RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

15TH DECEMBER 2016

PRE SCRUTINY ARRANGEMENTS – DIGITAL WORKPLACE – AGILE WORKING

REPORT OF THE SECRETARY TO THE CABINET IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER COUNCILLOR M NORRIS

Author: Hannah Williams, Cabinet Business Officer – 01443 424062

1.   PURPOSE OF THE REPORT

1.1   The purpose of the report is to advise Members of the scrutiny arrangements in place in respect of Digital Workplace – Agile Working

2.   RECOMMENDATIONS

It is recommended that Members:

2.1   Note the arrangements in place in respect of Pre-scrutiny

2.2   Consider the report at a future meeting following pre scrutiny by the Overview & Scrutiny Committee

3   REASONS FOR RECOMMENDATIONS

3.1   The need for Members to be aware of the work to be undertaken by scrutiny to assist the Cabinet in these areas.

4.   BACKGROUND

4.1   The Council is committed to the vision set out in the Welsh Government's Digital First Strategy to deliver responsive, consistent and excellent public digital services. It is also acutely aware of the continuing financial challenges faced into the medium term and the need to address funding gaps by working smarter and more efficiently.

4.2   Digitalisation and the development of agile working opportunities are key corporate priorities. With the technology available to modern business, there are numerous tools to help us work in new and different ways, to meet customer needs, reduce costs, increase productivity and improve sustainability. Essentially this will be a key element of the Council's ongoing efficiency programme to support the delivery of savings required.

4.3   The Council's overarching Digital Transformation Plan has been in place since January 2016. The plan covers a wide range of 'digital' issues including:

- Policy change requirements to make Digital First
- Improvements to the Council website and launch of a new customer App
- Supporting Digital Inclusion through Free WiFi Access
- Paperless office requirements
- Hardware / technology refresh requirements
- Agile working

4.4   The attached paper focuses on the Agile Working requirements of the Digital Transformation Plan.

4.5   With the close links this area has to delivering the Council's 'Corporate Plan 2016 – 2020', which itself was subject to pre-scrutiny in December 2015, members of the Overview and Scrutiny Committee are requested to review and challenge the information set out within the report to help inform an effective way forward. In addition to Members own lines of enquiry, the Committee is requested to specifically consider the questions noted below.

- The clarity of the Vision for transforming the way the Council works through Agile Working?
- The appropriateness of the 'key building blocks' and 'Design Principles'?
- The adequacy of the Council's Pilot Agile Working Policy Scheme?
- The adequacy of the initial approach to delivering agile working through two pathfinder projects?
- The appropriateness of the approach to be taken around Document Management?

4.6   Pre scrutiny will allow non executive members to examine proposals, objectives and draft programmes in order to inform their development before they are enacted.

4.7   A report in respect of the item identified by O& S for pre scrutiny has been drafted for Cabinet consideration and is attached as appendix 1

4.8   Following pre-scrutiny the reports are presented to a future meeting of the Cabinet.

5.   EQUALITY AND DIVERSITY IMPLICATIONS

5.1   An Equality Impact Assessment is not needed because the contents of the report are for information purposes only.

6.   CONSULTATION

6.1   The report contained within appendix 1 will be presented to O&S for pre scrutiny before the item is considered by Cabinet.

7.   FINANCIAL IMPLICATION(S)

7.1   Any financial implications outlined within Appendix 1 of the report will be identified following pre scrutiny of the report by the O&S

8.   LEGAL IMPLICATIONS *OR* LEGISLATION CONSIDERED

8.1   Non applicable – the report is identifying the scrutiny arrangements in place.

9.   LINKS TO THE COUNCILS CORPORATE PLAN / OTHER CORPORATE PRIORITIES/ SIP.

9.1   The Council's Corporate Plan

10.   CONCLUSION

10.1   It is recognised that scrutiny is a vital component of good governance and improves Council's decision making, service provision and cost effectiveness.

10.2   The undertaking of pre-scrutiny by the Overview and Scrutiny Committee will strengthen accountability and assist Cabinet Members in taking any future decisions on the matter.

Other Information:-

Relevant Scrutiny Committee
Overview & Scrutiny Committee

Contact Officer
Hannah Williams – 01443 424062

LOCAL GOVERNMENT ACT 1972

AS AMENDED BY

THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

CABINET

15TH DECEMBER 2016

REPORT OF THE SECRETARY TO THE CABINET IN DISCUSSION WITH THE RELEVANT PORTFOLIO HOLDER COUNCILLOR M NORRIS

PRE SCRUTINY ARRANGEMENTS – DIGITAL WORKPLACE – AGILE WORKING

Officer to contact:

Hannah Williams – 01443 424062

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

MUNICIPAL YEAR 2016/17

OVERVIEW & SCRUTINY COMMITTEE	**Agenda Item No. 2**
13ᵗʰ DECEMBER 2016	**PRE-SCRUTINY: DIGITAL WORKPLACE – AGILE WORKING**
REPORT OF THE GROUP DIRECTOR CORPORATE & FRONTLINE SERVICES	

AUTHOR: Chris Lee (01443 424026)

1. PURPOSE OF THE REPORT

1.1 The Council has embarked on an ambitious and major programme of digitally transforming its services. Part of this transformation involves creating a digital workplace where we maximise the benefits of agile working both in terms of costs and customer outcomes.

This report sets out the current and planned developments in this area and seeks the feedback of the Overview and Scrutiny Committee to inform a recommended way forward to be reported to the Cabinet.

2. RECOMMENDATIONS

It is recommended that Members:

2.1 Consider and challenge the current and planned developments; and

2.2 Form a view on the adequacy and appropriateness of the planned developments (including providing feedback on the specifics questions set out at 4.6).

3. REASONS FOR RECOMMENDATIONS

3.1 The need to ensure that the Council is able to exploit the new capabilities provided by technology and deliver improved services through more digitally agile means.

