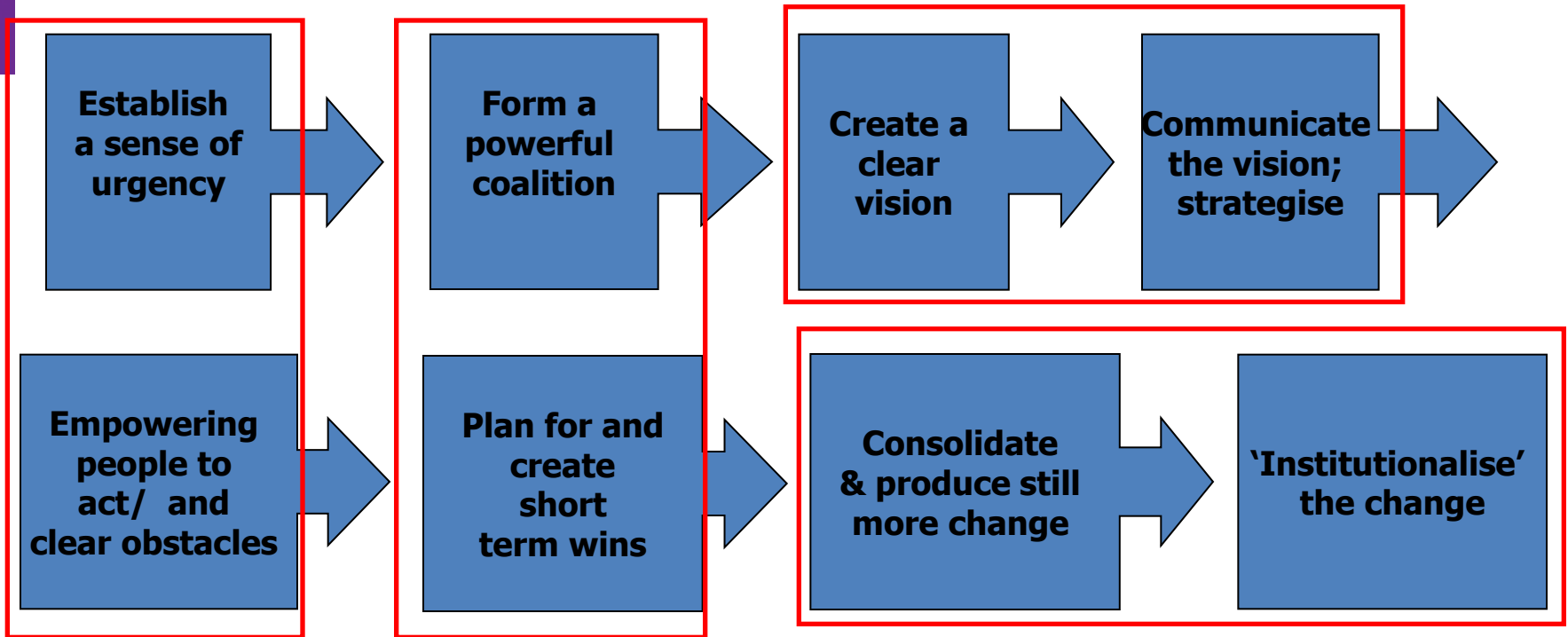
# 3 perspectives

1. The lens of change management
2. The workstyles approach
3. The property management perspective

# Change Management

- Flexible working as a vehicle for changing the organisation.

# Salford's 8 Steps to Transformation



# Establish a sense of urgency

- Opportunistic closure of 2<sup>nd</sup> largest office building 2010/11 (£650k p.a. running costs)
- CSR - High savings target
- Opportunity to reduce loss of jobs

# **Empowering people to act / and clear obstacles**

- Looking for “early adopters” – who do we know is up for it?
- Boosting the local manager
- Empowering people to innovate

# Form a powerful coalition

Urgency creates a challenge to leadership

- Senior member and officer buy-in
- Programme drive (integrate into existing change programmes)
- Co-ordinating the Enablers (HR, Property, ICT)

# Plan for and create short term wins

- Getting “proof of concept”

E.g. agile pilots (audit team, HR service, environmental protection)

Be prepared to invest large resources for small gains

Being flexible – encouraging self-help and bottom-up



# **Create a clear vision**

A vision of capacity to transform and expectation of transformation.

An understanding of the systemic nature of the journey already embarked on.

