

Body: CABINET

Date: 23 March 2011

Subject: Agile Working Programme Update

Report Of: Head of Infrastructure

Ward(s) All

Purpose To update Members on the progress made against the Agile Working Programme Plan

Recommendation: Members are asked to:

- i) Note and endorse key activities and progress made against the Agile Working Programme Plan;
- ii) Approve the scope of Phase Two of the Agile Working Programme post-March 2011.

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1.0 Background/Introduction

1.1 The Agile Working Programme (AWP) aims to save costs and improve services by enabling the council to reduce its office accommodation through the release of 68 Grove Road, making its office at 1 Grove Road the main service hub, with staff working in a flexible manner out of this building. The AWP aims to deliver its key objectives to enable the exit of staff from 68 Grove Road before the end of the lease on 24 March 2011.

In February 2010 Cabinet approved the AWP governance structure and resources and delegated authority to the Agile Working Strategic Board to run the programme within the allocated resources.

The AWP is being delivered in partnership with the council's IT and transformation partners, Steria Ltd.

This is the fourth quarterly update to Cabinet on progress, covering the period between 16 December 2010 and 8 March 2011 (hereafter referred to as Q4)

2.0 Programme Highlights

2.1 **Key Activities December to March**

Programme Management:

The AWP is on time and on budget, with all major office moves completed, and the remaining focus being on clearing 66/68 Grove Road before the end of leases and resolving remaining snagging issues.

The following Q4 milestones, identified in the update to Cabinet in December, have been delivered:

- Building works completed by 31 January 2011 – **completed on schedule, with a further week of snagging work completed w/c 14th February**
- All staff equipped with new technology and moved into new work styles by 14 March 2011 – **completed on schedule, with just one technology component for Private Housing to follow by late March.**
- Exit from 68 Grove Road completed by 24 March 2011 – **due to be completed on schedule. Dilapidations settlement reached for 66 Grove Road, negotiations ongoing for 68 Grove Road.**

2.2 All the key partners involved in the AWP are unanimous in their view that we have made remarkable progress working within the ambitious timescales we faced and that this has been an excellent example of successful public/private sector bodies working in partnership. Consequently, following discussion at the Strategic Board, we have submitted a bid to the Municipal Journal Achievement Awards for Workforce Transformation Achievement of the Year. If shortlisted, the awards ceremony will take place in June.

3.0 Agile Working Phase 2

3.1 The AWP has so far focussed on the staff occupying 66/68 and 1 Grove Road, due to the need to vacate 66/68 Grove Road prior to the end of lease.

However, it has always been clear that the principles and methodologies adopted in the AWP would apply to the entire workforce, and that there would be a need to implement agile working for the rest of the council.

Paragraph 3.2 below defines the scope of Agile Working Phase 2 in terms of staff/buildings. Paragraph 3.3 defines the scope of activities.

3.2 Agile Working Phase 2 will seek to apply the principles of agile to the rest of the council, namely staff working in:

- The Town Hall
- Theatres
- Museums and Galleries

- Smaller remote sites (e.g. crematorium, sports centres, seafront office)

3.3 The key elements of agile working that will be applied to these areas are:

- Formal analysis of work styles
- Modification of office environments to reflect fixed/hot desk split (with a particular focus on staff based at Devonshire Park)
- Implementation of new telephony system to key sites (thus releasing the council from paying for two parallel telephone systems). This is likely to entail improving the network links to, and infrastructure within, Devonshire Park.
- Business process re-engineering and associated benefits realisation.
- Implementation of the Electronic Document and Records Management System (W2) to the rest of the council.
- Deployment of laptops and Blackberries to staff as appropriate to their work styles.

3.4 Agile Working Phase 2 will be funded through existing block allocations of capital for IT/assets as appropriate. The scale of investment will be considerably less than phase 1.

4.0 Resource Implications

4.1 Finance

The AWP is on budget. The Strategic Board in February 2011 was presented with a financial overview which showed a projected underspend of around £6,000 at the end of the programme. A detailed financial reconciliation will take place as part of the council's standard year end closure of accounts.

4.2 People

As forecast in December's report, the intense change associated with the rapid deployment of new technologies and the physical moves has created some turbulence during the final months of the project.

However, most issues are minor from a programme perspective and the reaction from the majority of staff to the new building and the new work tools has been positive. Extra training and support is being provided as needed to support staff in adapting to change.

5.0 Conclusion

5.1 Cabinet is asked to:

- i) Note and endorse key activities and progress made against the Agile Working Programme Plan;
- ii) Approve the scope of Phase Two of the Agile Working

Programme post-March 2011 as described in paragraph 3 of this report.

Henry Branson
Head Of Infrastructure

Background Papers:

The Background Papers used in compiling this report were as follows:

- Agile Working Programme Plan
- Agile Working Project Highlight Reports

To inspect or obtain copies of background papers please refer to the contact officer listed above.