4. BACKGROUND

4.1 The Council is committed to the vision set out in the Welsh Government's Digital First Strategy to deliver responsive, consistent and excellent public

digital services. It is also acutely aware of the continuing financial challenges faced into the medium term and the need to address funding gaps by working smarter and more efficiently.

4.2 Digitalisation and the development of agile working opportunities are key corporate priorities. With the technology available to modern business, there are numerous tools to help us work in new and different ways, to meet customer needs, reduce costs, increase productivity and improve sustainability. Essentially this will be a key element of the Council's ongoing efficiency programme to support the delivery of savings required.

4.3 The Council's overarching Digital Transformation Plan has been in place since January 2016. The plan covers a wide range of 'digital' issues including:

- Policy change requirements to make Digital First
- Improvements to the Council website and launch of a new customer App
- Supporting Digital Inclusion through Free WiFi Access
- Paperless office requirements
- Hardware / technology refresh requirements
- Agile working

4.4 In addition, wider pieces of work relating to reviews of office accommodation and administration processes across the Council are also underway that inevitably have close links with the digital agenda.

4.5 This paper will focus on the Agile Working requirements of the Digital Transformation Plan.

4.6 With the close links this area has to delivering the Council's 'Corporate Plan 2016 – 2020', which itself was subject to pre-scrutiny in December 2015, members of the Overview and Scrutiny Committee are requested to review and challenge the information set out within this report to help inform an effective way forward. In addition to Members own lines of enquiry, the Committee is requested to specifically consider the questions noted below.

4.6.1 The clarity of the Vision for transforming the way the Council works through Agile Working? (points 5.1 to 5.3)

4.6.2 The appropriateness of the 'key building blocks' (point 5.4) and 'Design Principles' (section 6)?

4.6.3 The adequacy of the Council's Pilot Agile Working Policy Scheme (Appendix 1)?

4.6.4 The adequacy of the initial approach to delivering agile working through two pathfinder projects (Section 7)?

4.6.5 The appropriateness of the approach to be taken around Document Management (Section 8)?

5. OUR VISION AND THE BUILDING BLOCKS REQUIRED

5.1 Our vision for transforming the way we work through Agile Working focuses on achieving the following benefits:

- Increasing the effectiveness of our activities;
- Focusing our work more on outcomes and less on presence in the workplace;
- Creating office environments that facilitate collaboration, innovation and peer support;
- Reducing the financial costs of running our organisation;
- Reducing the environmental footprint of our working practices; and
- Helping staff to balance work and life better.

5.2 Agile Working is about the HOW (optimum work method enabled by technology), the WHERE (different buildings, in the field, varying degrees from home or any combination of these) and the WHEN (appropriate working time arrangements) that are designed to deliver greater focus on our customers and outcomes.

5.3 These smarter ways of working may also be exploited to release efficiency savings through a reduction in office space requirements and increased staff productivity.

5.4 To enable this we will require integrated changes and approaches to the way we implement agile working. The key service building blocks being Technology, HR & Property:

- **Technology**: The interim Digital Plan has agreed improvements to the corporate ICT infrastructure to support agile working and improved working practices, including network & Wi-Fi, Email, telephony, video and desktop infrastructure to allow mobile/field/office/home working/follow me printing. Whilst the infrastructure was required as part of the Council's "business as usual" work, it will also support creating the infrastructure to provide the necessary capacity to support agile working.

- **People/HR**: To enable cultural change it will be necessary to put in place new policies, corporate identification for employees, staff engagement mechanisms and training that will support people to adapt to the new ways of working. This will include:

  o The adoption of an Agile Working Policy and Working Guide to support the implementation. The Council's Pilot Agile Working Policy Scheme is attached at **Appendix 1.**

  o Guidance to staff in relation to the agreement and measurement of staff productivity as part of proposed re-designing of services (as an outcome).

o Reinforce the importance on the appropriate management of Information and Data Protection responsibilities.

- **Property/Estates:** The Council has undertaken a review of its Strategic and Non Strategic office accommodation. This is forecast to result in a 20% reduction in floor space by 2020 which can only be achieved as part of an effective digitalisation and agile working programme. Our largest current site is Ty Elai, accounting for over 20% of council wide office accommodation. The analysis of current capacity at our strategic and non strategic sites is included at **Appendix 2**.

6.   AGILE WORKING - DESIGN PRINCIPLES

6.1   To support and enable agile working it is proposed that the following design principles are adopted:

a) Service Engagement & Re-design (Business Process Re-engineering)

By implementing agile working strategies, we will look to improve the current way we work and redesign business processes that are better delivered through technology and multi-workplace environments. Changes to services would need to include/consider:

- Revised Business Processes and Supporting Policies & Procedures;
- Management Support to deliver change (top down);
- Possible re-training of staff on use of new technology; and
- Support to effect the cultural change.

b) Business Case / Funding and Invest to Save Principles

We need to consider how and if we need to 'pump prime' any activities that enable agile working and how this is underpinned or not by a compelling business case (cash or non cashable).

This could include:

- Overall reduction in accommodation footprint and costs;
- Overall reduction in mileage claims;
- Improved productivity that may release FTE capacity as efficiency or added value redeployment;
- Facilities costs e.g. physically setting up a Hot Desk room (Estates);
- Ensuring technology is place within these environment (PCs, Video Conferencing, Print, Wi-Fi etc); and
- Providing field workers with correct technology so they can perform their work in the field. This will avoid duplication of effort and returning to base and improve productivity.

c) Workstyles - Agile Worker

There are different ways in which agile working can be undertaken and are dependent on the demands and needs of the Council. The following categories of workstyles would be defined to support Agile Working:-

- **Mobile or Field Worker** – an employee that generally works out in the community and is essentially nomadic. There are fewer requirements to be at base and may undertake office duties from an alternative building which may be closer to their community location or ad-hoc from home. The main fixed centre being a base for liaison with managers.