# Communicate the vision; strategise

- Build the strategy from demonstrable achievement - aligned with the vision
- Extrapolate from the known to the ambitious
- Get some simple “standards” into the cultural artefacts of the organisation (e.g. 8:10 workstation ratio, 1 linear metre storage per person)

# Consolidate and produce still more change

- Spread the technology fast – Enterprise 2, agile communication (OCS/Lync and VOIP).
- Modern workspaces – show them off.
- Keep up the pace
  - Moderate target = 60 % of office staff to move location @ 8:10 ratio = further 34% reduction in office space. (2011/12)
  - Back office consolidation in core sites.
  - Shared front office: where the customer is. Community budgets, life chances etc.





# **'Institutionalise' the change**

- Delivering the benefits
  - Quantitative
  - Qualitative
- Establishing new cultural norms
- Does it meet the new “urgency”?

# Workstyles

- Flexible working as a manifestation of global change in how people work – technical response to environmental factors.

# Work Styles

	WORK STYLE	DEFINITION
	HOME WORKER	Based at home, spending most of the week away from council buildings
	FIXED WORKER	Based at a fixed location for most of the time
	MOBILE WORKER	Works significantly in the community or in many council or partner locations. Can work from home
	AGILE WORKER	Can operate from any location. Use ICT to allow full remote functionality without the need to go to council buildings or partner locations

# The Technical response

- Efficient Environments
- Mobile Technology
- New ways of working and managing

# How?

Deliver local - act on the specific issues (team by team),

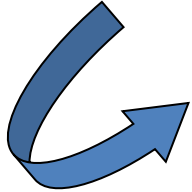
1. Analysis
2. Proposals – making the business case
3. Project delivery (ICT, Property, HR, OD)
4. Business as usual – is this really possible?
5. Review

You are constrained by the weakest link in your delivery chain.



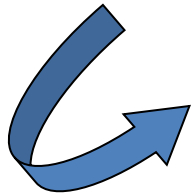
**Conception**

Broad staffing profiles



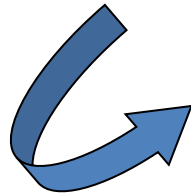
**Initiation**

Detailed analysis and business case



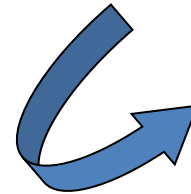
**Implementation**

Enabler issues + change management



**BaU**

Inc. lessons learned



**Closure**

# Human Resources – an example

- The “compelling event” – service transformation
- Leadership – innovative, involving, driven
- A sense of excitement
- Attractive solutions – property, ICT
- Organisational development - “bending the stick”
  
- Harvesting the benefits

# There should be benefits for all

## For you

- Reduce environmental impact
- Lower travel costs
- Work / Life balance
- Better working environments
- Reduced stress
- Empowerment
- Self management
- Flexible approach to working inc pro active diary/time management.
- improved attendance
- Increased productivity- can log on anywhere
- Reduced travelling times/travelling at off peak times
- Become more visible
- More responsive service
- More contact with managers

## For the council

- Save office space & lower maintenance costs
- Reduce environmental impact
- Lower travel costs
- Major productivity improvement
- Increased response time to queries
- Improved attendance
- Flexible working
- Loyalty
- More productive workforce
- Retention and recruitment
- Providing a better service that meets the needs of the customer
- Reduced absenteeism
- Improved productivity
- Minimise staff turnover
- Virtual working
- Better organisation to work for

# Property Management

- Flexible working and property rationalisation

## Property Rationalisation – Salford City Council

Project originally started in 2001 – increased momentum from 2010

### Outputs (1) – Back office rationalisation

#### Size of the estate

2005 – 4 Core Sites and 52 buildings

2012 – 2 Core Sites and 28 buildings

2013 – 1 Core Site and >20 buildings

**Overall Floorspace** down from 45,000sq m to 18,000sq m 2001-date – includes significant reduction in on-floor storage (was 15% of space)

**Occupancy** down from 18 to 7.5 Sq m per person 2001-date



# Savings

- Cumulative per annum savings in excess of £6.5 Million
- £5Million+ in capital receipts
- Significant reductions in backlog maintenance
- Portfolio more fit for purpose and highly adaptable
- Further savings planned as agile working extended



## **What are the next steps?**

Current financial climate demands more savings which can't be delivered solely from optimised use of back office space

Need to look at;

- Wider asset base and collaborative engagement
- Proactive challenge linked to the council's wider objectives

## Current Climate

- Massive pressure to make financial savings across the public sector
- Challenges both on revenue and capital

