



To: Business Coordination Board

From: Chief Constable

Date: 17 December 2014

AGILE WORKING

1. Purpose

- 1.1 The purpose of this report is to provide an update to the Business Coordination Board (“the Board”) on Cambridgeshire Constabulary’s (“the Constabulary”) approach to Agile Working. It explains what the concept means to the Constabulary and how it can contribute to significant savings, whilst maintaining an effective level of service to the community.
- 1.2 A further paper outlining the plan for the Constabulary’s estate, the project costs and expected savings will be tabled for the January Board meeting.

2. Recommendation

- 2.1 It is recommended that the Board note the content of this report.

3. Background

- 3.1 Agile Working looks at both front line policing as well as the support functions. On the front line, it acts as a natural extension of Programme Metis. The fundamental concept here is that a Police Officer or PCSO’s “office” is not within a Police Station, but is out on the streets of the community they serve. Staff should not be returning to a Police Station to complete administrative tasks.
- 3.2 Through the introduction of mobile technology, we have already seen demonstrable results, with hugely increased visibility and increases in operational hours. The downside of this is that our estate is becoming inefficient. We have large operational Police buildings that are significantly under-utilised, with officers now spending far more time within their communities.

- 3.3 Currently the Constabulary operates from an estate which is spread across 38 sites. The total cost of maintaining these sites is in excess of £4,000,000 per year.
- 3.4 The under-utilisation of Police buildings has acted as a catalyst to review how our back office functions are delivered. In the majority of business areas desks are allocated on the basis of one desk per member of staff. Agile Working aims to review this, considering each business area and the amount of desk space required to deliver each function. It is important to emphasise that Agile Working is not primarily about working from home: it is about identifying that operational delivery, meetings, leave and other commitments means that not every person in the organisation requires their own desk space.
- 3.5 In order to review current structure, initial work has begun to look at how other public services and private industry manage their staff to desk ratios. As with the front-line delivery of services, the conclusion is that the Constabulary's current utilisation of space is inefficient and, therefore, expensive.
- 3.6 A Project Manager has been appointed on a 12 month contract to conduct a review by adopting an evidenced based framework. This has resulted in some initial identification of areas for development.

4. The categories of Agile Working

- 4.1 Work has begun to categorise teams and departments into different sections of Agile Working and scope where we can achieve more with a reduced ratio of workstations to employees.
- 4.2 These five categories have been identified and categorised as:
- Plus One
 - Fixed Desk
 - Team Share
 - Agile Plus
 - Home Working

These terms have been used as they are established within other Public Services.

- 4.3 "Plus One" and "Fixed Desk" are roles that are least suited to agile working as employees are dependent on the work locations. Examples of "Plus One" are Custody or Enquiry Office staff who are dependent on their desk area to carry out their duties. These staff have to have their own desk/work from a specific location and there is minimal scope for changing their environment. "Fixed Desk" have some flexibility to be away from their desk but still need to return to it to carry out their daily work, e.g people with limited licence software of those who come under the Disability Discrimination Act.
- 4.4 "Team Share" – Those teams that work in a particular space and need to be located together. At present, workstation allocations is on a 1:1 desk to employee basis. Evidence from industry shows that by operating a system where there is no ownership of desk that this can be reduced to a ratio of 8 stations to 10 staff. This is a conservative estimate, and may actually have scope to reduce to a 6:10 ratio. Examples of "Team Share" areas might be Finance, Corporate Performance or Corporate Communications Departments.

- 4.5 “Agile Plus” – is designed for those staff that do not always need to work in the same office as the rest of their team. For example, they may work from their core office three days a week, with the other two days having greater flexibility in terms of their location. This is based around the needs of their job and encourages greater interaction with other departments. Examples could include Human Resource (HR) professionals who, through mobile IT solutions, are able to work alongside front line managers more frequently. Response Officers and CID Officers may fall in this category. The ratio here is significantly less and will range from a 6:10 to 2:10 ratio.
- 4.6 Home working can be utilised for identified roles in consultation with line managers and where applicable HR. At this stage, it is anticipated that working from home will be rare.
- 4.7 The Agile Working project will work with the Police and Crime Commissioner’s (“the Commissioners”) Director of Estates to make an assessment of all the estate and together will seek to make accommodation which is best placed, most convenient, more accessible and productive for everyone.

5. Estates Management

- 5.1 The initial stage of Agile Working will provide “touchdown zones” across a number of the most used buildings in the estate. The zones are designed to have no personal ownership and are for hot-desking on a daily basis. They can be utilised for those attending meetings at locations that then need somewhere to work or front line officers who are dealing with detainees in the custody block.
- 5.2 The largest touchdown zone is now operational at the Constabulary’s Headquarters.
- 5.3 South Cambridgeshire Area Command will become an agile trial area in December 2014. This has been identified as a cost effective location on the basis that it presents our more modern site facilities which are most practicable for early adoption of technology and cultural change. It also provides a reasonable cross section of policing teams including Safer Neighbourhood officers, PCSOs, Detectives and a Field Intelligence Unit (which works across other districts within the Constabulary).

6. Tangible benefits of agile working within the context of the Commissioner’s Police and Crime Plan

- 6.1 By increasing shared use of office space, Agile Working will increase direct contact throughout the organisation – between employees of the Constabulary (regardless of rank), between the Constabulary and partner agencies, and most essentially between the Constabulary and the communities we serve.
- 6.2 It will support the Estates Department in the on-going analysis of all corporate sites utilised by officers and staff to identify where savings can be made, where resources can be shared with other local agencies, and where income can be generated from sub-letting or cohabitation.
- 6.3 Crucially, it will make a demonstrable contribution through the Metis Programme in contributing to the saving of £6.99 million revenue funding gap in the period of 2016/17.

7. Other Benefits

- 7.1 One of the fundamental objectives behind Agile Working is that it encourages the use of ICT to host an increased number of virtual attendance meetings where staff and officers attend and leave virtually as and when they are required to do so, minimising travel costs, the disruption to a busy day, and maximising operational hours. This aims to reduce the current fuel bill of £1,200,000 per annum for fuelling the Constabulary’s fleet.
- 7.2 Work becomes about what you achieve and not where you are and is measured in terms of productivity and efficiency.

8. RECOMMENDATION

- 8.1 It is recommended that the Board note the content of this report.

BIBLIOGRAPHY

Source Document(s)	None
Contact Officer	T/Superintendent Jon Hutchinson, Cambridgeshire Constabulary