- **Flexible Office Worker** – an employee that spends most of their time working in an office environment although maybe frequently away at meetings, working from other Council sites or occasionally working from home.

    Note: the following workstyles are considered out of scope for Agile Working Pathfinder Projects:

- **Fixed Office Worker** – an employee that is generally at a fixed desk location for the majority of their time and rarely required to undertake their duties outside of that location.

- **Home Worker** – an employee that works from home on a permanent basis.

d) Office / Drop In Facilities

From previous efforts to implement agile working, a current 'gap' for effective agile working is the availability of designed and spatially dispersed 'Hot Desking' at council locations throughout the County Borough.

The following approaches to facilities would be defined to support Agile Working:

- **Team Zones at designated Fixed Locations**
    - Mixture of Fixed allocated desks & team hot desks;
    - Set Target Ratio allocation per site for Agile Workers e.g. at a target ratio of 7 workstations for every 10 staff (7:10);
    - Align Target to m2 of space per user;
    - Storage – Pedestals for "Fixed Office" users; and
    - Storage – Lockers for "Flexible/Mobile Office" users.

- **Managed Hot Desks Zones**
    - Designated "bank" of Hot desks;
    - Mixture of bookable / drop in;
    - Close proximity to front entrance of office facility;

- Access to basic kitchen/toilet facilities;
- Geographically & evenly distributed within County Borough – (scaled subject to wider adoption);
- Access to fixed ICT equipment – device, scan, print; and
- Staff able to reserve hot-desks on-line (self service).

- **Council \ Public Venues**
  - Identified venues that allow ad-hoc staff "drop-in" for short periods of access:
    - Connectivity typically Wi-Fi enabled;
    - Easily accessible seating/table (not office desk/chair); and
    - Typically Library/Leisure/Cultural/Cafeteria Venue.

Appendix 3 contains information on the current office / drop in facilities proposed.

7. PUTTING THEORY INTO PRACTICE - OUR INITIAL APPROACH TO DELIVERING AGILE WORKING

7.1 In considering the importance strategically to link this work with the Office Accommodation strategy highlighted in section 5, the initial focus for developing Agile Working opportunities is concentrated at Ty Elai as part of a 'Phase 1' programme on two key pathfinder projects :-

- Public Health & Protection; and
- Adult Services.

7.2 The pathfinder projects will be used to inform our medium term Digital Workplace Strategy, providing valuable learning for respective services areas (business managers, Property, HR & ICT), whilst agile principles are tested and a framework for future implementation e.g. engagement, design, business case, delivery is developed.

7.3 Work has initially focussed on Public Health and Protection. A project team has been established and work has been undertaken to provide a robust baseline position that will inform the Business Case development and the viability of wider implementation. Key elements of this baseline include consideration of factors such as staff types, desk availability, finance, performance and new requirements for the initiative e.g. hot desking arrangements.

7.4 The pathfinder projects will inform and influence the wider opportunities for agile working within the Council, and also allow support services (ICT, HR, Finance and Estates) to validate their approach to ensure a standard repeatable business model.

7.5 Following the completion of this work a staged approach will be applied to Public Health & Protection below:

- Stage 1 - Implementation of Team Zones & Shared Zones to optimise current accommodation.

  This will reduce the current accommodation desk footprint and include the review of all locally stored paper assets with a view to disposal and/or shredding of unnecessary documents.

- Stage 2 - Workforce to adopt regional working practices via implemented hot desks.

  Each hot desk site is provisioned with office desks and chairs ranging between 4 and 8 in number. Staff will be able to self serve the booking of these facilities through an online automated system via INFORM. At each facility staff will have access to virtual desktops, multi-functional (follow me) printing and Cloud Wi-fi.

- Stage 3 - Design & Implementation of Solutions to enhance the efficiency of existing Mobile & Field Working

7.6 Work begun in October within Adult Services at Long Term and Direct Services, based upon the methods and process established via Public Health and Protection to deliver agile working solutions that are appropriate for that service.

7.7 Subject to outcomes of the pathfinders, Phase1 may then be further extended within Ty Elai to include other stakeholder tenants, Human Resources & Community Housing.

7.8 Indicatively Ty Trevithick has been stated as a potential Phase 2 opportunity as part of a planned Estates review.

7.9 Finance and Corporate Estates colleagues are part of the project team arrangements for the pathfinders and as such will ensure that considered benefits opportunities are captured, monitored and reviewed to test what outcomes are realised.

8. DOCUMENT MANAGEMENT

8.1 How the Council manages documents / paper throughout the organisation is an issue that has become more prominent as the implementation of digital solutions across services has gathered pace.

8.2 There are two broad categories of documents that need to be considered in moving towards a 'paper light' organisation:

Current - inbound and outbound mail within day to day service delivery.
Historical – documents held across the County Borough.

8.3   Current Documents relate to the receipt and allocation of inbound mail for processing; and the issue of outbound mail from the Council to an individual or organisation. This is generally managed at the Council's mail rooms with inbound mail allocated to the team/officer for processing. Where documents relate to a 'case' associated documents are already indexed into a digital 'workflow', in the key 'case' services within Social Care, Planning, Council Tax and Housing Benefits.

8.4   The Council's Digital Customer and Agile working priorities will extend and improve on line processes where appropriate, and so the Council will gradually receive and print less mail to and from the public as processes are undertaken on line by those able to do so. The capture and use of e-mail addresses will also mean that the Council can gradually utilise e-mail for correspondence, rather than post 'paper' formats (unless there is a legal reason to do so), thereby reducing postage costs and improving the customer's experience.