## Drivers

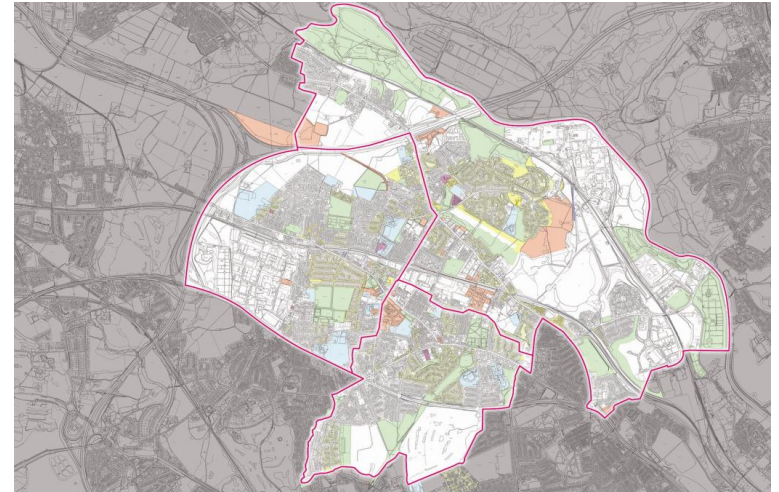
- Service delivery and service protection
- Cost savings
- Localism Agenda
- Collaborative working - Council and Partner Organisation Key Aims and Objectives



# Focus now needs to shift to operational properties

## Methodology

- Leadership and broad engagement critical
- Divide the area into neighbourhoods – manageable areas, either single or multiple wards
- Comprehensive review of all Council assets
- Include public sector partner's properties - Health, Education, Police, Fire, Third Sector, Central and Local Government etc.
- Understand local issues, current service provision and future need.
- Focus on required outcomes critical



## Outputs (2) – Locality Plans

- Roadmap for delivery
- Concise “member friendly” document
- Realistic, practical and affordable solutions
- Short term targets – the “low hanging fruit”
- Medium term targets – partnership projects/service change
- Long Term targets – major capital projects/regeneration
- Supporting financial model with estimated capital receipts and revenue savings
- Bedrock of Asset Management Planning and process

It won't contain all the solutions and delivery timescales will be dictated by a range of factors but it provides options and challenges to existing thinking



## Speak to Partners

- Health
- Children's and Adult Services
- Further Education providers
- Neighbourhood Management Teams
- Housing Providers – ALMOs, RSLs, Housing Trusts
- Emergency Services
- 3<sup>rd</sup> Sector and Local interest groups

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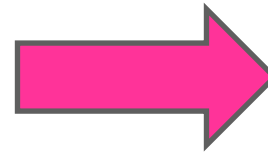


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The Hamilton Davies Trust

## You will have a jigsaw puzzle. The tools to solve it...

- Sharing properties and collaborative partner working
- Fit for purpose service accommodation
- Agile working solutions
- Disposals
- Assets transfers to community groups



Improved Service Delivery  
Revenue savings  
Capital Receipts  
Non-financial benefits

## Linkages

- Asset Management Plan
- Improved decision making
- Improved Facilities Management
- Energy management
- Statutory Compliance

## Swinton Gateway

- £5m shared health, Council and third sector building in a former Council occupied office building. Clinic, library, back office, third sector occupants
- Reuse of an otherwise redundant office building



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**NHS**  
*Salford*

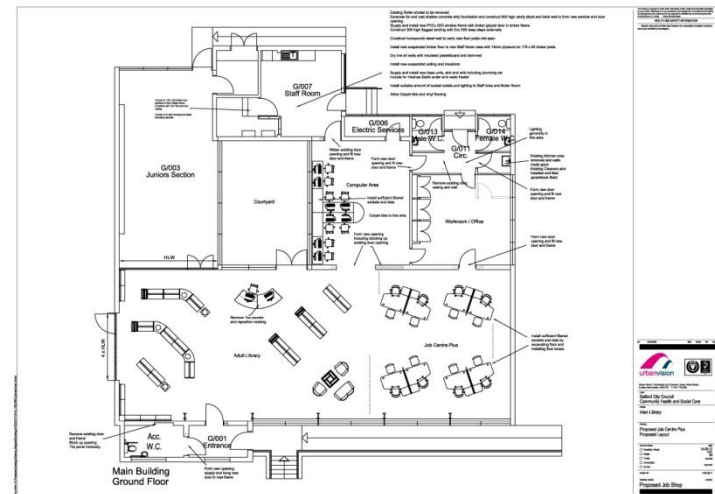
# Irlam Library

- £45,000+ refurbishment
- Creation of a mixed use facility with a public library, Job Centre Plus and Housing Trust sub-office
- Substantial annual rental income and running cost savings

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## Broughton Hub

- £9m shared use community hub.
- Library, children's centre, community rooms, youth club, trampoline hall, police office and MUGA
- Former library was released as a community asset transfer



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