8.5   The Council's outbound mail is co-ordinated at 2 main sites at Bronwydd and Ty Elai, both of which benefit from 'volume' postage discounts. The Revenues and Benefits Service at Bronwydd is exploring the outsourcing of mail to derive further efficiencies and the Business Support Unit at 'Ty Elai' has reduced its Courier operation by a third.

8.6   The Business Support Unit has also invested in a 'Hybrid Mail' solution to take 'data' from a service and convert that into the physical document for a single 'print/pack/send process (whether despatching 'e' or hard copy). Going forward this will reduce the 'administrative' burden of dealing with letters across services by gradually aligning all remaining mail to that unit for automated bulk processing.

8.7   Historical Documents need to be either stored (in hard copy or digital format), or disposed of as a 'full document cycle' that respects the necessary retention requirements by document type.

8.8   Accommodation reductions mean that services have a smaller footprint and this is driving 'de-cluttering' at some key sites with the disposal and/or shredding of unnecessary documents at the Business Support Unit at Ty Elai. (Note: a 'No Landfill' approach applies as this 'paper' is recycled by the Waste service).

8.9   However storage remains a requirement for essential documents that cannot be disposed of either temporarily (e.g. finance records), or more permanently e.g. Legal deeds. This will be a decreasing issue as services digitalise documents on receipt and retention 'end dates' ensure disposal on an ongoing basis. The 'churn' of documents will contain storage needs over the mid-term.

Eventually a 'core' of records that must be retained e.g. Legal deeds will remain, and whilst the 'ideal' would be for all remaining documents to be 'back scanned' recent experience has identified that bulk back scanning is high

cost, whether undertaken in house or through a third party. Therefore, each service will determine whether the documents remain 'on premise' or whether funds can be identified for 'back scanning'.

8.10   To meet the storage requirement, the Council benefits from a large storage area at the Ty Elai 'void', that cannot be used for office accommodation and is already storing essential documents arising from accommodation changes. This is located adjacent to the Business Support Unit who manage bulk document disposal. The unit works closely with Estates colleagues and the 'services' who are relocating at any time to ensure these documents are prioritised. The 'void' area has increased its floor space and shelving and the current capacity of 199m² will extend to 435m² in early 2017, as the Corporate Document store for up to 2500 storage 'box' files (or equivalent) at any time, with full document archiving, labelling and traceability.

8.11   In summary, the Business Support Unit will deliver a Corporate document management service in relation to:-

- o Document collection & delivery (as current)
- o File & document storage, cataloguing & indexing service (new)
- o File & document retrieval service with Scan-on-Demand (new service to reduce officer visits to retrieve the file)
- o Secure & confidential shredding service (as current)
- o Support services in specifications for 'back scanning' procurements through sample file review to inform estimates (previous experience).

8.12   To support the set-up of the service, a project lead has been appointed for an initial twelve month period, to deliver the document management requirements, funded via the additional Digital Investment agreed by Council in March 2016.

9.   EQUALITY & DIVERSITY IMPLICATIONS

9.1   There are no immediate equality or diversity implications attached to this report. Should any changes in employees working arrangements be agreed, these will be assessed to ensure no negative impact is experienced by any protected groups.

10.   CONSULTATION

10.1   Appropriate consultation across services has been undertaken in establishing the framework and principles of agile working for the Council. Where any working practises are proposed to be changed, staff and Trade Unions will be consulted with in full as part of any implementation arrangements.

11. FINANCIAL IMPLICATIONS

11.1 Ultimately the development of Agile Working is predicated on delivering improved customer services and financial savings, and as such the savings achieved on implementation will be incorporated into future financial plans and updates as appropriate. The lessons learnt from the Pathfinder Services will help inform how any savings can be quantified and achieved.

11.2 It has been recognised that some up-front investment is required in terms of infrastructure and support and this was agreed by Council on the 10th of March 2016 as part of the 'Council Corporate Plan – Investment Priorities' report where £0.500M was set aside for ICT infrastructure and the digital transformation of services.

12. LEGAL IMPLICATIONS

12.1 There are no legal implications aligned to this report.

13. LINKS TO THE COUNCIL'S CORPORATE PLAN / OTHER CORPORATE PRIORITIES / SIP

13.1 The development of the digital work place, and the associated actions around the digital customer will link to all of the desired outcomes of the Corporate Plan and the Council's role in the delivery of the priorities set out in the Single Integrated Plan.

14. CONCLUSIONS

14.1 Digitalisation of services is a significant change in how the Council will work and interact externally with its customers and internally across its services. Technology is an important driver but it is not the only factor and for digital services to be successful, input and support across the whole organisation is needed.

14.2 Agile working will facilitate new and improved ways of working and given the links to our office accommodation strategy, it will support the delivery of efficiency savings into the medium term.

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PILOT AGILE WORKING POLICY

Contents

1. Policy Statement

i) The purpose of this policy is to provide a framework for managing Agile Working and to reduce the level of risk posed to the lowest possible level. It sets out the requirements for legal compliance and the Council's duty of care.

ii) The Council recognises the need to develop modern working practices to enable its employees to maximise their performance and productivity whilst maintaining a good work-life balance. New technologies make it easier to access information remotely and work from a variety of locations whilst promoting a more joined up service.

iii) Agile working provides staff with more options where and when they undertake their roles by introducing an element of choice to ensure the needs of the customer are best met. Agile working allows the workforce to influence how they carry out their role and promotes varying levels of flexibility within the workplace

iv) Agile Working is a term used for employees who work away from their main fixed centre (the fixed centre is detailed within an employee's contract of employment). For the purposes of this document, employees where appropriate, will be referred to as 'Agile Workers'.

v) The Council is committed to developing a more agile organisation and recognises that Agile Working can be beneficial to customers, the organisation and to the individual employee. To work effectively any such arrangement has to meet the operational requirements of the service, ensuring that the needs of both internal and external customers will be met as well as those of the individual.

vi) The Agile Working Policy aims to supplement and enhance flexible working arrangements currently available to staff whilst maintaining the Council's focus on delivering a quality service to the public it serves.

vii) The Policy will also support the Council's service delivery, financial and accommodation strategy objectives by streamlining and improving processes and modernising services by using new technology to help deliver improved services. The Policy will also help the Council make more effective use of it's buildings, reduce pollution and congestion on our roads, help with work life balance thus supporting a more inclusive workforce and help recruit and retain employees.

viii) The Policy applies to any employee whose Chief Officer has identified that both the employee and the post that they occupy are suitable for 'Agile Working'. This Policy does not include school based employees for whom the Governing Body determines the operating hours.

2. General Operating Principles

i) The Council will encourage and support Agile Working so long as it benefits the Council and does provide enhancement to service delivery. Agile Workers will be provided with the appropriate equipment, connections and technical back up required for them to work efficiently and effectively.

ii) All employees will be treated equally, whether they are office based or working remotely, whilst there will also be due regard to staff with individual needs and requirements.

iii) All Agile Workers will be expected to comply with their Service Area's existing working protocols and procedures.

iv) In addition to the existing protocol's and procedures, Agile Workers will also be expected to comply with Council policies and procedures in particular with regard to :

- Flexi-Time Working Policy

- ICT Policies:
  o Information Security Policy
  o Information Security – Incident Management Policy
  o Internet & Email Acceptable Use Policy
  o Information Physical Security Policy
  o Portable & Remote Computing Policy

- Information Governance Policies:
  o Information Sharing, Confidentiality and Data Protection

- Health and Safety Policy

- Risk Assessment Policy

- Display Screen Equipment Policy

- Lone Working Policy

v) The policy provides a fair, consistent, objective and transparent approach to Agile Working across the Council.

3. **Agile Working**

Agile Working is about the HOW (optimum work method enabled by technology), the WHERE (different buildings, in the field, varying degrees from home or any combination of these) and the WHEN (appropriate working time arrangements) that are designed to deliver greater focus on our customers and outcomes.

There are different ways in which agile working can be undertaken and are dependent on the demands and needs of the Council. The following categories of workstyles are defined to support Agile Working:-

- **Mobile or Field Worker** – an employee that generally works out in the community and is essentially nomadic. There are fewer requirements to be at base and may undertake office duties from an alternative building which maybe closer to their community location or from home. The main fixed centre being a base for liaison with managers. Mobile/ field workers will also occasionally work from home.

- **Flexible Office Worker** – an employee that spends most of their time working in an office environment although maybe frequently away at meetings, working from other Council sites or occasionally working from home.

- **Fixed Office Worker** – an employee that is generally at a fixed desk location for the majority of their time and rarely required to undertake their duties outside of that location. This workstyle would be considered out of scope for Agile Working.

4. **Eligibility for Agile Working**

i) Whilst a large number of roles within the Council will be suitable for Agile Working, there is still a requirement for the line manager to assess the suitability of the role and the individual for Agile Working.

ii) Where Agile Working is agreed, the principles for the work to be undertaken will be based on business needs..

iii) As part of any agreed Agile Working arrangement, a risk assessment will be jointly completed by the employee and their manager.

5. **Agile Working Principles**

i) Effective Agile Working arrangements must be a balance between service delivery and the individual's needs.

ii) Employees working in a mobile capacity are still subject to the same terms and conditions as those working in a fixed centre e.g. flexi-time working hours, training and development requirements.

iii) Critical hours of work must be agreed between the mobile worker and their line manager.

iv) If any situation arises where hours worked are to fall 'regularly' outside the stated normal operational business hours of the service, this must first be agreed with line managers in discussion with human resources.

v) The agreed hours may be worked to suit the mobile worker on the strict condition that it meets the service needs and there is support available.

vi) All contracted hours, irrespective of the time worked, will be paid at plain time rates. Any additional hours worked which are more that the normal contracted hours should first be agreed with the line manager.

vii) Electronic diaries must be kept up to date and open access granted to line managers and team members.

viii) The usual reporting procedures in the event of sickness absence, medical appointments and annual leave/time off requests remain in place for Agile Workers.

ix) Agile Workers will be expected to attend designated meetings, development sessions and appointments at their fixed centre, as necessary to meet the needs of the service.

x) Agile Workers must understand and accept their obligations to protect council information and equipment in line with the Information Security Policy and will periodically bring devices back into the main office for repairs, clean up, tests and upgrades. Agile Workers must

report losses or compromises of information, equipment, tokens and/or hard copy documents immediately.

xi) Agile working must not affect the provision of services and therefore managers must ensure they have systems in place to maintain suitable office presence, as required and to monitor the level of available front line staff on duty at any one time.

6. **Equipment**

i) The Council will provide equipment to enable staff to access the Council systems in line with the agreed work-style. This equipment must only be used for purposes in line with the Council acceptable use policies

ii) The Council will provide access to an appropriate device and these must be used in line with the Council's ICT and Information Security Policies.

iii) An appropriate device maybe a Desktop PC or Virtual Desktop at a Hot Desk or Shared Working location or a mobile devices such as a a Laptop or Tablet that maybe easily connected for access to systems.

iv) An inventory of items supplied should be maintained by the line manager and signed off by the employee and their manager.

v) Electrical sockets and other parts of the domestic electrical system at an employee's home are the employee's responsibility.

vi) Where access to the internet is required as part of your role you access will be made available at all Council main / satellite offices should you not have access at home.

vii) The cost of renting a personal land line and internet access for any home-working element of the Agile Working arrangement will not be refunded by the Council.

viii) All equipment, materials or stationery supplied by the Council will remain the property of Rhondda Cynon Taf, used for work purposes only and returned to the Council at the end of the Agile Working arrangement.

ix) Failure to take due care to ensure the safety of the equipment may result in disciplinary action.

7. **Shared Office Facilities**

i) The Council workspace and desks are a corporate resource (rather than individually owned) and should therefore be used and allocated on the basis of need to ensure their most cost effective use. The deployment of shared work spaces or "hot desks" will form part of the Council's Building Asset Management Strategy

ii) In respect of agile working, the term "hot desks" refers to a designated shared work space for any employee to use at any time. Normally these shared desks will be specifically identified within a Council building. A percentage of these hot desks will be bookable work spaces whilst others will be available on a drop in basis. This twin

approach is designed to meet demand from "non-based" visitors and transient agile workers.

iii) In addition they may form part of a specific Team Zone - a designated area where staff will work as part of a team when at their base. The Team Zone may incorporate allocated desks for fixed workstyles as well as "hot desks" to support flexible and mobile work styles in the team.

iv) Agile working means staff can work from any Council location. Therefore managers (and other staff) must ensure visiting staff feel comfortable and welcome when using "hot desks".

Shared Office Facilities Principles

i) **Clear desk principles**

A clear desk will create the environment for shared use. It will ensure confidentiality standards are maintained and security of information, minimise health and safety risks but it will also mean that staff will feel more comfortable working from a desk that has not been personalised by another member of staff.

There is an expectation therefore, that when an individual vacates a desk to enable it to be used by another member of staff, it will be left clear, with no materials left other that the standard IT kit provided by the Council.

ii) **Storage Principles**

In a "hot desk" sharing environment, there should be no personal shelves or storage allocated to individual desks, nor can there be permanent desk pedestals. Files and resources used for professional work will be kept appropriately secure in team storage areas. A key constraint on the introduction of agile working is a dependency on paper documents and other physical resources. However, the ongoing implementation of the Council's Digital Plan and increase of electronic document storage will increasingly enable more Agile working.

iii) **Meeting rooms**

All meeting rooms should be regarded as a corporate resource and wherever operationally possible be made available to meet Council-wide needs and not solely limited to individual teams.

8. **Review, Revision or Termination of Arrangements**

   i) At the instigation of the manager or employee, any agile working arrangements will be open to review or revision at any point and the review date will be as agreed by the manager and employee.

   ii) The Council reserves the right to terminate the Agile Working arrangements where there is clear evidence of a change of operational requirements, personal capability issues or failure to comply with agreed policies.

   iii) Reasonable notice of the termination will be provided in writing to the employee.

9. **Communication and Safety**

   i) In order that the Agile Working arrangement works successfully it is important that there is a commitment between the Agile Worker and their Line Manager/colleagues to maintain regular contact. Clear communication systems with Agile Workers are just as important as for the primarily office based worker.

   ii) Staff working remotely could easily be cut off from the usual communication channels – formal and informal and therefore it is important to extend these or refine them to include the mobile worker. Team meetings should be arranged with reasonable notice wherever possible for the Agile Worker to attend. Services such as video conferencing e.g. Skype should be introduced where practicable.

   iii) **Under no circumstances** are arrangements to be made for clients or representatives to meet with the Agile Worker at the Agile Worker's home address. All such meetings should be carried out at the Council's main / satellite offices in order to maintain the necessary level of professionalism, although it is accepted that visits to the clients/ customers home/ work premises will need to be undertaken depending upon the individual circumstances and the Agile workers role. Employees are advised that they should not give their personal phone numbers, addresses etc. to clients/ customers.

   iv) Arrangements should be put in place so that 'routine' work related communications are only received or dealt with during the employee's agreed working hours.

   v) To assist with recharging models, some Agile Workers maybe be asked to record the duties undertaken and the times associated with those duties at the end of each week

   vi) Under the Health and Safety at Work etc. Act 1974, the Council has a responsibility to ensure, so far as is reasonably practicable, the health, safety and welfare of staff, wherever they work. Employees working in a agile capacity have the same duties under the Health and Safety at Work Act 1974 as all other employees. Therefore, they must take care of their own health and safety and that of anyone else who might be affected by their actions and co- operate with the Council on all health and safety matters.

   vii) The following documents outline the relevant policy and guidelines:

   - Existing Service Area protocols and procedures
   - General Health and Safety Policy

- Display Screen Equipment Policy
- Workplace Stress Policy
- Lone Working Policy
- Violence at Work Policy
- Risk Assessment – A Guide for Managers

10. **Information Security**

Agile Working presents additional risks to the Council due to the value of working equipment to thieves, the ease of which the devices and information can be lost / stolen and the reduced level of physical protection inherent in Agile Working. If it is necessary to transport any equipment or documentation, it should be securely stored out of sight at all times and stored securely overnight.

i) The security classification of the information usually handled by the mobile worker must also be taken into consideration when considering suitability for Agile Working.

ii) Individuals are responsible for taking adequate steps to ensure the security of Council equipment and information in their possession. Agile Workers are responsible for the confidentiality and security of equipment and information handled by them and should not willingly allow anyone who is not authorised by the Council to use or have access to the equipment, information or documentation.

iii) Agile Workers must ensure that they comply with all relevant legislation, in particular the Data Protection Act 1998, as well as all Council policies and procedures.

iv) Documents should be returned to appropriate Council premises as soon they are no longer required so that they can be stored or disposed of in accordance with corporate policy & procedures.

v) Information that is 'not protectively marked', i.e. there would be no business impact to the Council if the information were released into the public domain, is permitted to be processed on non-Council equipment and if required printed off on personal printers. As the information is being provided electronically, the Council will not be in any way liable for the cost or maintenance of the equipment or any ancillary stationery.

vi) Information that has a protective marking of 'PROTECT' or higher, i.e. personal and/ or sensitive information which could have a negative effect on the Council if it were compromised, must not be printed onto hard copy on any printer when away from Council premises.

vii) Remote access equipment, tokens and / or protectively marked material must not be taken out of the United Kingdom without explicit consent from their line manager. Advice may be sought from the Local Information Compliance Officer.

viii) Remote workers must ensure that access tokens are stored separately to the computer and that no passwords are written down.

11. **Allowances**

i)   Where possible meetings and visits will be co-ordinated to ensure effective use of travel times and costs. Travel expenses should be claimed in accordance with the current Council Policy.

ii) An employee's designated office base will be set and agreed with their manager and Human Resources. The office base is an important distinction for travel expense purposes. The following will apply –

- If an employee's is work style is classed as a flexible office worker, the office base will be where the core service area is located.

- If an employee's work style is classed as a mobile/field worker, the base will be where the core service area is located.

It is important that all employees manage their travel and limit it in order to achieve the environmental benefits of agile working. Where possible, ICT should be used to reduce the need to travel. This can include conference calling, video conferencing and web conferencing.

iii) If no Council mobile facility is available, telephone calls made on private mobiles/ lines maybe reimbursed.

12. **Insurances**

i)   The Council will be responsible for any necessary insurance of equipment supplied and employee liability insurance.

ii) The Council's Employer's Liability insurance will indemnify the Council if it is held to be legally liable in respect of injury to an employee arising out of and in the course of employment at home, provided the work has been authorised by the employee's line manager. However an employee's working at home would be primarily responsible for his/her own working environment.

iii) Any Agile working from home may affect the home and insurance policies of the householder. Employees are advised to check with their insurers if changes need to be made to their policies and make any necessary adjustments before undertaking any working from home, including payment of any additional premiums where applicable. The Council will not accept liability for damage caused to the home or its contents, or any personal items.

13. **Responsibilities**

i)   The final agreement to support Agile Working will rest with the relevant chief officer who is responsible for ensuring that the policy is applied fairly and consistently and all relevant issues are properly addressed, in consultation with human resources, to ensure consistency of approach across the Council.

ii) Line Managers are responsible for ensuring that:

- Agile Workers understand and comply with this policy and all supporting policy and guidelines;
- The individual is fully trained on the required equipment and technology;
- Work with the employee to complete a joint Health and Safety Risk Assessment is carried out;
- The individual does not become isolated and that they attend team meetings if appropriate; receive communications and attend appropriate training and development activities;
- They review the arrangement with the individual in the event that the status of the Agile Working arrangement alters in any way, including moving house or a change to the individual's domestic circumstances.
- There must be clear objectives and measurable outcomes, which are set, monitored and regularly reviewed. These should constitute effectiveness for the service area and cover points such as productivity, quality of work, service standards and timeliness.

iii) Employees will ensure that they:

- Understand and comply with this policy and all supporting policy and guidelines;
- Work together with their Line Manager to complete the risk assessment;
- Maintain appropriate communication with their Line Manager and colleagues;
- Attend meetings and training as and when required to do so;
- Consider their own Health and Safety and that of others who may be considered to be at risk due to the remote working arrangement;
- Liaise with their insurance company and mortgage lender to ensure compliance;
- Advise their Line Manager if their domestic arrangements alter or if the Agile Working is adversely affecting their role or health;
- Report any loss or theft of equipment or documents (including access tokens);
- Report system malfunction or any other security breach or incident;
- Grant access to their home as appropriate to allow safety/security checks to be carried out and for furniture and equipment to be delivered at a time and date suitable to both parties;
- Ensure diaries / email calendars are maintained and kept up to date with access given to their manager;
- Ensure that where shared or Hot Desk workstyles is adopted that Clear desks are maintained at the end of a working period and are left clean and tidy for other people to use;
- Ensure that council information/data is kept secure and confidential.

iv) **Health and Safety Officers** will provide advice and guidance assessments and the application of Health and Safety legislation applicable to Agile Working.

v) **Information Compliance Officers** will provide advice on the security of the Agile Working environment and the secure handling, storage, transportation and disposal of any information/documentation.

vi) **ICT Staff** will provide advice and assistance regarding the IT systems and technical requirements for Agile Working including providing a Servicedesk function during agreed business hours.

vii) **HR Officers** are responsible for providing advice and guidance on HR related matters and policy interpretation.

14.   **Policy Compliance & Review**

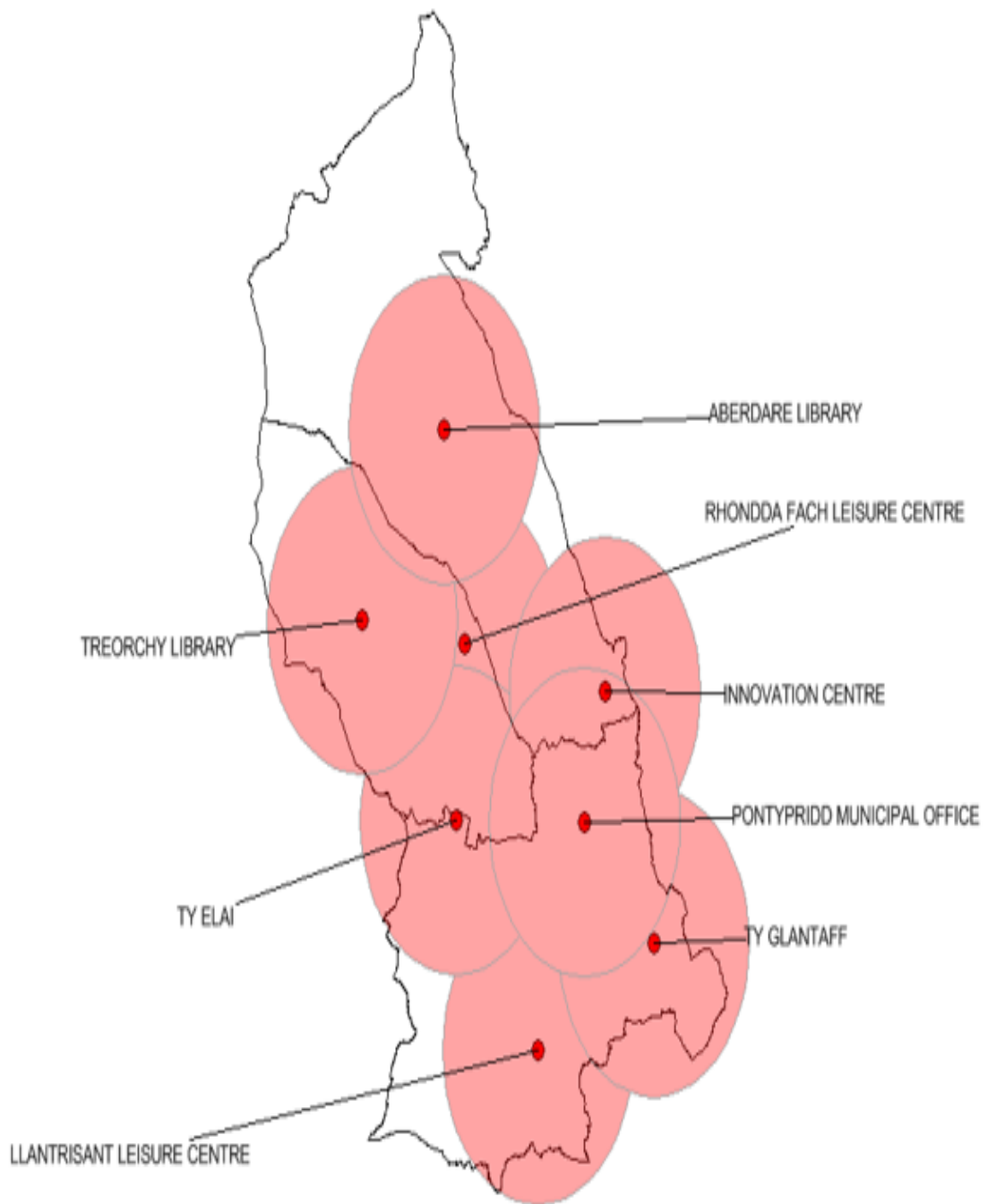i)   Failure to observe the standards set out in this policy may be regarded as serious and any breach may render the employee liable to disciplinary action which may include dismissal.

ii)   This policy will be reviewed every 12 months, or as appropriate in accordance with changes in technology, Council policies, increased risks posed by Agile Working or in response to security incidents.

Appendix 2 - Office Accommodation

Building	Freehold / Leasehold	Lease End Date	Location	Current number of desks	Occupied Desks	Vacant Desks	Date of Survey	Occupied by				
								Corp & Frontline	Chief Exec	Education	Comm & Child	External
STRATEGIC BUILDINGS												
Ty Trevithick	Freehold		Abercynon	428	377	51	06/01/2016	✔		✔	✔	
Rock Grounds	Freehold		Aberdare	19	15	4	10/02/2016	✔			✔	
Ty Elai	Freehold		Tonypandy	652	585	67	11/01/2016	✔	✔	✔	✔	✔
Clydach Pavilions	Freehold		Tonypandy	131	106	25	03/12/2015		✔			
Bronwydd	Freehold		Porth	364	278	86	07/12/2015	✔				✔
Sardis	Freehold		Pontypridd	185	164	21	18/01/2016	✔	✔		✔	
Municipal Bldgs	Freehold		Pontypridd	23	23	0	11/02/2016		✔		✔	
Ty Glantaff	Leasehold	08/08/3004	Treforest	54	49	5	09/02/2016	✔				
TOTAL				**1,856**	**1,597**	**259**						
NON STRATEGIC BUILDINGS												
Valleys Innovation Centre	Leasehold	29/03/2998	Abercynon	123	114	9	22/08/2014	✔				✔
Cynon Valley PSSO	Freehold		Aberdare	92	89	3	13/09/2014				✔	✔
Mountain Ash Town Hall	Freehold		Mountain Ash	31	31	0	06/09/2014				✔	
Pentre Municipal Office	Leasehold	24/03/2930	Pentre	46	43	3	06/09/2014				✔	
Pentre Council Office Town Hall	Leasehold	24/03/2881	Pentre	56	54	2	06/09/2014				✔	
Rhondda PSSO	Freehold		Tonpandy	60	60	0	13/09/2014				✔	
Tylorstown On Track	Freehold		Tylorstown	23	23	0	13/09/2014				✔	
Unit 2 Martime Ind Est	Freehold		Pontypridd	13	8	5	06/09/2014		✔			
Ponty PSSO	Freehold		Pontypridd	26	24	2	13/09/2014		✔		✔	
Community Service Office.Courthouse St(2)	Freehold		Pontypridd	97	97	0	06/09/2014				✔	
Gelliwastad Road Office	Freehold		Pontypridd	33	32	1	13/09/2014				✔	
Heddfan Base Main Building	Freehold		Pontypridd	107	105	2	06/09/2014				✔	✔
Ashgrove House	Freehold		Pontypridd	17	13	4	13/09/2014				✔	
Ty Catrin	Freehold		Pontypridd	36	35	1	13/09/2014				✔	
Fairway Court (Unit 2)	Leasehold	02/06/2019	Treforest	103	73	30	06/09/2014				✔	✔
TOTAL				**863**	**801**	**62**						
				2,719	**2,398**	**321**						

APPENDIX 3 – Hot Desk Sites

ABERDARE LIBRARY

RHONDDA FACH LEISURE CENTRE

TREORCHY LIBRARY

INNOVATION CENTRE

PONTYPRIDD MUNICIPAL OFFICE

TY ELAI

TY GLANTAFF

LLANTRISANT LEISURE CENTRE

Note: The pink circle highlights a 3 miles radius from each Hot Desk to households within RCT